APPENDIX 1

Corporate Internal Operating Plan 2019/20

Protecting local communities

This is Cleveland Fire Brigade's Corporate Internal Operating Plan for 2019/20. It is a 'live' internal document that sets out those strategic improvement actions that are to be delivered by the Chief Fire Officer and his Directors in order to achieve the Authority's vision and strategic goals, aims and outcomes **(our 'golden thread').**

The document sets out:

- the **strategic priorities for 2019/20** and reflects the Community Integrated Risk Management Plan (CIRMP) 2018-22 Year 2 Proposals (Service Plan)
- the **strategic priorities for 2019/20** identified from our Self-Assessment
- the **high level Directorate priorities 2019/20**, as set by the Chief Fire Officer for the Directors to drive service improvement

The priorities are set to achieve our three Goals

The delivery of the proposals is monitored by the Brigade's Executive Leadership Team and the Authority's Executive Committee and progress on achievement of the proposals are communicated to staff on a regular basis.

Glossary of Terms

AMER: Area Manager Emergency Response	ELT: Executive Leadership Team
AMPP: Area Manager Prevention	HER: Head of Emergency Response
CFA: Cleveland Fire Authority	HFP: Head of Finance and Procurement
CFB: Cleveland Fire Brigade	HHR: Head of Human Resources
CFO: Chief Fire Officer	HLD: Head of Learning and Development
CIRMP: Community Integrated Risk Management Plan	HRP: Head of Risk and Performance
DAM: Democratic and Admin Manager	HTS: Head of Technical Services
DCS: Director of Corporate Services	NOG: National Operational Guidance
DTS: Director of Technical Services	

Safer Stronger Communities

Corporate Priority SSC1: Aspire to the guiding principle that 'everyone should have equal entitlement to the same attendance targets for fire engines, irrespective of whether they live in a geographic area in which there is a higher likelihood or a lower likelihood of a fire occurring' and implement the outcomes of the review of the emergency response standards		
Action	**Lead**	**Date**
SSC1.6: evaluate new building fire emergency response standards Initial work has commenced in relation to the scoping of the project.	Tim Graham	Dec 2019
SSC1.7: explore measures to reduce the time components of alarm actuation, call handling and crew reactions to improve our actual response time to building fires	Dave Turton Steve Johnson	Mar 2020
SSC1.9: review concept of operations for industrial fires and develop generic pre-determined attendances for industrial complexes Generic Pre-Determined Attendances have been adopted and incorporated into our Mobilising Procedures and the Concept of Operations has been withdrawn.	Dave Turton	Aug 2019
SSC1.10: evaluate new industrial emergency response standards The evaluation report has been produced and is scheduled for ELT meeting on 29th October 2019.	Dave Turton	Oct 2019

Corporate Priority SSC2: Introduce an optimum emergency response resource of 18 fire appliances		
Action	**Lead**	**Date**
SSC2.2: implement staffing arrangements to ensure the availability of 18 fire appliances A revised version of the staffing procedure (PRO36) used by Fire Control and the Staffing Officer was updated to include the principle of maintaining 18 appliances in Feb 2019	Dave Turton	Apr 2019

Corporate Priority SSC3: Introduce a 'strategic reserve' to sustain the optimum operational configuration of 18 fire appliances		
Action	**Lead**	**Date**
SSC3.1: develop a strategic reserve framework	Ian Hayton	Mar 2020
SSC3.2: Implementation is dependent on the completion of Project Nos UOR1, UOR2 and UOR11	Ian Hayton	Mar 2020
This priority is integral to and depends on the outcomes of the Service Re-design Project as approved by the Fire Authority's Executive Committee on 4th October 2019.		

Corporate Priority SSC4: Consider the implications of the outcomes from Grenfell public enquiry		
Action	**Lead**	**Date**
SSC4.1: undertake an impact analysis report on the outcomes from Grenfell public enquiry The Grenfell Public Enquiry is on-going and Officers are keeping a watching brief of events. Actions and timelines are dependent upon the outcomes from the Enquiry and will be determined when they are known.	Joe Flounders	Mar 2020

Corporate Priority SSC5: Develop and Implement our Community Engagement Strategy		
Action	**Lead**	**Date**
SSC5.2: agree with ELT the community engagement objectives and targets aligned to delivery of CIRMP 2022 Community Engagement Objectives were considered and agreed at ELT meeting on 26th June 2019.	Steve Johnson	Apr 2019
SSC5.3: produce community engagement strategy that ensures we reach all areas of our Community Following ELT discussions this project has been widened and an Engagement Framework has been agreed which encompasses our approach to engaging the Community, Staff and Partners. The Community outcomes have been agreed and the development of the strategy to deliver those outcomes is underway.	Steve Johnson	Oct 2019
SSC5.4: implement Year 1 improvement actions	Steve Johnson	Mar 2020

Directorate Priority **SSC6: Evaluate the Impact of the Potential Introduction of the 'Broadening Role' to the Fire and Rescue Sector**		
Action	**Lead**	**Date**
SSC6.1: produce an impact assessment report on the Fire and Rescue Sector's 'Broadening Role' At the National Joint Council meeting in June 2019 the national employers' side and the Fire Brigades Union (FBU) agreed that a short period of further negotiation should take place which it was hoped would enable movement towards a position that could be jointly agreed, subject to appropriate funding. The joint circular (NJC/2/19) issued on 11 July 2019 stated that: *'A further period of intense negotiation has now taken place. It is clear that the hypothetical nature of some of the elements of future pay awards continues to be a major obstacle. More recently this has been exacerbated by expected delay issues around the Spending Review.* *This isn't going to be resolved quickly. Therefore the NJC has agreed to pause the national broadening the role negotiation at this time. Both sides are still committed to the principles of broadening the role.* *The NJC is a UK-wide body and discussions, through the auspices of the NJC, can also take place with the constituent parts of the UK. That has been the case in Scotland for example where the position on funding is more advanced. That remains the case.* *The employers intend to respond to the employees' side before the end of the month on the matter of the pay award for the settlement year 2019/20.'* Consequently this project is deferred until further notice.	Ian Hayton	Mar 2020

