**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

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|---|---|
| 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** | Tim Graham | Sep 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<br>Steve Johnson | Mar 2020 |
| **SSC1.9: review concept of operations for industrial fires and develop generic pre-determined attendances for industrial complexes**<br>We are in the process of revising our Mobilising Procedures, which will encompass arrangements for industrial fires, both bespoke Pre Determined Attendances based on Reasonable Worst Case Planning Scenarios, and generic PDAs for other incident types and locations. Once completed, this will replace the Concept of Operations for Industrial Fires. | Dave Turton | Aug 2019 |
| **SSC1.10: evaluate new industrial emergency response standards** | Dave Turton | Sep 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**<br>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 |

| 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**<br>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**<br>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** | Steve Johnson | Sep 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'** | 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**<br>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:<br>• 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<br>• 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<br>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.<br>ELT also agreed a programme of consultation with stakeholders should be undertaken in 2019/20 with regard to cost recovery.<br>A future strategy will be determined following the pilot work and the outcomes from the consultation. Project timelines have been amended accordingly. | Steve Johnson<br>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** | 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** | 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**<br>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'**<br>• gender pay gap report approved and published<br>• modern slavery statement updated and published<br>• equality objectives incorporated into Personal Development Reviews<br>• PRIDE values embedded into recruitment selection and promotion processes and Personal Development Reviews<br>• Code of Conducts produced and issued to all staff on appointment<br>• PRIDE displayed in all premises | Karen Winter | Mar 2020 |
| **PIW2.2: implement year 2 actions associated with our equality theme 'Inclusive Culture'**<br>• 25 training courses on EDI and Unconscious bias have been delivered to all staff groups<br>• 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'**<br>• Enhanced engagement on careers within CFB with schools, community colleges and other organized events e.g. PRIDE event<br>• Positive action preceded our whole-time firefighter recruitment campaign<br>• Barriers identified for BME Groups – resolution actioned<br>• Ageing workforce toolkit introduced<br>• Menopause Guidance implemented | Karen Winter | Mar 2020 |

| | | |
|---|---|---|
| **PIW2.4: implement year 2 actions associated with our equality theme 'Delivering Services to Diverse Communities'**<br>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'**<br>• 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.<br>• 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 | Aug 2019 |
| **PIW3.2: implement identified improvements to workforce planning arrangements** | Karen Winter | Oct 2019 |
| **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**<br>This is a c/fwd project from 2019/20 | Alan Brown | Sep 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**<br>All Heads have had a PDR and been given their development plans as follows:<br>• HRP: Tim Graham: 25th April 2019<br>• HHR: Nicola Moore : 30th April 2019<br>• HFP: Cliff Cordiner: 16th April 2019<br>• DAM: Bev Parker: 7th May 2019 | Karen Winter | Apr 2019 |
| **PIW9.2: undertake PDRs for Heads of Department Community Protection**<br>All Heads have had a PDR and been given their development plans as follows:<br>• AMP: Steve Johnson: 9th April 2019<br>• AMER: Dave Turton: 17th April 2019<br>• HTC: Simon Weastell: 28th June 2019<br>• HRER: Alan Brown: 25th June 2019<br>• HER: Andy Robinson: 24th June 2019 | Ian Hayton | Apr 2019 |
| **PIW9.3: undertake PDRs for Heads of Department Technical Services**<br>All Heads have had a PDR and been given their development plans as follows:<br>• HTS: John Feeney: 8th April 2019<br>• HICT: Darren Richards: 28th February 2019<br>• HLD: Chris Chisholm: 7th May 2019 | Ray Khaliq | Apr 2019 |
| **PIW9.4: produce and publish IOPs for Heads of Department**<br>All Corporate Services Heads have been given their IOPs as follows:<br>• HRP: Tim Graham: 25th April 2019<br>• HHR: Nicola Moore: 30th April 2019<br>• HFP: Cliff Cordiner: 16th April 2019<br>• DAM: Bev Parker: 7th May 2019 | Karen Winter | Apr 2019 |
| **PIW9.5: produce and publish IOPs for Heads of Department**<br>All Community Protection Heads have been given their IOPs as follows:<br>• AMP: Steve Johnson: 9th April 2019<br>• AMER: Dave Turton: 17th April 2019<br>• HTC: Simon Weastell: 28th June 2019<br>• HRER: Alan Brown: 25th June 2019<br>• HER: Andy Robinson: 24th June 2019 | Ian Hayton | Apr 2019 |
| **PIW9.6: produce and publish IOPS for all Heads of Department**<br>All Technical Services Heads have been given their IOPs as follows:<br>• HTS: John Feeney: 8th April 2019<br>• HICT: Darren Richards: 28th February 2019<br>• 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**<br>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**<br>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**<br>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**<br>A Joint Steering Group has been established | Ian Hayton | Apr 2019 |
| **UOR1.2: agree scope of work** | Ian Hayton | July 2019 |
| **UOR1.3: conduct baseline review including gap analysis** | Ian Hayton | Aug 2019 |
| **UOR1.4: produce options report and recommendations** | Ian Hayton | Nov 2019 |
| **UOR1.5: implement any agreed new arrangements** | Ian Hayton | Dec 2019 |

