



Internal Operating Plan 2021/22

This is Cleveland Fire Brigade's Internal Operating Plan which sets out the Authority's Improvement priorities 2021/22 that have been established to: further progress the achievement of the Authority's Strategic Goals; reflect the requirements of our Community Integrated Risk Management Plan 2018-22 Year 4 Proposals and address any areas for improvement or development identified from our HMICFRS Inspection Self-Assessment and Reports 2019 and 2020.



The Priorities are set out in two types:

- Corporate i.e. strategic priorities which are public facing and included within our Service Plan 2021/22 and pre-fixed by the letter 'C' below and;
- Directorate i.e. functional priorities that are pre-fixed by the letter 'D'.

Both types of priorities will be reported to and monitored by the Brigade's Executive Leadership Team; only the Corporate Priorities will be monitored by the Authority's Executive Committee.

Glossary of Terms

ACFOCP	Assistant Chief Fire Officer: Community Protection
ACFSRP	Assistant Chief Fire Officer: Strategic Planning and Resources
CFA	Cleveland Fire Authority
CFB	Cleveland Fire Brigade
CFO	Chief Fire Officer
CIRMP	Community Integrated Risk Management Plan
ELT	Executive Leadership Team
FRA	Fire and Rescue Authority
FRS	Fire and Rescue Service
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
NFCC	National Fire Chief's Council
NOG	National Operational Guidance

Strategic Planning Priorities

CSP1: Vision 2020 The Authority's Strategic Direction will be reviewed and a Vision for 2030 will be established		
Action	Lead	Date
CSP1.1: develop the Fire Authority's vision for 2030 Following consultation with employees and communities the Fire Authority's Vision was presented to ELT on 8th Jun 2021 and the Exec on 9 th Jul and is to be approved by CFA on 30 th July 2021. Once approved the Vision will be communicated to employees, Partners and the public.	Ian Hayton	May 2021
CSP1.2: develop the Authority's Corporate Plan 2022-2026 Taking account of the new vision and any emergency risks and opportunities the Authority's Corporate 2026 was presented to ELT on 8th Jun 2021 and the Exec on 9 th Jul and is to be approved by CFA on 30 th July 2021. Once approved the Corporate Plan will be communicated to employees, Partners and the public.	Karen Winter	Jun 2021
CSP1.3: produce a document that advises of the key challenges and opportunities facing the Authority to 2030 Following an environmental scanning exercise ELT has produced a 'Changing Landscape' document that provides insight on the key issues facing the Authority to 2030. This was approved by ELT on 8th Jun 2021 and presented to the Exec on 9 th Jul and CFA on 30 th July 2021; it will be published as a foundation document that underpins the Authority's Safety Plan.	Karen Winter	May 2021

CSP2: The Authority's CIRMP 2022/23-2025/26/25

We will have evidence based, high quality and consistent integrated community risk management planning arrangements that encompass all aspects of identifying, assessing and prioritising issues of local risk and ensuring that they are resilient to national risks and threats including terrorism

Action	Lead	Date
CSP2.1: produce the Authority's CIRMP 2022/23-2025/26 see actions below	Ian Hayton	Mar 2022
CSP2.2: evaluate effectiveness of existing prevention, protection and emergency response services A review of prevention, protection and emergency response services has been carried out by a dedicated team. The review concluded in March 2021 and the findings were presented to ELT on the 12 th April. The review identified a number of areas for consideration, which will be analysed during the configuration phase of the CIRMP development.	Carl Boasman	Apr 2021
CSP2.3: identify improvement opportunities; and determine policies and standards for delivery of community safety services Work continues on the basis of our Community Risk Profile. A Safer Homes Framework is under development, which will set out how we target the most vulnerable and what services we will offer. A dedicated Safer Homes Steering Group has been established and our Partner referral process has been refined to provide more targeted referrals. Any associated policy amendments will be made to support new ways of working.	Carl Boasman	Jun 2021
CSP2.4: allocate resources to manage the risks/deliver the services Development work is underway to ensure that resources match the risks. In support of this, a detailed look at prevention, protection and emergency response resources and configuration is in progress.	Carl Boasman	Aug 2021
CSP2.5: produce draft CIRMP 2022/23 onwards	Karen Winter	Sep 2021
CSP2.6: consult on CIRMP 2022/23 onwards The CIRMP engagement plan has been approved by ELT. Commencing March 2021, the first stages include initial engagement with our community champions, a staff survey and the designing of corporate templates and graphics to help illustrate the final proposals when approved.	Carl Boasman	Oct - Dec 2021
CSP2.7: set priorities and Service Plan 2022/23	Karen Winter	Dec 2021
CSP2.8: publish CIRMP 2022/23 onwards	Karen Winter	Mar 2022
CSP2.9: lead ORH Resource Configuration	Karen Winter	Mar 2022

CSP3: Medium Term Financial Strategy

Our medium term financial planning will be aligned to the new Comprehensive Spending Review and Fair Funding Formula to meet the needs and risks of the communities now and in the future

Action	Lead	Date
CSP3.1: undertake budget and reserve adjustments 2021/22 In line with the approved Medium Term Financial Strategy, on 1 st April 2021 the budget adjustments in relation to growth and savings were carried out by the ACFO SPR. In addition, as approved by the CFA £336k was used from reserves to support the Budget in 2021/22.	Karen Winter	Apr 2021
CSP3.2: review Efficiency Plan	Karen Winter	Sep 2021
CSP3.3: review of budget provision	Karen Winter	Sep 2021
CSP3.4: review Reserve Strategy	Karen Winter	Dec 2021
CSP3.4: prepare a CSR 2021 submission to the Treasury	Karen Winter Chris Little	Oct 2021
DSP3.1: achieve an unqualified opinion on the financial statement	Karen winter	Oct 2021
DSP3.2: achieve an unqualified opinion on Value for Money	Karen Winter	Oct 2021
DSP3.3: monitor and report on costs associated with COVID-19 COVID 19 costs are monitored and reported on regularly to ELT, staff and Elected Members. HIMCFRS Inspection team acknowledges our robust arrangement in the COVID Inspection Report: Paragraph 58: 'The brigade has made robust and realistic calculations of the extra costs it has faced during the pandemic'.	Karen Winter	Mar 2022
DSP3.4: apply and monitor grant funding relating to COVID-19 COVID-19 Grants received are monitored and reported on regularly to ELT, staff and Elected Members as part of the arrangements set out in DSP3.3 above. Reports of expenditure against grants have been provided to the Home Office and NFCC on a monthly basis throughout 2020/21; this has been changed to quarterly with effect from 2021/22.	Karen Winter	Mar 2022

CSP4: Asset Management Plan

Our asset management planning will continue to provide 'fit for purpose' assets to support improved efficiency and effectiveness in service provision

Action	Lead	Date
CSP4.1: implement 2021/22 Asset Management Plan	Karen Winter	Mar 2022

CSP5: Policy Changes following Brexit

Following a 'Transition Period' the UK officially left the European Union on 31st Dec 2020 and agreed a 'deal' which contains new rules for how the UK and EU will live, work and trade together. This came into effect on 1st Jan 2021.