Directorate Priority **SSC7: Evaluate the impact of our new approach to reducing the number of unwanted fire signals**		
Action	**Lead**	**Date**
SSC7.1: produce an impact assessment report on the Authority's strategy on Unwanted Fire Signals The Unwanted Fire Signals Strategy Evaluation Report was presented to ELT on 28th March 2019. It provided detailed analysis on the impact of the current UWFS Strategy, which was implemented in Oct 2017, on the number of Unwanted Fire Signals that the Brigade was experiencing. Outcomes from the report highlighted that in 2018/19: • over a 24 hour period there was a 24% reduction in the number of Automatic Fire Alarms compared to 2017/18 and a 39% reduction when compared to 2016/17 • between the hours 08.00hrs - 1730hrs there was a 52% reduction in the number of Automatic Fire Alarms compared to 2017/18 and 61% reduction when compared to 2016/17 The excellent results have paved the way for an expansion of the criteria set within the strategy in terms of timescales and days of operation and ELT have agreed that this should be piloted for a further year. ELT also agreed a programme of consultation with stakeholders should be undertaken in 2019/20 with regard to cost recovery. A future strategy will be determined following the pilot work and the outcomes from the consultation. Project timelines have been amended accordingly.	Steve Johnson Joe Flounders	Apr 2019
SSC7.2: review the Unwanted Fire Signal policy and procedure in light of 7.1 above	Steve Johnson	May 2020

Directorate Priority SSC10: Community Safety Strategy		
Action	**Lead**	**Date**
SSC10.1: implement year 1 delivery plan in relation to Safer Homes	Ian Hayton	Mar 2020
SSC10.2: implement year 1 delivery plan in relation to Safer Buildings	Ian Hayton	Mar 2020
SSC10.3: implement year 1 delivery plan in relation to Safer Roads	Ian Hayton	Mar 2020
SSC10.4: implement year 1 delivery plan in relation to Safer High Hazard Industries	Ian Hayton	Mar 2020
SSC10.5: implement year 1 delivery plan in relation to Safer Neighbourhoods	Ian Hayton	Mar 2020
SSC10.6: implement year 1 delivery plan in relation to Supported National Resilience	Ian Hayton	Mar 2020
SSC10.7: implement year 1 delivery plan in relation to Improved Health Outcomes	Ian Hayton	Mar 2020
SSC 10.8: establish a programme of community safety evaluation	Karen Winter	Dec 2019

Directorate Priority SSC13: Produce Emergency Response Plans for multi-scenarios at each high hazard industry complex		
Action	**Lead**	**Date**
SSC13.1 produce an ERP Programme for multi-scenarios at each high hazard industry complex	Dave Turton	Mar 2020
SSS13.2 : implement Year 1 of Programme	Dave Turton	Mar 2020
SSC13.3: embed emergency response arrangements, procedural guidance, mobilising arrangements and training of staff	Dave Turton	Mar 2020
SSC13.3: develop high hazard industry site specific risk information for firefighters	Dave Turton	Mar 2020
SSC13.5: develop robust arrangements for mutual aid for situations that are not reasonably foreseeable but are possible	Dave Turton	Mar 2020

Directorate Priority SSC14: National Occupational Guidance		
Action	**Lead**	**Date**
SSC14.4: implement Year 2 of NOG Programme	Ray Khaliq	Mar 2020

Directorate Priority SSC18: Body Worn Video for Operational Personnel		
Action	**Lead**	**Date**
SSC18.2: evaluate and if necessary produce business case for Body Worn Video for Operational Personnel Following a trial of body worn video cameras for operational personnel a full evaluation report was presented to ELT on 25th July 2019. Having considered feedback it was agreed that going forward the cameras would be made available to all those personnel who wanted to wear them on a voluntary basis.	Dave Turton	Aug 2019

Directorate Priority SSC19: Cross-Border Arrangements		
Action	**Lead**	**Date**
SSC19.1 Work with Neighbouring FRSs to implement Cross Border Improvement Plan	Dave Turton	Mar 2020

Directorate Priority SSC 20: Ops Intelligence and 7.2d Arrangements		
Action	**Lead**	**Date**
SSC20.1: Align Ops Intelligence and 7.2d Arrangements	Dave Turton	Dec 2019

Directorate Priority SSC 21: Arson Reduction		
Action	**Lead**	**Date**
SSC21.1: Develop an arson reduction strategy and associated good practice toolkits by leading/supporting NFCC development work A national Strategy has been devised, agreed through Home Safety and prevention Coordination Committees and available on National Fire Chief Council's website. A local strategy and arson reduction process are currently being developed to align the NFCC required elements.	Steve Johnson	Mar 2020

