Protecting local communities

Corporate Internal Operating Plan 2019/20

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 An evaluation report was presented to ELT on 5th Nov 2019 which demonstrated positive outcomes of performance against the new building fire emergency response standards. Executive Committee agreed outcomes on 22nd Nov 2019.	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 Following the evaluation work completed in SSC1.6 above it has been concluded that the Brigade's fully meets its emergency response standards. This work will therefore be regarded as Directorate priority work and form part of the delivery plans going forward.	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Attendances have been adopted and incorporated into our Mobilising Procedures and the Concept of Operations has been withdrawn.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 is complete and the following recommendations accepted by ELT in Nov 2019 • Extend our current High Hazard Industrial 7 minute first response standard to include all Life Risk calls to these sites • Add to our current 20 minute standard for full response to a Reasonable Worst Case Planning Scenario standard, with a 16 minute response standard for the PDA for other building fires and Life Risk incidents at High Hazard Industrial sites	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 A working group has been convened to consider the recommendations of the Phase 1 Report of the Public Enquiry. A report has been to ELT in Feb 2020 with an Action Plan incorporating the recommendations to be monitored and delivered under the remit of the Operational Assurance Action Group, in accordance with our Critical Incident management and monitoring procedure. This will be subject to ELT scrutiny via reporting on the Assurance Framework	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. As agreed at ELT on 18th Feb 2020 the Community Engagement Strategy will be presented to ELT in March 2020 and implementation of the strategy will be a priority for 2020/21.	Steve Johnson	Oct 2019
SSC5.3a: Work with Local Businesses (large and small) to Share Information and Expectation on Compliance with Fire Safety Regulations This action has been delivered through Community Safety Strategy Delivery Plan Points 11 and 12. In summary: • Business Safety advice has been reviewed and updated on CFB website. • Campaigns have been delivered for Business Safety week and Fire Door Safety week. • Arson Prevention advice leaflets have been produced for NFCC and CFB for Business Safety Week. • Business Arson Prevention (Safer Buildings & Businesses) and Rural Arson prevention (Safer Neighbourhoods Rural Fire Safety = Farms/agriculture/land owners) with advice integrated into Audits • Small Business support through use of the Helpline and have. • Awareness sessions have been delivered to Federation of Small Business North East regional meeting • Attended North East Chamber of Commerce meeting and hosting next themed meeting on 6th March to deliver business Safety advice to delegates.	Steve Johnson	Mar 2020
SSC5.3b: Provide relevant information to the Public about On-going Incidents The Fire Controls 'voice bank' has been replaced with a new digital feed via Twitter. Existing notification filters/criteria for incidents will remain, Fire Control have received relevant training. Further developments will be picked up through Community Engagement Strategy	Steve Johnson	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 Scope of work has been agreed	Ian Hayton	Dec 2019
UOR1.3: conduct baseline review including full impacts of staff transfers on productivity and gap analysis Baseline report will be available early 2020/21	Ian Hayton	Mar 2020
UOR1.4: produce options report and recommendations Work will continue into 2020/21	Ian Hayton	Nov 2020
UOR1.5: implement any agreed new arrangements Work will continue into 2020/21	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 Work will continue into 2020/21 under evaluation framework	Dave Turton	Jul 2020