Action	Lead	Date
<p>CSP5.1: working with Partners in Cleveland Local Resilience Forum consider the risks arising from the UK's 'deal' with Europe</p> <p>The United Kingdom (UK) left the European Union (EU) on 31 Jan 2020. The transition period that was in place ended on 31 Dec 2020. The rules governing the new relationship between the UK and EU took effect on 1 Jan 2021.</p> <p>To manage any potential risks associated with the new rules, Cleveland Local Resilience Forum (LRF) formed an EU Exit Coordination Group. The group monitors national, regional and local developments. The EU Exit Coordination Group meets on an ad hoc basis, when required. Cleveland Fire Brigade is represented by the Senior Head of Operations, or a nominated deputy.</p> <p>As part of business continuity planning, department heads are periodically requested to carry out an assessment of any emerging or potential issues. Where appropriate, department business continuity plans are reviewed and control measures put in place. A summary of the potential issues is set out below:</p> <ul style="list-style-type: none"> • Potential supply chain issues (fuel, goods and essential services) • Community impact (disproportionate impact on low income households) • Increase in community tensions (public disorder, hate crime) • Potential increase in illegal migration – increased vulnerability <p>At its meeting of 29 Mar 2021, ELT considered the potential issues from an internal and external perspective. After careful consideration, no significant risks were identified. Any residual risk will be managed through the normal business continuity management process. If this position changes, any emerging issues or risks will be escalated in the normal manner.</p>	Carl Boasman	Mar 2022

<p>CSP5.2: assess and implement any changes where necessary arising from the Government's paper 'Transforming Public Procurement'</p> <p>In Dec 2020 the Cabinet Office presented to Parliament a Green Paper entitled 'Transforming Public Procurement' which proposes to comprehensively streamline and simplify the complex framework of regulations that currently govern public procurement. The Cabinet Office ran a consultation on the proposals within the Paper from 15th Dec to 11th Mar 2021 and CFB has responded via the NFCC who are providing a co-ordinated response from the Fire and Rescue sector as a whole.</p> <p>There are 42 consultation questions on the proposals within the Paper and the Brigade's Procurement Manager has advised that the majority of these will have little or no impact on our existing arrangements. However there are three questions which he highlights as medium risk due to resources in procurement team or lack of clarity on the proposal.</p> <p>Question 6 of these relates to current procurement sourcing procedures reducing from 7 to 3 and whilst this would simplify and add clarity with regard to sourcing options there is the potential for a huge skills gap across the public sector where the proposed negotiation procedure is concerned which may leave the sector open to a skilled supply market taking advantage whilst suitable training is rolled out. This is less of a risk within the Brigade as there is a wider skill set and significant contract negotiation experience within the team. A continuous professional development programme (CIPS modules) planned throughout 2021/22 will ensure the Brigade's team continue to develop their commercial skills and evolve with the needs of the organisation and sector as a whole. Suitable process maps on the new procedures will be developed by the Procurement Manager to ensure consistency and compliance across the team.</p> <p>Questions 14 and 15 relate to providing other contracting Authorities with the Brigade's tender evaluations and we seek further clarification on the parameters and framework relating to these proposals.</p> <p>We also have a concern with the amount of data and information the Government are proposing to collate centrally which would create a significant administrative resource. In addition there is a glaring omission within the paper to a uniformed approach to contract and supplier management which should be a key objective in driving commercial transformation.</p> <p>Overall, the Brigade's procurement team is well established to implement any proposed changes to the procurement regulations. The transformation journey and delivery of the objectives within the procurement strategy since late 2018 have ensured that a solid foundation is in place with a clear roadmap for continuous improvement.</p> <p>We will keep a watching brief on outcomes from the consultation exercise and report accordingly.</p>	<p>Karen Winter</p>	<p>Mar 2022</p>
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CSP6: Climate Change

Our future business operations will be reviewed to support the Government's target to cut greenhouse gas emissions, especially carbon dioxide to as close to zero as possible by 2050.

Action	Lead	Date
CSP6.1: produce a Climate Change Risk Assessment that can be considered within the Brigade's CIRMP planning arrangements Our Risk Assessment for Climate Change indicates that the existing operational risks associated with Climate Change relate to flooding and wildfires. Currently, at a local level, the frequencies of these events are low, however it is predicted that these will increase by 2030 and we must prepare and plan to respond accordingly in line with our Safety Plan. As part of our wider National Resilience arrangements we must also prepare to support other Fire and Rescue services if required. Our Community Risk Profile document has been updated to reflect Climate Change as an emerging risk.	Karen Winter	Jun 2021
CSP6.2: produce a Climate Change Strategy that links to our Safety Plan and contributes to the reduction of the risks identified in CSP6.1 above A Climate Change Strategy to address the risks identified above is being developed. In addition the Strategy will consider the Authority's wider role to reducing carbon emission from its business operations.	Karen Winter	Mar 2022

CSP7: Fire and Rescue Reform

The outcomes from the recommendations of HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2019 and 2020 will be included within our strategic planning arrangements

Action	Lead	Date
CSP7.1: influence and support the work of the Home Office by participating in any relevant consultations in relation to HMICFRS Recommendation 1 (3) regarding the role of the FRS and those who work in them	Ian Hayton	Mar 2022
CSP7.2: influence and support the work of the Home Office through the Chief's work on the National Fire Chief's Council and by participating in any relevant consultations in relation to HMICFRS Recommendation 2 (4) regarding the reform of pay negotiations and the 'Grey Book'	Ian Hayton	Mar 2022
CSP7.3: influence the nature of the demarcation between those responsible for governance and operational decision making as required in HMICFRS Recommendation 3 (5) by responding to any consultations	Ian Hayton	Mar 2022
CSP7.4: as per HMICFRS Recommendation 3 (5), consider any amendments to legislation or National Framework document on demarcation of roles and responsibilities between the CFA and its Chief Fire Officer in the Authority's Scheme of Delegation	Ian Hayton	Mar 2022