A Proud, Passionate, Professional and Inclusive Workforce

Corporate Priority PIW1: Leadership and Management		
Action	**Lead**	**Date**
PIW1.1: finalise the Leadership and Management Strategy The Leadership and Management Strategy was approved by ELT and the Authority's Executive Committee in April 2019.	Ray Khaliq	Apr 2019
PIW1.2: implement Year 1 actions of Leadership and Management Strategy	Ray Khaliq	Mar 2020
PIW1.3a: adopt a talent management scheme and PIW 1.3b explore the use of accelerated career development	Ray Khaliq	Dec 2019
PIW1.4: explore a direct entry scheme	Karen Winter	Dec 2019
PIW1.5: develop a career framework/pathway aligned to professional qualifications and standards which considers any NFCC guidance	Ray Khaliq	Mar 2020
PIW1.6: explore collaboration opportunities for accessing academic qualifications	Ray Khaliq	Mar 2020

Corporate Priority PIW2: Implement the Authority's Equality, Diversity and Inclusion (EDI) Strategy		
Action	**Lead**	**Date**
PIW2.1: implement year 2 actions associated with our equality theme 'Political and Professional Leadership' • gender pay gap report approved and published • modern slavery statement updated and published • equality objectives incorporated into Personal Development Reviews • PRIDE values embedded into recruitment selection and promotion processes and Personal Development Reviews • Code of Conducts produced and issued to all staff on appointment • PRIDE displayed in all premises	Karen Winter	Mar 2020
PIW2.2: implement year 2 actions associated with our equality theme 'Inclusive Culture' • 25 training courses on EDI and Unconscious bias have been delivered to all staff groups • Managers trained in 'how to have a difficult conversation'	Karen Winter	Mar 2020
PIW2.3: implement year 2 actions associated with our equality theme 'Recruitment, Progression, Retention' • Enhanced engagement on careers within CFB with schools, community colleges and other organized events e.g. PRIDE event • Positive action preceded our whole-time firefighter recruitment campaign • Barriers identified for BME Groups – resolution actioned • Ageing workforce toolkit introduced • Menopause Guidance implemented	Karen Winter	Mar 2020

PIW2.4: implement year 2 actions associated with our equality theme 'Delivering Services to Diverse Communities' Work underway and will be completed by Autumn in line with EDI Action Plan	Karen Winter	Mar 2020
PIW2.5: implement year 2 actions associated with our equality theme 'Positive Purchasing Power' • EDI requirements have been added into the contract specification templates; and tenders continue to be advertised electronically in accordance with national guidance/legislation. Legal obligations met with regard to evaluating submissions in relation to equality and social value. • Procurement guidance and templates updated to ensure compliance with Modern Slavery Act 2015	Karen Winter	Mar 2020

Corporate Priority PIW3: Workforce Planning		
Action	**Lead**	**Date**
PIW3.1: review workforce planning models	Karen Winter	Dec 2019
PIW3.2: implement identified improvements to workforce planning arrangements	Karen Winter	Mar 2020
PIW 3.3: consider the use of technology to enhance efficiency and effectiveness of adopted workforce planning model	Karen Winter	Mar 2020
PIW 3.4: consider implications of national apprenticeship frameworks including trailblazer firefighter; business fire safety advisor; emergency services contact handler; community safety advisor; fire safety inspector	Karen Winter	Mar 2020
PIW3.5: review the Brigade's Recruitment, Selection and Promotion Policy and Procedure to consider workforce representation, talent management, direct entry, qualifications and to align to our new values and behaviours framework	Karen Winter	Mar 2020
PIW3.6: enhance the Brigade's training needs analysis processes	Ray Khaliq	Oct 2019

Corporate Priority PIW4: Inclusive Culture		
Action	**Lead**	**Date**
PW4.1: undertake an independent staff survey in partnership with Institute of Local Governance (also linked to PIW 2.2 and EO7)	Ian Hayton	Dec 2019
PIW4.2 review reward and recognition policy This is a c/fwd project from 2019/20	Alan Brown	Dec 2019

Directorate Priorities PIW9: **Personal Development Reviews (PDRs) and Internal Operating Plans (IOPs) for Directorates**		
Action	**Lead**	**Date**
PIW9.1: undertake PDRs for Heads of Department Corporate Services All Heads have had a PDR and been given their development plans as follows: • HRP: Tim Graham: 25th April 2019 • HHR: Nicola Moore : 30th April 2019 • HFP: Cliff Cordiner: 16th April 2019 • DAM: Bev Parker: 7th May 2019	Karen Winter	Apr 2019
PIW9.2: undertake PDRs for Heads of Department Community Protection All Heads have had a PDR and been given their development plans as follows: • AMP: Steve Johnson: 9th April 2019 • AMER: Dave Turton: 17th April 2019 • HTC: Simon Weastell: 28th June 2019 • HRER: Alan Brown: 25th June 2019 • HER: Andy Robinson: 24th June 2019	Ian Hayton	Apr 2019
PIW9.3: undertake PDRs for Heads of Department Technical Services All Heads have had a PDR and been given their development plans as follows: • HTS: John Feeney: 8th April 2019 • HICT: Darren Richards: 28th February 2019 • HLD: Chris Chisholm: 7th May 2019	Ray Khaliq	Apr 2019
PIW9.4: produce and publish IOPs for Heads of Department All Corporate Services Heads have been given their IOPs as follows: • HRP: Tim Graham: 25th April 2019 • HHR: Nicola Moore: 30th April 2019 • HFP: Cliff Cordiner: 16th April 2019 • DAM: Bev Parker: 7th May 2019	Karen Winter	Apr 2019
PIW9.5: produce and publish IOPs for Heads of Department All Community Protection Heads have been given their IOPs as follows: • AMP: Steve Johnson: 9th April 2019 • AMER: Dave Turton: 17th April 2019 • HTC: Simon Weastell: 28th June 2019 • HRER: Alan Brown: 25th June 2019 • HER: Andy Robinson: 24th June 2019	Ian Hayton	Apr 2019
PIW9.6: produce and publish IOPS for all Heads of Department All Technical Services Heads have been given their IOPs as follows: • HTS: John Feeney: 8th April 2019 • HICT: Darren Richards: 28th February 2019 • HLD: Chris Chisholm: 7th May 2019	Ray Khaliq	Apr 2019
PIW9.7: further develop the electronic PDR recording system for all staff	Ray Khaliq	Mar 2020
PIW9.8: develop an electronic personal development review process which links to personal development records	Ray Khaliq	Mar 2020