| Corporate Priority UOR2: Review Flexi-Duty System | | |
|---|---|---|
| **Action** | **Lead** | **Date** |
| **UOR2.1: establish joint steering group** | Ian Hayton | Aug 2019 |
| **UOR2.2: agree scope of work** | Ian Hayton | Aug 2019 |
| **UOR2.3: conduct baseline review including gap analysis** | Ian Hayton | Sep 2019 |
| **UOR2.4: produce options report and recommendations** | Ian Hayton | Nov 2019 |
| **UOR2.5: implement any agreed new arrangements** | Ian Hayton | Dec 2019 |

| Corporate Priority UOR3: implement control room proposal | | |
|---|---|---|
| **Action** | **Lead** | **Date** |
| **UOR3.2: implementation of control room review**<br>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 2021 |

| Corporate Priority UOR4: Incident Command Unit Operational Arrangements | | |
|---|---|---|
| **Action** | **Lead** | **Date** |
| **UOR4.4: evaluate the new ICU operational arrangements** | Dave Turton | Jul 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**<br>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 | Sep 2019 |
| **UOR7.5 assess feasibility and develop arrangements for collaboration in command support teams**<br>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**<br>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**<br>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.<br>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.<br>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**<br>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**<br>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**<br>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**<br>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 |

| Corporate Priority UOR11: Conduct a review of the recruitment, pay and contracts; and availability of retained duty system firefighters | | |
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| **Action** | **Lead** | **Date** |
| **UOR11.3: undertake a baseline evaluation of current contractual arrangements including pay models and availability**<br>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.<br><br>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**<br>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)**<br>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**<br>This action consists of five 'lots':<br>Lot 1: Fire House Fit Out<br>The Fire House is now in use. Additional works are scheduled to improve heat linings and smoke extraction systems.<br><br>Lot 2: Line Rescue Mast Installation completed in Sept 2018.<br><br>Lot 3: Petrochemical Rig, Lot 4:LPG Units; Lot 5: Fire Behaviour Training Units<br>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**<br>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**<br>Work specification and procurement process complete | Ray Khaliq | Apr 2019 |
| **UOR18b.2 appoint primary contractors to complete refurbishment works**<br>Contract award scheduled for CFA Exec on 5th July 2019 | Ray Khaliq | Mar 2020 |
| **UOR18b.3 plan and implement temporary accommodation on site**<br>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**<br>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**<br>Temporary accommodation installed on site 28th May 2019. | Ray Khaliq | May 2019 |
| **UOR18c.4 commence refurbishment works**<br>Refurbishment works commenced 3rd June 2019. | Ray Khaliq | Aug 2019 |
| **UOR18c.5 complete refurbishment and re-occupy Guisborough fire station**<br>Scheduled for completion Aug 2019. | Ray Khaliq | Sep 2019 |