<p>CSP7.5: consider and reflect any new code of ethics arising from HMICFRS Recommendation 4 (6) against the Brigade's existing Code of Conduct and Value and Behaviours Framework</p> <p>On 18th May 2021 the Fire Standards Board issued the new Code of Ethics Fire Standard for Fire and Rescue Services. The Fire Standard was published alongside the Core Code of Ethics which is based on the Seven Principles of Public Life, known as the Nolan Principles, but tailored to suit the fire and rescue context. The Brigade has a well-embedded values and behaviour framework in place which includes the Nolan principles and a Code of Conduct for staff. An assessment is underway to identify any improvements that can be made to existing arrangements. This is picked up in Priority CPPPIW1.1 below.</p>	<p>Ian Hayton</p>	<p>Mar 2022</p>
<p>CSP7.6: review the implications of the HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2020.</p> <p>As part of its reform agenda, the Government has introduced an independent inspection regime for FRAs in England – and the FRS they oversee. Under section 28B of the FRS Act Her Majesty's Chief Inspector of FRS must report to the Secretary of State on the State of Fire and Rescue Services in England.</p> <p>HMICFRS State of Fire and Rescue: Annual Assessment of FRS in England 2020 Report, written by Sir Thomas Winsor the current Her Majesty's Chief Inspector of FRS was presented to the CFA on 26th Mar 2021. It is set out in three parts.</p> <p>Part 1 contains his assessment of the state of FRSs in England based upon the inspections that have been carried out in 2020. This includes the Home Secretary's commissions to assess how fire and rescue services are responding to the pandemic, and how the London Fire Brigade is responding to the Grenfell Tower Inquiry's Phase 1 recommendations. It also includes the work to consider how services are responding to the causes of concern given in Round 1 of the FRS inspections.</p> <p>Part 2 is an overview of the findings from the inspection activity completed during 2020.</p> <p>Part 3 sets out the full list of fire and rescue publications in the period covered by the Report.</p> <p>The Brigade's ELT have reviewed the content of the State of Fire Report and amended/added any new actions to this Corporate Internal Operating Plan 2021/22 as appropriate.</p>	<p>Ian Hayton</p>	<p>Mar 2022</p>

<p>CSP8: Fire and Rescue Reform</p> <p>The Government is proposing to produce a White Paper on Fire and Rescue Reform in the Spring of 2021. Actions will be developed when the document has been published and considered.</p>		
Action	Lead	Date
<p>CSP12.1: assess the implications of the Government's 'White Paper' on Fire and Rescue Reform and determine future actions in this respect</p>	<p>Ian Hayton</p>	<p>Mar 2022</p>

CSP9: COVID-19 Response Plan

We will protect the public from the impacts of the COVID-19 Pandemic by ensuring that: (1) our service provision remains resilient and effective; (2) we support the broader public service response to tackle the pandemic and; (3) we maintain the highest possible standards of health, safety and wellbeing of our staff.

Action	Lead	Date
<p>CSP9.1: ensure that the Authority's governance is maintained to be assured that its statutory functions, service priorities and budgetary provision are fully discharged during the pandemic.</p> <p>The Authority's governance was maintained during the pandemic to ensure that its statutory functions, service priorities and budgetary provisions were maintained. This was recognised by HMICFRS in the COVID 19 Inspection report of Cleveland Fire Brigade published in Jan 2021. Key highlights from the Report were:</p> <ul style="list-style-type: none">• Para 58: the Brigade's 'robust and realistic calculations of the extra costs it has faced during the pandemic' and 'its full understanding of the effect this will have on its previously agreed budget and anticipated savings'.• Para 73: 'Members of Cleveland Fire Authority were actively engaged in discussions with the chief fire officer on the brigade's ability to discharge its statutory functions during the pandemic'.• Summary: 'the brigade adapted and responded to the pandemic effectively by prioritising the health, safety and wellbeing of both its own staff and the community. <p>Our governance arrangements are undertaken in full and all statutory duties are being maintained.</p>	Ian Hayton	Mar 2022
<p>CSP9.2: in line with good governance, the Brigade has developed and implemented a Pandemic Flu Plan and a bespoke COVID-19 Business Continuity Plan. Maintain preparedness activity and ensure that the plans are reviewed and remain effective against a changing landscape</p> <p>The Brigade was inspected by HMICFRS in November 2020, with a specific focus on its pandemic flu plan and business continuity arrangements. The findings confirmed that in line with good governance, the Brigade had a pandemic flu plan and business continuity plans in place, which were in date.</p> <p>The inspection also recognised that the Brigade adapted and responded to the pandemic effectively by prioritising the health, safety and wellbeing of both its own staff and the community, whilst delivering its core statutory functions.</p> <p>A suite of business continuity plans are in place, including a bespoke Covid-19 pandemic flu plan. In addition, a recovery plan has been developed. A testing and review plan is in place to maintain preparedness in this area.</p>	Carl Boasman	Mar 2022
<p>CSP9.3: adopt a risk-based approach to the maintenance of the core statutory functions</p>	Carl Boasman	Mar 2022

<p>CSP9.4: maintain the health, safety and wellbeing of all staff to the highest possible standards</p> <p>One of our strategic intentions during the planning and response stages of the COVID pandemic related to maintaining the health, safety and wellbeing of our staff thereby giving a real commitment from the top on these important areas.</p> <p>With health, safety and wellbeing being part of the fabric of our very existence as captured within our values we were able to quickly adapt and build upon our existing excellent arrangements including, for example:</p> <ul style="list-style-type: none"> ✓ early establishment of 'COVID Secure Workplace' arrangements e.g. locking down locations and isolating staff to limit potential for spread of infection contributed to very low sickness absence and high levels of availability to respond ✓ the development and agreement of risk assessments and safe working practices with Representative bodies ✓ collaboration on the procurement of PPE across sectors, to ensure the efficiency of suppliers ✓ access to professional occupational health services ✓ sector specific guidance and advice on control measures including PPE ✓ provision of 'Safe Working during COVID' guidance document and e-learning package ✓ introduction of wellbeing conversations and risk estimator tool ✓ undertaking of people impact assessments ✓ flu vaccination vouchers for all staff ✓ provision of mental health training ✓ advice and support on financial hardship <p><u>Outcomes from our COVID Inspection 2020</u></p> <p>Summary: 'the brigade adapted and responded to the pandemic effectively by prioritising the health, safety and wellbeing of both its own staff and the community'.</p> <p>Paragraph 34: 'Staff wellbeing was a clear priority for senior leaders during the pandemic. They actively promoted wellbeing services and encouraged staff to discuss any worries they had'.</p> <p>Paragraph 39: 'The brigade assessed the risks of new work to make sure its staff had the skills and equipment needed to work safely and effectively'.</p>	<p>Karen Winter</p>	<p>Mar 2022</p>
<p>CSP9.5: in conjunction with the Local Resilience Forum and/or Local Strategic Outbreak Boards, we will protect our communities by carrying out additional activities, beyond our core role, to support other local blue light services and other public service providers</p>	<p>Carl Boasman</p>	<p>Mar 2022</p>