Directorate Priority PIW10: Health and Safety		
Action	**Lead**	**Date**
PIW10.1: review Health and Safety Policy The Health and Safety Policy and Strategy was reviewed, updated and approved in April 2019.	Ray Khaliq	Sep 2019
PIW10.2: implement year 1 Improvement Plan	Ray Khaliq	Mar 2020

Directorate Priority PIW11: Employee Health and Wellbeing Strategy		
Action	**Lead**	**Date**
PIW11.1: produce an EHWB Strategy 2019/20 – 2021/22 Following consultation with the Brigade's Health and Wellbeing Board the EHWB Strategy 2019/20-20221/22 was approved by ELT in June 2019 and presented to the Executive for information in July 2019. The Strategy is based on national principles and will focus on mental health, physical health and health promotion over next three years.	Karen Winter	May 2019
PIW11.2: review the EHWB Framework Following consultation with the Brigade's Health and Wellbeing Board the EHWB Framework was approved by ELT in June 2019 and presented to the Executive for information in July 2019	Karen Winter	Jun 2019
PIW11.3: implement year 1 improvement plan	Karen Winter	Mar 2020

Directorate Priority PIW12: Training and Education Strategy		
Action	**Lead**	**Date**
PIW12.1: implement year 1 improvement plan	Ray Khaliq	Mar 2020

Efficient Use of Resources

Corporate Priority UOR1: Review Operational Whole-time Duty System		
Action	**Lead**	**Date**
UOR1.1: establish joint steering group A Joint Steering Group has been established	Ian Hayton	Apr 2019
UOR1.2: agree scope of work	Ian Hayton	Dec 2019
UOR1.3: conduct baseline review including gap analysis	Ian Hayton	Mar 2020
UOR1.4: produce options report and recommendations	Ian Hayton	Nov 2020
UOR1.5: implement any agreed new arrangements	Ian Hayton	Dec 2020

Corporate Priority UOR2: Review Flexi-Duty System		
Action	**Lead**	**Date**
UOR2.1: establish joint steering group	Ian Hayton	Oct 2019
UOR2.2: agree scope of work	Ian Hayton	Nov 2019
UOR2.3: conduct baseline review including gap analysis	Ian Hayton	Mar 2020
UOR2.4: produce options report and recommendations	Ian Hayton	July 2020
UOR2.5: implement any agreed new arrangements	Ian Hayton	Dec 2020
This priority is integral to and depends on the outcomes of the Service Re-design Project as approved by the Fire Authority's Executive Committee on 4th October 2019.		

Corporate Priority UOR3: implement control room proposal		
Action	**Lead**	**Date**
UOR3.2: implementation of control room review Implementation of control room review complete; working arrangements captured in new Local Agreement 16B.	Ian Hayton	Jun 2019
UOR3.3: evaluate new control room working arrangements	Dave Turton	Jul 2020

Corporate Priority UOR4: Incident Command Unit Operational Arrangements		
Action	**Lead**	**Date**
UOR4.4: evaluate the new ICU operational arrangements	Dave Turton	Dec 2019

Corporate Priority UOR7: Multi-Agency Incident Command Support		
Action	**Lead**	**Date**
UOR7.4 explore opportunities to enhance interoperability through the integration of the command function at joint incidents with the Police ICT/ Procurement are releasing a new tender on 11/01/2019 for a new ICS. No new interoperability work will commence until the award of the tender and the integration of the ICS into existing systems	Alan Brown	Mat 2020
UOR7.5 assess feasibility and develop arrangements for collaboration in command support teams Depends on action 7.4	Alan Brown	Jan 2020
UOR7.6 develop and implement a plan to achieve closer working arrangements in the 'on site' incident command function Depends on actions 7..4 and 7.5	Alan Brown	Mar 2020

Corporate Priority UOR8: Review the outcomes of the national and local emergency medical responder project evaluations and determine the future of the scheme in Teesside		
Action	**Lead**	**Date**
UOR8.1 consider the implications of the NJC-commissioned national report on the EMR trials in respect of the scope, scale and benefits of co-responding As reported to the Executive Committee, the continuation of the Emergency Medical Response national trials is conditional on the satisfactory conclusion of the Firefighters' 2017 Pay Claim. Currently, EMR is viewed as a broadening of the role of a firefighter and therefore inextricably linked to pay. The pay offer gives rise to a 3% pay rise to undertake the broadening role however this is dependent on access to new government funding. Pay negotiations are ongoing and a national business plan has been submitted to Government re the broadening role of firefighters. Until outcomes of this are known no further progress can be made with this project. This project is therefore a priority for 2019/20	Dave Turton	Awaiting outcome
UOR8.2 subject to local negotiations, implement a funded brigade-wide emergency medical response scheme	Dave Turton	TBD
UOR8.3 review and ensure that there are appropriate arrangements in place to provide improved patient outcomes related to early intervention by fire and rescue service personnel An implementation plan has been prepared for the eventuality that EMR is reinstated, to ensure that the knowledge and experiences of the author is not lost on his impending retirement from the Brigade	Dave Turton	TBD
UOR8.4 develop and implement a local performance framework which continuously monitors the impact on patient outcomes, FRS statutory functions and health and wellbeing of fire and rescue staff	Dave Turton	TBD
UOR8.5 identify and exploit opportunities to work together and improve synergies with NEAS by more effective use of information and data; promoting use of existing guidance and best practice; and shared communications	Dave Turton	TBD