Corporate Priority UOR4: Incident Command Unit Operational Arrangements		
Action	**Lead**	**Date**
UOR4.4: evaluate the new ICU operational arrangements A review report on the ICU Operational arrangements was presented to ELT on 19th December 2019. It was agreed that, as the last two years had seen no adverse implications in relation to the response of ICU to incidents, then the new staffing arrangements should continue. In addition further exploration for ICU provision/response should take place with other FRSs.	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	Mar 2020
UOR7.5 assess feasibility for collaboration in command support teams Depends on 7.4 and will be c/fwd as a collaborative project with other FRSs	Alan Brown	Jan 2020
UOR7.6 plan to achieve closer working arrangements in the 'on site' incident command function Depends on 7.4 and 7.5 and will be c/fwd as a collaborative project with FRSs	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 EMR trial report 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.	Dave Turton	Awaiting outcome
UOR8.2 subject to local negotiations, implement a funded brigade-wide emergency medical response scheme	Dave Turton	TBD
UOR8.3 ensure that there are appropriate arrangements to provide improved patient outcomes related to early intervention by FRS personnel A plan has been prepared for the eventuality that EMR is reinstated	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. After many delays and revisions, the full and final version of the ESN Code of Connection document, with which the Authority needs to comply, was published by the Home Office in Dec 2019 and we are working towards full compliance.	Ray Khaliq	Dec 2020
UOR 9.2 commission the new ground base communications link to ESN ESN ground-based Communications Link has been installed. 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 2021
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 To be developed once further information on hand-held and vehicle devices is made nationally available	Ray Khaliq	Mar 2021
UOR9.5 procure new user devices Production models of the new Samsung Galaxy ESN user device have been manufactured and are undergoing factory tests. Field tests will commence nationally in 2020.	Ray Khali	Sep 2021
UOR9.6 install new communications equipment into the operational fleet National procurement exercise for fleet communications equipment will commence in 2020.	Ray Khaliq	Mar 2022
UOR9.7 switch over from Airwave to ESN	Karen Winter	Mar 2022

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. This project will continue into 2021	Ian Hayton	Mar 2020 Mar 2021

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
Building upon a long history of working together and strengthening current excellent collaborative arrangements, in October 2018, the CFA, Chief Fire Officer, Police and Crime Commissioner for Cleveland and Chief Constable signed a Statement of Intent to collaborate on all business support services by 2022. Due to circumstances beyond our control we have been informally notified that this work has been paused.		

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': <u>Lot 1: Fire House Fit Out</u> The Fire House is now in use. Additional works to improve heat linings and smoke extraction systems was completed in Dec 2019. <u>Lot 2: Line Rescue Mast</u> Installation completed in Sept 2018. <u>Lot 3: Petrochemical Rig, Lot 4:LPG Units; Lot 5: Fire Behaviour Training Units</u> Contract price and procurement approved by CFA Exec on 8th March 2019. Planning permission received from Hartlepool Borough Council on 11th June 2019. Equipment manufacturing is in progress. On site installation due to commence March 2020.	Ray Khaliq	May 2020
UOR18a.2 complete the development of the Queen's Meadow Complex in Collaboration with Community Groups Queens Meadow Complex grounds maintenance arrangements now in place with Durham Tees Valley Probation Service. Following staff consultation, patio area has been revamped and refurbished. Liaison with local community groups is to take place to determine collaboration opportunities for further landscaping of the Queens Meadow site in spring 2020.	Ray Khaliq	Jun 2020

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 was awarded at CFA Exec on 5th July 2019.	Ray Khaliq	Mar 2020
UOR18b.3 plan and implement temporary accommodation on site Garages to rear of station yard have been demolished. Procurement of temporary accommodation units completed August 2019.	Ray Khaliq	Mar 2020
UOR18b.4 commence refurbishment work Refurbishment work commenced Sep 2019.	Ray Khaliq	Mar 2020
UOR18b.5 complete refurbishment Stockton fire station Refurbishment work is completed	Ray Khaliq	May 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 This work was completed November 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 This work was completed August 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 Complete	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 and 2020/21 (ELT mins 26th Nov 2018)	Dave Turton	Mar 2021

Corporate Priority UOR21: Continue to develop our trading company to generate commercial revenues		
Action	**Lead**	**Date**
UOR21.1: develop a Five Year Business Plan A new Managing Director was appointed to the Company in April 2019 and new Directors were appointed to the Company Board in Nov 2019. Development work is taking place in 2019 to capture the experience, ideas and views of these people within the new five year plan for 2020/21 onwards.	Ian Hayton	Oct 2019
UOR21.2: produce a Service Plan 2019/20 This work is complete.	Ian Hayton	Oct 2019
UOR21.3: publish the year end accounts 2018/19 The end of year accounts were approved by the CIC Board and AGM in Oct 2019 and were subsequently filed at Companies House in the same month.	Ian Hayton	Dec 2019