<p>CSP9.6: lessons learnt from the COVID-19 response are gathered, shared and acted upon, where appropriate</p> <p>The Brigade has well embedded arrangements to ensure that we continue to learn from our experiences, from others and from major events; these are co-ordinated through our organisational assurance team.</p> <p>Therefore learning lessons from the way in which we handled the Pandemic was a natural part of our arrangements. We have produced two 'Lessons Learnt' Reports covering the specific areas of:</p> <ul style="list-style-type: none"> • Plans, procedures and information • Governance Arrangements • People: Health & Safety • People: Ways of Working • People: Health & Wellbeing • Statutory Functions: Prevention, Protection & Response • Communications • Resources (equipment, financial etc.) • Data reporting • Partnership Working <p>Any agreed improvements have been shared with ELT, managers and staff and either added to this Internal Operating Plan or to Departmental Delivery Plans.</p>	<p>Karen Winter</p>	<p>Mar 2022</p>
<p>CSP9.7: in considering recovery we will align to the Emergency Response and Recovery Non statutory guidance accompanying the Civil Contingencies Act 2004</p> <p>On 15 March 2021, the Brigade formally entered the recovery phase of the Covid-19 pandemic. In line with the above guidance, the strategic objectives of the recovery group are:</p> <ol style="list-style-type: none"> Ensure an integrated approach to recovery across all functional areas Minimise the period of time between disruption and restoration Ensure a seamless handover of leadership from response to recovery Provide a plan for recovery in the short, medium and long term Plan for a possible resurgence of Covid 19 <p>A bespoke recovery plan has been developed on the basis of the relevant guidance and will be periodically reviewed.</p>	<p>Carl Boasman</p>	<p>Mar 2022</p>

CSP10: COVID-19 Response Improvement Plan

The COVID-19 Response Improvement Plan builds upon the findings of the CFB self-assessed lessons learnt study; the NFCC Key learning study and the HMICFRS COVID-19 Inspection Report. The Plan will improve the resilience, effectiveness and efficiency of the Fire Authority's response to the COVID-19 pandemic crisis and provide a springboard for lasting reform and modernisation

Action	Lead	Date
CSP10.1: evaluate and develop new and innovative ways of working introduced during the pandemic (COVID 19 inspection Para 11a)	Ian Hayton	Mar 2022
CSP10.2: ensure whole-time fire-fighters are fully productive, while minimising the risk of them contracting or spreading the virus (COVID 19 inspection Para 11c)	Ian Hayton	Mar 2022
CSP10.3: evaluate the activities undertaken to support our partner organisations and assess the continuation of those services (COVID 19 inspection Para 53)	Ian Hayton	Mar 2022
CSP10.4: consider the adaptation of flexible working arrangements to make sure that we have the right provisions to support a modern workforce (COVID 19 inspection Para 63)	Karen Winter	Mar 2022

CSP11: HMICFRS Inspection

Our HMICFRS Inspection preparations will ensure no surprises

Action	Lead	Date
CSP11.1: scope out CFB's self-assessment format and activity A template has been developed to ensure the Brigade's self-assessment remains up to date; this is housed on the Brigade's business platform. A programme of self-assessment activity has been scheduled and work will commence in line with this from Jul 2021.	Karen Winter	Apr 2021
CSP11.2: undertake a gap analysis on 'HMICFRS document request' template A Gap Analysis was undertaken against the HMICFRS document request' template in Apr and was discussed and agreed at ELT on 27 th April 2021. The analysis will be used to monitor document completion going forward.	Karen Winter	Apr 2021
CSP11.3: establish a Communications and Marketing Plan for CFB's Inspection A plan has been developed and was agreed at ELT in April 2021. The plan will continue to develop as the inspection schedule is confirmed.	Carl Boasman	Apr 2021
CSP11.4: programme of self-assessment activity	Karen Winter	Nov 2021
CSP11.5: complete Position Statement and self-assessment	Karen Winter	Dec 2021
CSP11.6: complete and submit HMICFRS 'Document Request' template	Karen Winter	Jan 2022
CSP11.7: refresh Position Statement and self-assessment	Karen Winter	Mar 2022

CSP11.8: prepare Strategic Brief presentation	Karen Winter	Mar 2022
CSP11.9: prepare fieldwork inspection arrangements	Karen Winter	Mar 2022

CSP12: Pension Reform Pension Reform and remedies as a result of outcomes from significant litigation claims relating to age discrimination and the less favourable treatment of part-time workers		
Action	Lead	Date
Age Discrimination		
CSP12.1: deal with the remedy for the immediate detriment cases In 2015, the Government introduced changes to firefighters' pension entitlements. The effect of the changes (implemented under the Firefighters' Pension Scheme (England) Regulations 2014 (the 2015 Scheme)) for members of the 1992 Scheme was that: <ul style="list-style-type: none"> • active members of the FPS 1992 Scheme born after 2 April 1971 (born after 2 April 1976 for NFPS 2006 active members) were moved to the 2015 Scheme with effect from 1 April 2015; • active members of the 1992 Scheme who were born between 2 April 1967 and 2 April 1971 (born between 2 April 1972 and 2 April 1976 for NFPS 2006 active members) were moved to the 2015 Scheme on an age-related date specified in Schedule 2 to the 2014 Regulations; and • active members of the 1992 Scheme who were born before 1 April 1967 (born before 1 April 1972 for NFPS 2006 active members) were allowed to remain in the 1992 Scheme. In 2018, the Court of Appeal ruled that the transitional protection element of the 2015 public service pension reforms constituted unlawful age discrimination in the Firefighters' Pension Schemes. The Government stated that it respects the decision and has confirmed its intention to address the discrimination in two parts. <ol style="list-style-type: none"> To remove future discrimination from the schemes and ensure equal treatment, all remaining protected members who are not currently members of FPS 2015 will transfer into this scheme on 1 April 2022. For benefits built up during the period of discrimination, 1 April 2015 to 31 March 2022, unprotected and taper members will be credited with final salary build-up in their original legacy scheme. At retirement, all members will be able to keep their legacy final salary benefits or choose to receive the 2015 scheme benefits that they would have built up in the same period. Whilst we expect that transferring remaining members into the 2015 scheme at 1 April 2022 will be relatively straightforward, the conversion of 2015 scheme benefits into final salary will involve complex administrative processes with adjustments of pay, contributions, tax relief, and pension tax liabilities.	Ian Hayton	Mar 2022