Corporate Priority UOR9: Emergency Services Mobile Communications Programme – Collaboration with North East Fire and Rescue Services		
Action	**Lead**	**Date**
UOR9.1 comply with ESN Code of Connection Significant technical compliance work has been undertaken based upon information known so far. The full and final version of the ESN Code of Connection document, with which the Authority needs to comply, has now been published by the Home Office and we are working towards full compliance.	Ray Khaliq	Mar 2020
UOR 9.2 commission the new ground base communications link to ESN Emergency Services Network ground-based Communications Link has been installed into the Training & Administration Hub building. Connection to the Emergency Services Network will be approved once definitive "Code of Connection" has been published and subsequent compliance work is completed.	Ray Khaliq	Mar 2020
UOR9.3 upgrade existing Fire Control command and control systems Upgrades to Fire Control technology including the SEED Command and Control mobilising system and the Motorola ICCS communications system are installed and went live in our Queen's Meadow Fire Control on 25th January 2019. Final acceptance signed off on 12th June 2019.	Ray Khaliq	Apr 2019
UOR9.4 develop training plan for ESMCP	Ray Khaliq	Mar 2020
UOR9.5 procure new user devices	Ray Khali	Mar 2020
UOR9.6 install new communications equipment into the operational fleet	Ray Khaliq	Mar 2020

Corporate Priority UOR 10: In light of Forecasted Medium Term Financial Strategy Undertake an Interim Review of CIRMP		
Action	**Lead**	**Date**
UOR 10.1 review community risk profile	Karen Winter	Jul 2019
UOR 10.2 evaluate prevention, protection and emergency response services	Ian Hayton	Aug 2019
UOR 10.3 review non-pay budgets	Karen Winter	Sep 2019
UOR 10.4 develop CIRMP future options including 'use of strategic reserves, review of duty systems etc	Ian Hayton	Sep 2019
UOR 10.5 consider further review of organisational management structure	Karen Winter	Oct 2019
UOR 10.6 undertake any CIRMP consultation requirements	Ian Hayton	Oct 2019
This priority is integral to and depends on the outcomes of the Service Re-design Project as approved by the Fire Authority's Executive Committee on 4th October 2019.		

Corporate Priority UOR11: Conduct a review of the recruitment, pay and contracts; and availability of retained duty system firefighters		
Action	**Lead**	**Date**
UOR11.3: undertake a baseline evaluation of current contractual arrangements including pay models and availability Retained Firefighters are a vital to our emergency response capability. The Brigade has six retained fire stations and eight retained fire appliances. Currently the availability of retained firefighters and therefore retained fire appliances is sporadic due to a variety of inter-dependent and complex issues. A baseline analysis of the current retained duty system and availability has been undertaken and a gap analysis of the issues negatively impacting on retained duty system availability has been produced.	Ian Hayton	May 2019
UOR11.4: provide options for future retained duty system that enhances efficiency and effectiveness A future options report has been produced and recommendations are currently being considered by ELT.	Ian Hayton	Mar 2020

Corporate Priority UOR 14: Explore Collaborative Opportunities for Enabling Services with Cleveland Police		
Action	**Lead**	**Date**
UOR14.1 Phase 1: initial scoping of opportunities, benefits and risks including the production of a proposed operating model for a shared Cleveland Emergency Services Business Support Unit (CESBU) A scoping document was presented to the CFA's Executive Committee in April 2019 where it was agreed to undertake a more detailed analysis to inform a business case; this was to be produced by Mar 2020.	Ian Hayton	Apr 2019
UOR 14.2 Phase 2: detailed due diligence and deep dive across all functional areas and sub component areas (if all are approved by ELT and CFA) and design of a phased implementation plan.	Ian Hayton	May 2020
UOR 14.3 Phase 3: possible streamlining of CFB processes and practices (unknown until the due diligence is performed, and then integration of staff and business processes transferring into the CESBU)	Ian Hayton	Oct 2020
UOR 14.4 Phase 4: full integration of systems and business process integration into a single operating model	Ian Hayton	Mar 2022

Corporate Priority UOR18a: Complete New Complex on Queen's Meadow Business Park		
Action	**Lead**	**Date**
UOR18a.1 complete the installation of the training units comprising petrochemical rig and fire behaviour units This action consists of five 'lots': Lot 1: Fire House Fit Out The Fire House is now in use. Additional works are scheduled to improve heat linings and smoke extraction systems. Lot 2: Line Rescue Mast Installation completed in Sept 2018. Lot 3: Petrochemical Rig, Lot 4:LPG Units; Lot 5: Fire Behaviour Training Units Contract price and procurement approved by CFA Exec on 8th March 2019. Planning permission received from Hartlepool Borough Council on 11th June 2019. On site installation due to commence March 2020.	Ray Khaliq	Oct 2019
UOR18a.2 complete the development of the Queen's Meadow Complex in Collaboration with Community Groups The landscaping of the Queen's Meadow Site will take place in spring 2019.	Ray Khaliq	Nov 2019