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

| Corporate Priority UOR19: Revenue Budget 2019/20 | | |
|---|---|---|
| **Action** | **Lead** | **Date** |
| **UOR19.1 undertake budget adjustments to reflect CIRMP Year 2 savings**<br>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)**<br>£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 | | |
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| **Action** | **Lead** | **Date** |
| **UOR20.1 agree high level project plan** | Ian Hayton | Jul 2019 |
| **UOR20.2: undertake a baseline review of current productivity levels for operational personnel** | Dave Turton | Dec 2018 |
| **UOR20.3: depending on outcomes from above, produce proposals to improve the future productivity levels of operational personnel**<br>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 | | |
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| **Action** | **Lead** | **Date** |
| **UOR21.1: develop a Five Year Business Plan** | Ian Hayton | Jul 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) | | |
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| **Action** | **Lead** | **Date** |
| **UOR22.3: depending on outcomes from above, produce proposals to improve the future utilisation of the small fires unit**<br>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 | Aug 2019 |

| Directorate Priority UOR23: Review our specialist search and rescue capabilities including flooding response, water and line rescue and body recovery | | |
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| **Action** | **Lead** | **Date** |
| **UOR23.2: undertake a baseline review of our fire and rescue capabilities**<br>**Water Rescue, including flooding**<br>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<br>**Line Rescue, including Bariatric lifts**<br>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.<br>**Body Recovery**<br>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) | | |
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| **Action** | **Lead** | **Date** |
| **UOR24.5: undertake procurements exercise and award tender**<br>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** | Karen Winter | Nov 2019 |
| **UOR24.7: terminate existing contract and start new contract** | Karen Winter | Dec 2019 |

| Directorate Priority UOR25: Uniform and Clothing Procurement Review | | |
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| **Action** | **Lead** | **Date** |
| **UOR25.1 undertake a baseline review of current clothing procurement arrangements including services, costs, customer quality and comparisons** | Karen Winter | Aug 2019 |
| **UOR25.3: explore future procurement routes for uniform** | Karen Winter | Mar 2020 |

| Directorate Priority UOR 26: Review of Occupational Health Services | | |
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| **Action** | **Lead** | **Date** |
| **UOR26.3: produce future occupational health service specification**<br>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 option**<br>Opportunities for a regional FRS service or a Cleveland Police/Fire provision are being explored | Karen Winter | Jul 2019 |
| **UOR26.5: undertake procurements exercise and award tender** | Karen Winter | Oct 2019 |
| **UOR26.6 transition to new provider including communications and training requirements** | Karen Winter | Jul 2020 |
| **UOR26.7: terminate existing contract and start new contract** | Karen Winter | Sep 2020 |

| Directorate Priority UOR27: Review of Financial Services | | |
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| **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 | | |
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| **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 | | |
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| **Action** | **Lead** | **Date** |
| **UOR32.1 monitor achievement of efficiencies of Year 2 CIRMP**<br>Budget adjustments relating to firefighter and control staffing changes (£0.671m) and reserves (£0.253m) were made on 1st April 2019.<br>(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 | | |
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| **Action** | **Lead** | **Date** |
| **UOR33.1 prepare end of year accounts** | Karen Winter | Jul 2019 |
| **UOR33.2 achieve an unqualified opinion on the financial statement** | Karen Winter | Dec 2019 |

| Directorate Priority UOR34: Achieve an Unqualified Opinion from External Audit on Value for Money | | |
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| **Action** | **Lead** | **Date** |
| **UOR34.1 achieve an unqualified opinion on value for money** | Karen Winter | Dec 2019 |