<p>The Home Office has published updated guidance, which confirms that the power to calculate and pay pension entitlements under the legacy schemes is through the application of Section 61 of the Equality Act 2010. That provision means that these individuals have the right to be treated as though they have been in service in their legacy scheme since 1 April 2015. However, the revised guidance only aims to offer a pathway towards paying immediate detriment payments for those whose benefits are not already in payment (prospective cases).</p> <p>The status of the revised guidance is still labelled as 'informal', and caveated that: <i>'it should not be seen as providing a definitive resolution to all of the consequences arising from the discrimination, rather as a way to progress certain immediate detriment cases (as defined in this guidance) now there is some clarity as to how certain issues should be approached. It is important to note that ALL cases processed using this guidance will need to be revisited once the full detail of the Government's approach is finalised, and legislation is in place. Legislation is expected to be in place by October 2023.'</i></p> <p>Being mindful of the Court of Appeal interim order and the Home Office guidance, the CFA has:</p> <ul style="list-style-type: none"> declared that they are fully committed to the interim declaration made by the Employment Tribunal on 18 December 2019 that all existing claimants are entitled to be treated as members of the legacy Firefighters Pension Scheme for all pensionable service, between 31 March 2015 and 31 March 2022, and to have their pension contributions and entitlements calculated on that basis; and will seek to offer reformed scheme members who retire before October 2023 a choice of legacy or reformed scheme benefits for the relevant period at retirement, where, and to the extent, this is possible; and in the case of 'tapering' members support the immediate cessation of compulsory transfer into the 2015 Scheme at the expiry date of individual members' tapered protection. 		
CSP12.2: transfer all members to FPS 2015 at 1 April 2022	Ian Hayton	Mar 2022
CSP12.3: Deferred Choice Underpin (DCU) Part 1 - implement	Ian Hayton	Oct 2023
CSP12.4: Deferred Choice Underpin (DCU) Part 2 - maintenance of CARE underpinned records from April 2015	Ian Hayton	Mar 2022
CSP12.5: Deferred Choice Underpin (DCU) Part 3 – provide remedy choice from Oct 2023	Ian Hayton	Mar 2022
Matthews & Others v Kent & Medway Towns Fire Authority & Others		
CSP12.6: Monitor Progress of the legal case outcomes and consider next steps	Ian Hayton	Mar 2022

DSP2: Our business continuity arrangements will be reviewed to ensure robust service delivery		
Action	Lead	Date
<p>DSP2.1: implement Business Continuity Plan programme and continue testing</p> <p>In 2020/21 a review of business continuity plans was undertaken and a three year programme of testing was implemented. All testing and auditing for 2020 was completed with action plans in place for improvement where necessary.</p> <p>Work scheduled for 21/22 includes:</p> <ul style="list-style-type: none"> reformatting all plans into a single, digitally enabled format reviewing a the range of reasonably foreseeable event plans incorporating continual learning from the Covid-19 pandemic delivery of business continuity training to all managers involved in the process embedding revised arrangements 	Carl Boasman	Mar 2022

DSP3: Key Document Framework		
Key documents and policies support the best decision making		
Action	Lead	Date
DSP3.1: review Anti-Bullying and Harassment Policy and Procedure	Karen Winter	Jan 2022
DSP3.2: review Grievance Policy and Procedure	Karen Winter	Jan 2022
DSP3.2a) review Grievance Procedure to ensure the fairness and consistency of informal resolutions or learn from any trends (HMICFRS)	Karen Winter	Jan 2022
DSP3.3: review Discipline Policy and Procedure	Karen Winter	Jan 2022
DSP3.5: review Local Agreements in line with agreed programme	Karen Winter	Mar 2022
<p>DSP3.6: review key document framework guidance</p> <p>The Key Document Framework guidance has been reviewed and no significant amends have been made; the document has been updated to incorporate our new branding.</p>	Karen Winter	Mar 2021
<p>DSP3.7: review Continued Professional Development Scheme : Grey Book Employees Procedure</p> <p>Continuous Professional Development Scheme: Grey Book Employees Procedure was reviewed in March 2021 with minor amendments relating to employees on both whole-time and retained duty system contracts. This was approved on 29th March 2021 and the Key Document Framework has been updated accordingly.</p>	Karen Winter	June 2021
DSP3.8: review Health and Wellbeing Framework	Karen Winter	Dec 2021
DSP3.9: review Leadership and Management Strategy	Karen Winter	Mar 2022

DSP3.10 review Pay Protection Policy	Karen Winter	Sep 2021
DSP3.11: review Reward and Recognition Policy	Karen Winter	Mar 2022
DSP3.12: Safeguarding Children and Young People Policy	Carl Boasman	Mar 2022
DSP3.14: review ICT Strategy	Karen Winter	Apr 2022
DSP3.15: review Health and Safety Strategy A revised strategy was approved by ELT in May 2021. A new strategy for 2022 – 26 is currently being developed, which sets out CFB’s approach in the following areas: <ul style="list-style-type: none"> • Compliance • Culture • Competence • Communication • Controls • Workforce health and wellbeing 	Carl Boasman	Apr 2021
DSP3.16: review Staff Suggestion Scheme	Karen Winter	Mar 2022
DSP3.17: review Special Leave Policy	Karen Winter	Dec 2021
DSP3.18: review re-employment following retirement policy This policy has been fundamentally reviewed and is now called ‘Re-engagement after Retirement’ Policy and Procedure. It reflects two circumstances: <ul style="list-style-type: none"> • Re-employment - retired employees will be eligible to apply for vacancies, through an open recruitment process, provided the role is fundamentally different from the post from which they retired. • Re-appointment - on occasions when it would be in the interests of public safety and/or efficiency, the Authority will permit retired employees to be temporarily re-appointed into the role they were undertaking prior to their retirement. The policy was reviewed by ELT on 29 th Jun 2021 and is presented to Executive Committee on 9 th July 2021 for approval.	Karen Winter	July 2021
DSP3.19: review work placement policy The current Work Placement Policy has been reviewed. Following discussions with the CFO on 23 rd Mar 2021 it was agreed that, as this was an initiative, a future policy is not required and an HR procedure was sufficient. The Key Document Framework has been amended to reflect this decision.	Karen Winter	Apr 2021
DSP3.20: review career break policy and procedure	Karen Winter	Aug 2021
DSP3.28: review fire safety enforcement policy	Carl Boasman	Aug 2021
DSP3.29: review fire safety general standards	Carl Boasman	Mar 2022

Safer, Stronger Communities Priorities

CSSC1: Fire protection will be enhanced through the use of new professional standards, a new competence framework and training for our fire-fighters and specialist protection staff

This project began in 2020/21. On 26th May 2020 ELT approved the adoption of the National Fire Chiefs' Council Competency Framework for Business Fire Safety Regulators. It was acknowledged that the requirements of the Framework would take up to eighteen months to achieve. It was also agreed that support for implementation would be provided through the Brigade's Organisational Assurance team and that a Peer Review would be considered after implementation.