Corporate Priority UOR18b: Refurbish Stockton fire station		
Action	**Lead**	**Date**
UOR18b.1 develop work specification and undertake procurement Work specification and procurement process complete	Ray Khaliq	Apr 2019
UOR18b.2 appoint primary contractors to complete refurbishment works Contract award scheduled for CFA Exec on 5th July 2019	Ray Khaliq	Mar 2020
UOR18b.3 plan and implement temporary accommodation on site Temporary accommodation to be located on site at rear of fire station. Garages to rear of station yard to be demolished. Procurement of temporary accommodation units in progress.	Ray Khaliq	Mar 2020
UOR18b.4 commence refurbishment work Refurbishment works scheduled to commence Sep 2019.	Ray Khaliq	Mar 2020
UOR18b.5 complete refurbishment Stockton fire station	Ray Khaliq	Mar 2020

Corporate Priority UOR18c: Refurbish Guisborough fire station		
Action	**Lead**	**Date**
UOR18c.3 plan and implement temporary accommodation on site Temporary accommodation installed on site 28th May 2019.	Ray Khaliq	May 2019
UOR18c.4 commence refurbishment works Refurbishment works commenced 3rd June 2019.	Ray Khaliq	Aug 2019
UOR18c.5 complete refurbishment and re-occupy Guisborough fire station Scheduled for completion Aug 2019.	Ray Khaliq	Oct 2019

Corporate Priority UOR18d: Refurbish Loftus fire station		
Action	**Lead**	**Date**
UOR18d.3 plan and implement temporary accommodation on site Temporary accommodation installed on site 8th April 2019.	Ray Khaliq	May 2019
UOR18d.4 commence refurbishment works Refurbishment works commenced 15th April 2019.	Ray Khaliq	Aug 2019
UOR18d.5 complete refurbishment and re-occupy Loftus fire station Scheduled for completion Jul 2019.	Ray Khaliq	Oct 2019

Corporate Priority UOR19: Revenue Budget 2019/20		
Action	**Lead**	**Date**
UOR19.1 undertake budget adjustments to reflect CIRMP Year 2 savings Budget adjustments relating to firefighter and control staffing changes (£0.671m) were made on 1st April 2019 (email from DCS to HFP 2nd April 2019)	Karen Winter	Apr 2019
UOR19.2 use of reserves to balance the 2019/20 budget (£0.253m) £0.253m used from reserves to balance the budget (email from DCS to HFP 2nd April 2019)	Karen Winter	Apr 2019

Corporate Priority UOR20: Investigate the benefits and implications of 24 hour working within the Brigade		
Action	**Lead**	**Date**
UOR20.1 agree high level project plan	Ian Hayton	Oct 2019
UOR20.2: undertake a baseline review of current productivity levels for operational personnel	Dave Turton	Dec 2019
UOR20.3: depending on outcomes from above, produce proposals to improve the future productivity levels of operational personnel This project will extend over two years therefore this action will carry forward to 2019/20 (ELT mins 26th Nov 2018)	Dave Turton	Mar 2020

Corporate Priority UOR21: Continue to develop our trading company to generate commercial revenues		
Action	**Lead**	**Date**
UOR21.1: develop a Five Year Business Plan	Ian Hayton	Oct 2019
UOR21.2: produce a Service Plan 2019/20	Ian Hayton	Oct 2019
UOR21.3: publish the year end accounts 2018/19	Ian Hayton	Dec 2019

Directorate Priority UOR22: Evaluate the utilisation of the small fires units (SFUs)		
Action	**Lead**	**Date**
UOR22.3: depending on outcomes from above, produce proposals to improve the future utilisation of the small fires unit Evaluation exercise planned for August 2019 and therefore this project will carry forward to 2019/20 (ELT mins 26th Nov 2018) Project to be incorporated in review of CIRMP.	Dave Turton	Dec 2019

Directorate Priority UOR23: Review our specialist search and rescue capabilities including flooding response, water and line rescue and body recovery		
Action	**Lead**	**Date**
UOR23.2: undertake a baseline review of our fire and rescue capabilities **Water Rescue, including flooding** The water rescue baseline review has been drafted by the Brigade's National Resilience Flood Tactical Advisor. Following consideration, further work is required on the options section of the document, to inform the recommendations, prior to submission **Line Rescue, including Bariatric lifts** The Line rescue baseline review has been drafted by the District Manager for Middlesbrough. Following consideration, further work is required on the options section of the document, to inform the recommendations, prior to submission. **Body Recovery** This review has not yet commenced, and is in the process of being allocated to the relevant Manager, for completion	Dave Turton	Oct 2019
UOR23.3: produce options report and recommended proposals to improve the future provision and resilience of our fire and rescue capabilities	Dave Turton	Mar 2020

Directorate Priority UOR 24: Review of Pension Administration and Pension Payroll Services (Firefighters' Pension Schemes)		
Action	**Lead**	**Date**
UOR24.5: undertake procurements exercise and award tender A full tender exercise was undertaken in collaboration with County Durham and Darlington Fire and Rescue Service. This was approved by the CFA Executive Committee on 26th April 2019.	Karen Winter	May 2019
UOR24.6 transition to new provider including communications and training requirements The Pension and Payroll service was awarded to XPS who were the same service provider as previous. Therefore no transition actions were required, however, a full communications plan was implemented to ensure staff were made aware of the continued service provider.	Karen Winter	Nov 2019
UOR24.7: terminate existing contract and start new contract Not applicable but staff were notified of the outcomes from the procurement exercise.	Karen Winter	Dec 2019