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 • embedded values and behaviours into Personal Development Review arrangements • developed a personality/leadership profiling self-assessment tool • developed leadership modules for Time Management; Personal Resilience; Equality Diversity & Inclusion • developed mentoring scheme with Cleveland Police • developed a professional framework for Level 1, 2,3 and 4 leaders	Ray Khaliq	Mar 2020
PIW1.3a: adopt a talent management scheme and PIW 1.3b explore the use of accelerated career development – cfwd to 2020/21	Ray Khaliq	Dec 2019
PIW1.4: explore a direct entry scheme –c/fwd to 2020/21	Karen Winter	Dec 2019
PIW1.5: develop a career framework/pathway aligned to professional qualifications and standards which considers any NFCC guidance – continued into 202/21	Ray Khaliq	Mar 2020
PIW1.6: explore collaboration opportunities for accessing academic qualifications –cf/wd to 2020/21	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; and incorporated into training and induction processes • 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 • PSED report 2018/19 published • Voluntary Reporting Disability, Mental Health and Wellbeing Statement published	Karen Winter	Mar 2020
PIW2.2: implement year 2 actions associated with our equality theme 'Inclusive Culture' • 25 training couorses on EDI and Unconscious bias have been delivered to all staff groups • managers trained in 'how to have a difficult conversation' • an e-learning package has been developed • electronic PDRs for operational staff which now include a mandatory requirement to refresh EDI training. The electronic PDRs for Green Book staff will be rolled out in Jan 2020 and this will also include the mandatory requirement to complete EDI training • an electronic case log for the central management of informal and formal cases of bullying and harassment and victimisation • we have highlighted IDAHOBIT at Comms and through Social Media promoting antibullying and harassment • we have hosted A Teesswide Hate Crime Conference in Nov 2019 • a trans gender guidance note has been implemented • a trained in-house mediator • a staff survey has been undertaken by Northumbria University • application forms have been updated to include Non-binary monitoring • workplace audits are now embedded within the annual Health and Safety inspection process • EDI requirements are built into the specification writing stage of every procurement exercise for PPE	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 implemente	Karen Winter	Mar 2020
PIW2.4: implement year 2 actions associated with our equality theme 'Delivering Services to Diverse Communities' Limited work has been undertaken by this sub group due to competing priorities. This will be re-focussed and re-prioritised into 202/21	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**
This work has been incorporated into a Corporate Priority for 2020/21 in relation to Talent Management and Succession planning to address the gap identified in HMICFRS self-assessment and Inspection reports		
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 A revised process relating to the Brigade's training needs analysis was approved by ELT in Dec 2019. The principles in the revised process ensure that the training requirements of staff are embedded into the workforce planning arrangements and therefore become routinely captured and aligned to financial planning.	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 A staff survey has been completed by Northumbrian Water and a draft report has been produced. Findings from the survey will be communicated to staff and any improvements will be addressed as Directorate priorities for 2020/21	Ian Hayton	Dec 2019
PIW4.2 review reward and recognition policy re-scheduled into 2020/21 to incorporate any findings from Survey above	Alan Brown	Dec 2019
PIW4.3: improve visibility of senior leaders New action arising from HMICFRS inspection incorporate into staff engagement strategy for 2020/21	Ian Hayton	Mar 2020
PIW4.4: establish and implement a staff engagement strategy that includes awareness of EDIF Engagement Opportunities; ensures appropriate mechanisms to engage with and seek feedback from all staff including those from under-represented groups and provides a consistent approach to staff engagement Duplicate entry captured in staff engagement strategy scheduled for 2020/21	Ian Hayton	Mar 2020