Action	Lead	Date
CSSC1.1: complete the implement of the new professional standards for business safety The competence framework has been adopted and implemented and four new posts have been recruited for and filled. Existing role profiles have been revised to incorporate the new professional framework. Periodic progress reports are provided to ELT.	Carl Boasman	Dec 2021
CSSC1.2: implement Year 2 of the competence framework for our fire-fighters and specialist protection staff This work continues in conjunction with CSSC1.1 . A business case for additional resources is currently being developed and will be presented to ELT before September 2021. If approved, this will strengthen our existing approach.	Carl Boasman	Dec 2021

CSSC2: Risk based business safety will be targeted to those higher risk buildings in our community to demonstrate the most efficient and effective use of resources

Action	Lead	Date
CSSC2.1: implement the Brigade's new risk based inspection programme A revised risk based inspection programme was approved by ELT in 2020. The new inspection schedule came into effect on 1 April 2021 and an update report was provided to ELT in June 2021. Further refining is in progress in relation to the identification of high risk premises.	Carl Boasman	Jun 2021
CSSC2.2: evaluate the Brigade's risk based inspection programme to ensure efficiency and effectiveness including the Brigade's capacity to meet our duty to enforce under the Regulatory Reform (Fire Safety) Order 2005	Carl Boasman	Jun 2022

CSSC3: Arson Reduction

Our Arson Reduction multi-agency approach of Prevent, Protect, Prepare and Pursue will reduce the incidents of arson within our communities

Action	Lead	Date
CSSC3.1: implement years 1 and 2 of our Arson Reduction Strategy The approved arson reduction strategy is in place and an action plan for delivery is currently in progress. A key element of the strategy is working within district based Safer Partnerships, which is being led by local Station Managers. Work will continue into 2021/22.	Carl Boasman	Mar 2022
DSSC3.1: support the production of research into the levels of arson within the North East by Durham and Newcastle Universities through the provision of information	Karen Winter	Mar 2022

CSSC4: Fire Safety Focussed on the Most Vulnerable People

Fire safety activity will be enhanced to focus on those most vulnerable people in our communities

Action	Lead	Date
CSSC4.2: review the prevention targeting methodology for allocating resources to risk and re-design the service offer to communities Work continues on the basis of our Community Risk Profile. Updated risk information has been provided to staff, which will be used to target those most vulnerable through specific station plans. A key focus of this work is community engagement and this is being developed through local links with vulnerable groups. A Prevention Framework is under development, which will set out how we target the most vulnerable and what services we will offer. A dedicated Safer Homes Steering Group has been established and our Partner referral process has been refined to provide more targeted referrals. An online facility for safer home self-assessments has been implemented on our website and is generating referrals from digitally connected community. We have introduced a telephone assessment process for those who are not digitally connected. A paper based self-assessment is under development for any household to complete when we cannot gain access.	Carl Boasman	Dec 2021
DSSC4.1: support the DCP in the review of the prevention targeting methodology for allocating resources to risk	Karen Winter	Mar 2022
DSSC4.2: support the DCP in the implementation of the new community safety system:	Karen Winter	Mar 2022

CSSC5: Grenfell Tower Inquiry

On 15th Jun 2017 the Prime Minister announced a public Inquiry into the fire at Grenfell Tower on the night of 14 Jun 2017. The Grenfell Tower Inquiry will examine the circumstances leading up to and surrounding the fire. Sir Martin Moore-Bick was appointed as the Chairman of the Inquiry which is set out in two Phases. Phase 1 focuses on the factual narrative of the events on the night of 14 June 2017 and Phase 2 examines the causes of these events, including how Grenfell Tower came to be in a condition which allowed the fire to spread in the way identified by Phase 1.

Action	Lead	Date
<p>CSSC5.1: implement the Brigade's Grenfell Tower Action Plan established in response to the recommendations contained within the Grenfell Inquiry Phase 1 Report published in Oct 2019</p> <p>A dedicated task group is chaired by the ACFO CP. A comprehensive action plan is in place, which is complemented by a prioritised delivery plan. The prioritised delivery plan was approved by ELT on 8th June 2021 and the appropriate resources allocated.</p> <p>Completed actions to date include a number of revised operational procedures for high rise incidents, training for fire engineering staff and the purchase of additional equipment, including smoke escape hoods.</p> <p>During 21/22, broader work will be completed, which will include the development of an electronic command system, linked to our command and control system and the implementation of national policies and procedures when made available.</p>	Carl Boasman	Mar 2022
<p>CSSC5.2: allocate grant funding to progressing the Brigade's Grenfell Tower Action Plan and monitor expenditure</p> <p>Grants received are allocated against the above mentioned prioritised Grenfell action plan. This is done by the ACFO SPR and Treasurer to ensure the expenditure meets the criteria for spending the grant.</p> <p>Grants are recorded, monitored and reported to the Brigade's ELT Finance meeting on a bi-monthly basis. Reports on expenditure against grants are also provided to the Home Office and the NFCC Protection Board on a quarterly basis.</p>	Karen Winter	Mar 2022

DSSC1: Unwanted Fire Signal (UWFS) Strategy

Our Unwanted Fire Signal (UWFS) Strategy will ensure the most efficient use of resources

Action	Lead	Date
DSSC1.1: implement cost recovery model in relation to our Unwanted Fire Signal Strategy Following approval by the Authority, Cost recovery arrangements took effect on 1 April 2021. Prior to the new arrangements being put in place, engagement with business owners took place, which included letters and the use of social media.	Carl Boasman	Apr 2021
DSSC1.2: evaluate the 24hr operating model (pilot) The pilot scheme of call challenging was introduced on 1 st September 2020 and ran until 31 st March 2021. The pilot scheme has been evaluated and a report with recommendations will be provided to ELT Policy in June 2021. In summary, the implementation of 24 hour call challenging as a pilot scheme has resulted in a significant reduction in attendances at AFAs during the reference period. It is concluded that the pilot has been successful in ensuring the most efficient use of our resources, in accordance with our current strategy. The following recommendations are made: <ul style="list-style-type: none">• A report and recommendation for approval to be prepared for CFA• UwFS strategy and associated procedures will be updated to reflect the 24 hour period operating model and the Key Document Framework updated• Internal and external communications will be issued, communicating the outcome of the trial and the adoption of the 24 hour operating model	Carl Boasman	Jun 2021

DSSC3: Our rescue capability will be 'fit for purpose'

Action	Lead	Date
DSSC3.1: review our specialist capability re line rescue including bariatric lifts and body recovery This review was presented to ELT on 29 March 2021. Following careful consideration, ELT approved a recommendation to provide enhanced Line Rescue and Bariatric capability at Coulby Newham and Middlesbrough Fire Stations. The revised arrangements are currently being implemented.	Carl Boasman	Apr 2021

DSSC4: Operational Policies and Guidance

Our operational policies and guidance will reflect best practice

Action	Lead	Date
DSSC4.1: continue to implement our Year 3 actions within our National Operational Guidance Programme	Karen Winter	Mar 2022

DSSC5: Community Safety Strategy

Our prevention, protection and emergency response services will continue to make a positive difference to the safety of our communities

Action	Lead	Date
DSSC5.1: implement Year 3 actions within our Community Safety Strategy	Carl Boasman	Mar 2022
DSSC5.2: evaluate and develop the efficiency and effectiveness of the 'Prevention at Home' on-line tools (COVID Inspection Report Paras 7 and 27)	Carl Boasman	Mar 2022
DSSC5.3: evaluate and develop the efficiency and effectiveness of the 'Protection for Business' on-line tools (COVID Inspection Report Paras 7 and 27)	Carl Boasman	Mar 2022

Efficient Use of Resources Priorities**CUOR1: Governance of Collaboration and Partnership Working**

A collaboration and partnership framework will strengthen the governance and benefit realisation of partnership and collaborative arrangements