Directorate Priority UOR25: Uniform and Clothing Procurement Review		
Action	**Lead**	**Date**
UOR25.1 undertake a baseline review of current clothing procurement arrangements including services, costs, customer quality and comparisons A full baseline review of uniform has been undertaken and will be presented to ELT in Nov 2019.	Karen Winter	Dec 2019
UOR25.3: explore future procurement routes for uniform	Karen Winter	Mar 2020

Directorate Priority UOR 26: Review of Occupational Health Services		
Action	**Lead**	**Date**
UOR26.3: produce future occupational health service specification Following a market research across FRSs and building on current service requirement a future occupational health specification has been produced.	Karen Winter	Apr 2019
UOR26.4 produce occupational health services options Opportunities for a regional FRS service or a Cleveland Police/Fire provision have been explored and discussed with ELT on 25th July 2019. A regional Fire service provision is now being pursued.	Karen Winter	Jul 2019
UOR26.5: develop a regional fire service occupational health specification and agree procurement route	Karen Winter	Oct 2019
UOR26.6: undertake procurements exercise and award tender	Karen Winter	Feb 2020
UOR26.7 transition to new provider including communications and training requirements	Karen Winter	Jul 2020
UOR26.8: terminate existing contract and start new contract	Karen Winter	Sep 2020

Directorate Priority UOR27: Review of Financial Services		
Action	**Lead**	**Date**
UOR27.1: agree scope and project plan	Karen Winter	Dec 2019
UOR27.2: undertake a baseline review of current financial services including services, costs, customer quality and comparisons	Karen Winter	Mar 2020
UOR27.3: produce future financial service specification	Karen Winter	Sep 2020
UOR27.4: produce future financial service options	Karen Winter	Jan 2021
UOR27.5: undertake tender exercise, if appropriate, for future financial service	Karen Winter	TBC
UOR27.6: award tender	Karen Winter	TBC
UOR27.7: implement new financial service arrangements	Karen Winter	TBC

Directorate Priority UOR31: Produce Service Plan 2020/21		
Action	**Lead**	**Date**
UOR31.1: agree 2020/21 priorities	Karen Winter	Jan 2020
UOR31.2: produce Service Plan 2020/21	Karen Winter	Mar 2020

Directorate Priority UOR32: MTFS 2018-22		
Action	**Lead**	**Date**
UOR32.1 monitor achievement of efficiencies of Year 2 CIRMP Budget adjustments relating to firefighter and control staffing changes (£0.671m) and reserves (£0.253m) were made on 1st April 2019. (email from DCS to HFP 2nd April 2019)	Karen Winter	Sep 2019
UOR32.2 review medium term financial strategy in light of any revised budget settlements and adjust MTFS and Year 3 of CIRMP	Karen Winter	Dec 2019

Directorate Priority UOR33: Achieve an Unqualified Opinion from External Audit on the Financial Statement		
Action	**Lead**	**Date**
UOR33.1 prepare end of year accounts End of year accounts for 2018/19 were completed by the relevant statutory deadline.	Karen Winter	Jul 2019
UOR33.2 achieve an unqualified opinion on the financial statement An unqualified opinion the financial statement was set out in the Annual Audit Letter completed by the CFA's External Auditors Mazars. This was presented to CFA on 24th August 2019	Karen Winter	Dec 2019

Directorate Priority UOR34: Achieve an Unqualified Opinion from External Audit on Value for Money		
Action	**Lead**	**Date**
UOR34.1 achieve an unqualified opinion on value for money An unqualified opinion value for money was set out in the Annual Audit Letter completed by the CFA's External Auditors Mazars. This was presented to CFA on 24th August 2019	Karen Winter	Dec 2019

Directorate Priority UOR35: HMICFRS Inspection		
Action	**Lead**	**Date**
UOR35.1 Submit Position Statement and Self-Assessment Self-Assessment 'This is US' completed in Mar 2019. 1,000 word position statement and 300 word sub criteria statements were submitted to HMICFRS on 1st Apr 2019.	Karen Winter	Apr 2019
UOR35.2: Prepare Strategic Brief Presentation Strategic briefing took place 19th Jun 2019	Ian Hayton	Jun 2019
UOR35.3: Prepare Inspection Fieldwork Arrangements Fieldwork took place week commencing 8th Jul for the full week. A comprehensive programme of events including interviews, focus groups and visits to fire stations was implemented in partnership with HMICFRS. A 'hot debrief' was provided to the ELT following events. The final gradings and outcomes from the inspection will be provided in December 2019 following HMICFRS moderation processes.	Karen Winter	Jul 2019
UOR35.9: Implement Comms Strategy to support HMICFRS Inspection Comms Plan covering all stages of inspection produced and implemented as we progress through each stage.	Steve Johnson	May 2019