| Directorate Priority UOR35: HMICFRS Inspection | | |
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| **Action** | **Lead** | **Date** |
| **UOR35.1 Submit Position Statement and Self-Assessment**<br>CFB's Self-Assessment 'This is US' was completed in March 2019 and the 1,000 word position statement and 300 word sub criteria statements were submitted to HMICFRS on 1st April 2019 in line with Inspection timeline. The self-assessments and submissions were presented to CFA Executive on 26th April 2019. | Karen Winter | Apr 2019 |
| **UOR35.2: Prepare Strategic Brief Presentation**<br>Strategic briefing took place on 19th June 2019 between HMICFRS and Brigade's ELT. | Ian Hayton | Jun 2019 |
| **UOR35.3: Prepare Inspection Fieldwork Arrangements** | Karen Winter | Jul 2019 |
| **UOR35.9: Implement Comms and Marketing Strategy to support HMICFRS Preparations Pre, During and Post Inspection**<br>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 | | |
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| **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 | Jul 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 | Aug 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 | Jul 2019 |
| **UOR36.9 review the re-employment following retirement policy and procedure** | Karen Winter | Jul 2019 |
| **UOR36.10 review the redeployment policy and procedure**<br>. | Karen Winter | Jul 2019 |
| **UOR36.11 review the redundancy policy and procedure** | Karen Winter | Jul 2019 |
| **UOR36.15: review the disclosure and barring policy and procedure** | Nicola Moore | Jul 2019 |
| **UOR36.16: review the Reservists policy and procedure** | Nicola Moore | Jul 2019 |
| **UOR36.17: review the key document framework policy, strategy and guides**<br>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 | Aug 2019 |
| **UOR 36.21: review the family friendly policy** | Karen Winter | Jul 2019 |
| **UOR 36.22: review the sustainability policy and strategy** | Ray Khaliq | Aug 2019 |
| **UOR 36.23: review transparency, accountability and assurance policy and strategy** | Karen Winter | Jul 2019 |
| **UOR 36.24: review work placement policy** | Karen Winter | Sep 2019 |
| **UOR 36.25: review staff suggestion scheme**<br>A refreshed Staff Suggestion Scheme was approved by ELT on 23rd April 2019. | Dave Turton | Jun 2019 |

| Directorate Priority UOR39: Human Resource Information System | | |
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| **Action** | **Lead** | **Date** |
| **UOR39.1: determine procurement route/collaborative opportunities**<br>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 | Aug 2019 |
| **UOR39.2: undertake procurement exercise** | Karen Winter | Jan 2020 |
| **UOR39.3: award contract** | Karen Winter | Feb 2020 |
| **UOR39.3: produce HR system implementation plan** | Karen Winter | Mar 2020 |

| Directorate Priority UOR42: Partnership Working | | |
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| **Action** | **Lead** | **Date** |
| **UOR42.2: further develop a partnership register**<br>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 | | |
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| **Action** | **Lead** | **Date** |
| **UOR43.1: implement Year 1 actions of ICT Strategy** | Ray Khaliq | Mar 2020 |

| Directorate Priority UOR44: Procurement | | |
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| **Action** | **Lead** | **Date** |
| **UOR44.1: implement Year 1 actions of Procurement Strategy**<br>At the Procurement Improvement Group on 18th April 2019 the following actions were signed off as complete by the DCS:<br>• P1.2: A preferred list of frameworks for various goods, services and commodities has been included within the Authority's Contract Procedure Rules<br>• 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.<br>• P3.1: New Contract Register published on external website<br>• P3.2: Procurement document library<br>• P4.3: Procurement evaluation matrix introduced that captures whole-life costings<br>• 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 | | |
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| **Action** | **Lead** | **Date** |
| **UOR45.1: undertake a baseline review of current insurance services including services, costs, customer quality and comparisons**<br>Work is on track; a meeting is scheduled between DCS to finalise baseline review in mid-July 2019 prior to presenting it to ELT at the end of July 2019 | Karen Winter | July 2019 |
| **UOR45.2: produce future insurance service options and service specification** | Karen Winter | Sep 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 |