Action	Lead	Date
CUOR1.1: develop a collaboration and partnership framework Work on this project commenced in 202/21 and a draft collaboration and partnership framework is under-development.	Karen Winter	Sep 2021
CUOR1.2: implement the collaboration and partnership framework including further development of a Partnership Register	Karen Winter	Mar 2022

CUOR2: Collaboration and Partnership Working

Continued collaboration with others in the provision of front-line services will further improve the efficient and effective use of resources

Action	Lead	Date
CUOR2.1: explore collaboration opportunities with other regional fire and rescue services for the provision of Special Appliances, Services and Capabilities This is in progress and the four regional Fire and rescue Services meet every two months as part of the Strategic Operational Regional Response Group. Collaboration opportunities are kept under constant review, which includes the provision of mutual aid under 13/16 agreements under the Fire and Rescue Services Act 2004.	Carl Boasman	Mar 2022

CUOR3: The optimum use of human resources will be realised through improved staff productivity		
Action	Lead	Date
CUOR3.1: explore opportunities to increase capacity through a review of fire-fighter productivity A review of the productivity metrics has been completed and now aligns to new procedures around operational intelligence gathering, safer homes visits and business fire safety work. On 1 April 2021, a capacity and productivity monitoring tool was implemented, which will facilitate accurate recording and reporting in this area. This will be monitored periodically and reported back to ELT as data becomes available.	Carl Boasman	Mar 2022
CUOR3.2: align productivity to budget spend	Karen Winter	Mar 2022

CUOR4: Ways of Working		
Workforce patterns will be improved to increase productivity and appliance availability		
Action	Lead	Date
CUOR4.1: review Operational Whole-time Duty System This review is in its final draft and will be presented to ELT in July 2021.	Carl Boasman	Aug 2021
CUOR4.2: review Flexi Duty System This review is in progress.	Carl Boasman	Mar 2022
CUOR4.3: review Retained Duty System This review is underway and will be presented to ELT in July 2021.	Carl Boasman	Aug 2021

CUOR5: Enabling Services

In line with our Review Programme, enabling services will be more efficient and effective through seeking collaboration with others

Action	Lead	Date
<p>CUOR5.1: review the Brigade's Insurance Services</p> <p>The Brigade's existing Insurance services includes a brokering service, insurance provision, administration and claim handling. The insurance provision covers employers' liability, public liability, property, motor, engineering, fidelity guarantee, business and travel and small craft. The insurance is for 3rd Party cover and is supported through the establishment of a reserve fund. Currently the brokering, admin and claims handling services are carried out by MBC and the insurance is provided by Zurich. Insurance co-ordination is carried out by the Brigade's Head of Finance and Procurement; claims handling work is supported by the Brigade's Health and Safety team. At the end of 2019 an opportunity arose to explore an alternative provision of insurance services (FRIC) and in order to facilitate this opportunity the CFA Exec on 6th March 2020 extended the existing service for two years until March 2022.</p> <p>Work is well underway on this project and options reports will be presented to ELT in Aug 2021.</p>	Karen Winter	Mar 2022
<p>CUOR5.3: review the Brigade's Financial Management Services</p> <p>The Brigade has a Service Level Agreement with Hartlepool Borough Council and an in- house team that currently deliver this service. It includes: Payroll, internal audit, income collection, payment of accounts; accounting and financial management; VAT and tax accounting; levying of precepts; cash flow management; Treasury management and financial advice services.</p> <p>A baseline review is currently in progress and this will be concluded by Aug 2021; with a view of securing a service provision by Jan 2022.</p>	Karen Winter	Jan 2022
<p>CUOR5.4: review the Brigade's Admin Services</p> <p>These services are specific to CFB i.e. supporting Senior and Principle Officers of CFB and acting as first point of contact to visitors at CFB Queen's Meadow Complex.</p> <p>A baseline review is currently in progress and this will be concluded by Aug 2021; with a view to securing in-house efficiencies by Nov 2021.</p>	Karen Winter	Nov 2021
<p>CUOR5.5: review the Brigade's Communication and Engagement Services</p> <p>This review is in progress.</p>	Carl Boasman	Aug 2021

CUOR5.6: review the Brigade's Democratic Services <p>The Fire Authority was established in 1995 in line with the Cleveland Fire Service Combination Order 1995 and LG Act. Whilst there is no legal requirement to have a Democratic Services team the Authority requires service support. This includes: ensuring that legislative and constitutional arrangements are taken into account in the preparation and servicing of the Fire Authority's meetings; and providing administration to Elected Members. Over the last two years there has been new service requirement to support the CFA/Scheme Manager in meeting its legal duty to establish a Firefighters' Pension Scheme Board.</p> <p>A baseline review is currently in progress and this will be concluded by Aug 2021; work will progress into 2021/22 with a view to securing in-house efficiencies by Dec 2021.</p>	Karen Winter	Aug 2021
CUOR5.9: review the Brigade's Catering Services	Karen Winter	Aug 2021
CUOR5.10: review the Brigade's Ground Maintenance Services	Karen Winter	Aug 2021
CUOR5.11: review the Brigade's Cleaning Services	Karen Winter	Mar 2022

CUOR6: Digital and Data Transformation <p>We will accelerate the transformation of our business activities, processes, competencies and models in a strategic and prioritised way to fully leverage the changes and opportunities of digital technologies and their impact across society.</p>		
Action	Lead	Date
CUOR6.1: design a Digital Transformation Strategy/Programme that enables the achievement of our strategic objectives by using customer insight and experience to establish new digital community safety services as set out in our CIRMP and achieve efficiencies and increased productivity in internal processes through digital applications.	Karen Winter	Sep 2021
CUOR6.2: launch our new digital business platform that will enable digital transformation and support staff on their digital transformation journeys, stimulating thought and innovative ways of working and the required cultural change.	Karen Winter	Sep 2021
CUOR6.3 progress the communication technology transfer from the Airwave Communication System to the new Emergency Services Mobile Communications Programme in collaboration with other NEFRSs	Karen Winter	Mar 2022

CUOR6.4: in collaboration with CDFRS explore options to seek mutual technological and service delivery enhancements to emergency call handling and mobilising provision CDFRS have confirmed a willingness to explore three options: <ul style="list-style-type: none"> i. Strategic Alignment (new system and shared staffing remotely) ii. Strategic Alignment (new system and shared staffing on-site) iii. Strategic Partnering (joint provision of Fire Control on one site) Work is now underway to establish a project team to provide an outline business case.	Carl Boasman Karen Winter	Mar 2022
DUOR6.1: implement Phase 2 of the Integra System to improve stock management and control of uniform and equipment	Karen Winter	Sep 2021
DUOR6.2: implement Human Resource Information System to improve workflow; and data collection and monitoring A programme lead (ED), project plan and risk assessment has been established for the project.	Karen Winter	Mar 2022
DUOR6.3: implement Operational Rota System to improve workflow; and data collection and monitoring A programme lead (AF), project plan and risk assessment has been established for the project.	Karen Winter	Mar 2022

DUOR1: Procurement Value for money in the procurement of goods, services and works will be achieved through enhanced contract management and greater collaboration		
Action	Lead	Date
DUOR1.1: implement Year 3 (2021/22) of the Brigade's Procurement Strategy	Karen Winter	Mar 2022

Proud, Passionate, Professional and Inclusive Workforce Priorities

CPPPIW1: People Strategy

Our People Strategy identifies nurtures and supports the leadership capabilities of present and future employees and is supported by a culture underpinned with clear values, expectations and behaviours that everyone can promote and support. It identifies and develops talent against the four levels of leadership.