Directorate Priority UOR36: Policy Framework		
Action	**Lead**	**Date**
UOR 36.1: review the employee mental health and wellbeing policy and procedure	Karen Winter	Nov 2019
UOR 36.2: review the sickness absence policy and procedure	Karen Winter	Oct 2019
UOR 36.3: review the substance misuse policy and procedure	Karen Winter	Nov 2019
UOR 36.4: review the health and fitness policy and procedure	Karen Winter	Jan 2020
UOR 36.5: review the dress and appearance policy and procedure	Karen Winter	Dec 2019
UOR 36.6: review the recruitment, selection and promotion policy and procedure	Karen Winter	Mar 2020
UOR 36.7: establish a programme of reviews of Local Agreements	Karen Winter	Dec 2019
UOR36.8 review the retirement policy and procedure	Karen Winter	Oct 2019
UOR36.9 review the re-employment following retirement policy and procedure	Karen Winter	Jan 2020
UOR36.10 review the redeployment policy and procedure In line with the Brigade's key document framework the Re-deployment policy and procedure has been reviewed by the DCS; LAMO was consulted as part of this process. Outcomes of the review and confirms that the policy remains 'fit for purpose'. ELT was informed of the outcomes of the review on 2nd July2019. FBU and Unison have also been notified.	Karen Winter	Jul 2019
UOR36.11 review the redundancy policy and procedure In line with the Brigade's key document framework the Redundancy policy and procedure has been reviewed by the DCS; LAMO was consulted as part of this process. Outcomes of the review and confirms that the policy remains 'fit for purpose'. ELT was informed of the outcomes of the review on 2nd July2019. FBU and Unison have also been notified.	Karen Winter	Jul 2019
UOR36.15: review the disclosure and barring policy and procedure Following a review of the DBS policy and procedure, no amends were required to the DBS Policy and minor changes were made to procedure. These are to be presented to ELT on 7th October 2019.	Nicola Moore	Oct 2019
UOR36.16: review the Reservists policy and procedure	Nicola Moore	Oct 2019
UOR36.17: review the key document framework policy, strategy and guides The key document framework policy, strategy and guides have been reviewed and amalgamated into one Guide for the Development of Policies and Strategies.	Bev Parker	May 2019
UOR36.19: continue to implement National Operational Guidance as defined in the Project Plan and Implementation Model	Ray Khaliq	Mar 2020
UOR 36.20: review the equality impact assessment policy	Karen Winter	Dec 2019
UOR 36.21: review the family friendly policy	Karen Winter	Oct 2019

UOR 36.22: review the sustainability policy and strategy	Ray Khaliq	Oct 2019
UOR 36.23: review transparency, accountability and assurance policy and strategy The review of the transparency, accountability and assurance policy and strategy resulted in minor tweaks to the Policy and no current requirement for a strategy as all actions from previous strategy had been actioned with practises now embedded. ELT approved the revised Policy on 28th August 2019.	Karen Winter	Jul 2019
UOR 36.24: review work placement policy	Karen Winter	Oct 2019
UOR 36.25: review staff suggestion scheme A refreshed Staff Suggestion Scheme was approved by ELT on 23rd April 2019.	Dave Turton	Jun 2019

Directorate Priority **UOR39: Human Resource Information System**		
Action	**Lead**	**Date**
UOR39.1: determine procurement route/collaborative opportunities The Project team met on 15th May 2019 where it was highlighted that a new opportunity to develop a HR system had come to light as a result of the Brigade's 'enabling services project' with Cleveland Police. It was agreed that this opportunity should be further explored.	Karen Winter	Mar 2020
UOR39.2: undertake procurement exercise	Karen Winter	Jun 2020
UOR39.3: award contract	Karen Winter	Nov 2020
UOR39.3: produce HR system implementation plan	Karen Winter	Dec 2020

Directorate Priority **UOR42: Partnership Working**		
Action	**Lead**	**Date**
UOR42.2: further develop a partnership register All heads of department have been requested to forward details of their existing partnership arrangements to Head of Fire Engineering.	Joe Flounder	Nov 2019
UOR42.3: develop a partnership framework including evaluation arrangements	Joe Flounder	Mar 2020

Directorate Priority **UOR43: ICT**		
Action	**Lead**	**Date**
UOR43.1: implement Year 1 actions of ICT Strategy	Ray Khaliq	Mar 2020

Directorate Priority UOR44: Procurement		
Action	**Lead**	**Date**
UOR44.1: implement Year 1 actions of Procurement Strategy The Procurement Improvement Group have signed off the following actions • P1.1.1 and P1.1.2: local and regional procurement pipeline has been produced and is used to identify potential procurement opportunities • P1.2.1: a preferred list of frameworks for various goods, services and commodities has been included within the Authority's Contract Procedure Rules • P1.3.1: information has been updated on the National Blue Light Procurement Database • P1.3.2: savings register has been established • P2.1, P2.2 and P.2.3: EDI requirements have been added into the contract specification templates; and tenders continue to be advertised electronically in accordance with national guidance/legislation. Legal obligations met with regard to evaluating submissions in relation to equality and social value. • P3.1: New Contract Register published on external website • P3.2: Procurement document library • P4.3: Procurement evaluation matrix introduced that captures whole-life costings • P5.1: Procurement guidance and templates updated to ensure compliance with Modern Slavery Act 2015	Karen Winter	Mar 2020

Directorate Priority UOR45: Review of Insurance Services		
Action	**Lead**	**Date**
UOR45.1: undertake a baseline review of current insurance services A baseline review was presented to ELT on 13th August 2019. It was agreed to move to the next stage of the review process in that future options for insurance services should be explored.	Karen Winter	July 2019
UOR45.2: produce future insurance service options and service specification Work has commenced in developing future service options.	Karen Winter	Oct 2019
UOR45.3: undertake tender exercise, if appropriate, for future insurance service	Karen Winter	Dec 2019
UOR45.4: award tender	Karen Winter	Jan 2020
UOR4527.5: implement new insurance service arrangements	Karen Winter	Apr 2020