Action	Lead	Date
CPPPIW1.1: assess new national Code of Ethics and refine the Brigade's existing behavioural and ethical frameworks as necessary On 18 th May 2021 the Fire Standards Board issued the new Code of Ethics Fire Standard for Fire and Rescue Services. The Fire Standard was published alongside the Core Code of Ethics which is based on the Seven Principles of Public Life, known as the Nolan Principles, but tailored to suit the fire and rescue context. The Brigade has a well-embedded values and behaviour framework in place which includes the Nolan principles and a Code of Conduct for staff. An assessment is underway to identify any improvements that can be made to existing arrangements.	Karen Winter	Mar 2022
CPPPIW1.2: develop a Talent Management Framework which covers the talent management life cycle, model and strategy for future work and includes accelerated career development, direct entry schemes, recruitment, selection and promotion; and succession planning	Karen Winter	Dec 2021
DPPPIW1.1: explore opportunities to develop staff using the Apprenticeship Framework	Karen Winter	Mar 2022

CPPPIW4: Inclusive Working Environment

We continuously strive to create a working environment that makes Cleveland Fire Brigade a great place to work. An inclusive culture is at the heart of this. A review of our employment activities will further improve the diversity of people across our workforce; and continue to make us an Employer of Choice

Action	Lead	Date
CPPPIW4.1: confirm overall picture of workforce diversity compared to community and highlight areas of challenge/opportunity A workforce profile report has been produced and we have now identified a need to capture this on to the Brigade's new digital platform in order to maintain real-time information on both community and workforce profiles.	Karen Winter	Oct 2021
CPPPIW4.2: evaluate the success of the Positive Action Framework in supporting increased diversity across the workforce	Karen Winter	Mar 2022

<p>DPPIW4.1: implement Year 4 actions within the Equality, Diversity and Inclusion Strategy</p> <p>The following work has been undertaken:</p> <ul style="list-style-type: none"> • A Community Risk Profile has been produced which underpins our CIRMP and allows us to better target our resources to the most vulnerable people in our area. • A community Engagement Strategy has been produced which sets out media and tools for a wide range of community engagement activities • Engagement champions have been established; we use these to seek views on different aspects of our work. Some of our champions are leaders of Community Groups. • Station plans include a focus on enhancing links with local community groups – examples of discussions with such groups include access to services and recruitment into Cleveland Fire Brigade. • Taking into account of feedback and learning a review of the recruitment, selection and promotion policy and procedure during 2021 and a revised policy was approved by ELT on 29th Mar 2020. Policy updates include more focus on positive action and advertising all positions internally and externally to attract more diverse people to the Brigade. • An analysis of the community and workforce profiles to understand the areas on which we need to focus with regard to positive action. • A positive action strategy has been implemented. This considers each recruitment campaign separately and sets out on 'positive action campaign form' the people we are aiming to reach; this allows positive action to be targeted. The same form is used to evaluate the success of the campaign. • Recruitment champions have been established across the workforce • The Brigade's induction arrangements have been updated to include training on EDI with an emphasis on values and behaviours • Codes of conduct are issued to and signed for by all members of staff on appointment. • Modern Slavery e learning for all staff has been incorporated into the Brigade's Training Plan. • The Personal Development Review process has been reviewed and now includes a key work objective for all staff relating to equality, diversity and inclusion. • Support Networks have been established for Women, BAME, Disability and LGBT+. The Chairs of these Groups are members of the EDI Board • short video awareness session on working during Ramadan have been produced by the BAME network • Published the Public Sector Equality Duty Report • Published the Gender Pay Gap Report • Achieved Disability Confident Leader Status 	<p>Karen Winter</p>	<p>Mar 2022</p>
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<p>DPPPIW2: Health and Safety</p> <p>The health and safety of our staff will remain of paramount importance</p>		
Action	Lead	Date
<p>DPPPIW2.1 implement Year 3 of the Brigade's Health and Safety Strategy</p>	<p>Carl Boasman</p>	<p>Mar 2022</p>

DPPPIW4: Health and Wellbeing Staff will be supported in their physical and mental health to remain at or return to work		
Action	Lead	Date
DPPPIW4.1: implement year 3 improvement actions associated with the Brigade's Health and Wellbeing Strategy	Karen Winter	Mar 2022
DPPPIW4.2: review ways that staff can access health and wellbeing information using digital solutions	Karen Winter	Mar 2022
DPPPIW4.3: work with staff to determine how the Brigade can identify and address any longer-term impact that COVID 19 may have on their wellbeing (COVID 19 inspection Para 11b)	Karen Winter	Mar 2022
DPPPIW4.4: explore the development of wellbeing conversations with a view to embedding them into Personal Development Reviews (COVID inspection Para 36)	Karen Winter	Sep 2021

Underpinning Framework Priorities

CUF1: Engagement An integrated strategy will enhance community, staff and partnership engagement		
Action	Lead	Date
CUF1.1: implement year 1 actions relating to the Brigade's Community Engagement Strategy <ul style="list-style-type: none"> A community Engagement Strategy was approved by ELT in Apr 2021. The Plan includes a range of Community Engagement media and tools that can be tailored to suit the nature of engagement. Actions completed from this strategy include: Engagement champions have been established; we use these to seek views on different aspects of our work. Some of our champions are leaders of Community Groups. A community engagement calendar has been produced; this is regularly updated by the Communication's team and is accessed via the Brigade's intranet or on notice boards across the Brigade's premises. The calendar holds information relating to key national and local events such as International Women's Day; Ramadan and Mental Health Awareness Week. It gives our staff the opportunity to plan activities and promote campaigns specific to those events. Station plans include a focus on enhancing links with local community groups – examples of discussions with such groups include access to services and recruitment into Cleveland Fire Brigade. 	Carl Boasman	Mar 2022
CUF1.2: produce a staff engagement strategy and implement year 1 actions	Carl Boasman	Mar 2022
CUF1.3: produce a partnership engagement strategy and implement year 1 actions	Carl Boasman	Mar 2022

CUF2: Evaluation

Decision making, resource allocation and efficiencies will be improved through performance management and evaluation of fire and rescue service activity

Action	Lead	Date
CUF2.1: establish an Evaluation Framework	Karen Winter	Aug 2021
DUF2.1: evaluate new working arrangements in Brigade Control Room	Karen Winter	Aug 2021