



# Internal Operating Plan 2020/21

This is Cleveland Fire Brigade’s Internal Operating Plan which sets out the Authority’s Improvement priorities 2020/21 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 3 Proposals and address any areas for improvement or development identified from our HMICFRS Inspection Self-Assessment and Reports 2019.



The Priorities are set out in two types:

- Corporate i.e. strategic priorities which are public facing and included within our Service Plan 2020/21 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
ACFSPP	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
NOG	National Operational Guidance

## **New Priority: COVID 19**

On 31st December 2019, Chinese authorities notified the World Health Organisation (WHO) of an outbreak of pneumonia in Wuhan City, which was later classified as a new disease: COVID-19. By 30th January 2020, WHO declared the outbreak of COVID-19 a “Public Health Emergency of International Concern” (PHEIC). And on March 11, 2020 WHO declared COVID-19 a global pandemic, pointing to the over 118,000 cases of the coronavirus illness in over 110 countries and territories around the world and the sustained risk of further global spread.

As a country, the UK believes that it is well prepared for disease outbreaks, having responded to a wide range of infectious disease outbreaks in the recent past, and having undertaken significant preparedness work for an influenza pandemic for well over a decade. These plans ensure the UK is equipped to deliver a coordinated multi agency response to minimise wider societal impact that could arise from a significant outbreak. Planning draws on the idea of a “reasonable worst case (RWC)” scenario. This is not a forecast of what is most likely to happen, but will ensure that the UK is ready to respond to a range of scenarios. As to be expected those plans have been regularly tested and updated locally and nationally to ensure they are fit for purpose.

As a Brigade, we too have planned for those ‘reasonable worst case scenarios’ both in local and multi-agency settings, and have produced and tested our own Business Continuity Plans which set out our emergency preparedness arrangements to be able to deal with such an event.

Since March 2020 the Brigade’s Executive Leadership Team’s focus has been on the planning, responding and recovery phases of this COVID 19 event thereby continuing to ensure the safety of Cleveland Fire Brigade’s communities and staff. Principal and Senior Officers have given priority to this national crisis to ensure the continued provision of the Brigade’s community safety and enabling services. Work relating to COVID has been significant and unexpected with other priority work having to be re-scheduled. As we move through the Pandemic’s recovery stage we can begin to address some of our corporate priorities. However the work associated in dealing with COVID 19 cannot go unrecognised and must be acknowledged within the Authority’s Corporate Priority work. We must also acknowledge on-going work and planning requirements should a further wave of COVID occur in the near future.

## Strategic Planning Priorities

<p><b>CSP1: 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</b></p>		
Action	Lead	Date
<p><b>CSP1.1: develop and implement a programme to ensure the production of the Authority's CIRMP 2022/23-2025/26</b></p> <p>An Programme of work has been produced and agreed with ELT It sets out activities, responsibilities and timelines to achieve the production of the CIRMP</p>	Ian Hayton	Apr 2020
<p><b>CSP1.2: identify existing and future risks</b></p> <p>In identifying existing and future risks the Brigade is working in parallel with the national project work being carried out by the National Fire Chiefs' Council. This gives further assurance to our existing credible and well embedded risk analysis processes.</p> <p>To date our hazardous events have been identified and agreed with ELT. These are currently being assessed to establish CFA's High, Medium and Low risks with work expected to being complete by end of September 2020.</p>	Karen Winter	Sep 2020
<p><b>CSP1.3: evaluate effectiveness of existing prevention, protection and emergency response services</b></p> <p>A dedicated team is leading this area of work and the evaluation reports will be presented to ELT at a series of meetings scheduled for October 2020.</p>	Carl Boasman	Oct 2020
<p><b>CSP1.4: set priorities and Service Plan 2021/22</b></p>	Karen Winter	Feb 2021
<p><b>CSP1.5: identify improvement opportunities; and determine policies and standards for delivery of community safety services</b></p>	Carl Boasman	Feb 2021
<p><b>CSP1.6: allocate resources to manage the risks/deliver the services</b></p>	Carl Boasman	Jun 2021
<p><b>CSP1.7: produce draft CIRMP 2022/23 onwards</b></p>	Karen Winter	Aug 2021
<p><b>CSP1.8: consult on CIRMP 2022/23 onwards</b></p>	Carl Boasman	Oct - Dec 2021
<p><b>CSP1.9: publish CIRMP 2022/23 onwards</b></p>	Karen Winter	Mar 2022
<p><b>CSP1.10: set priorities and Service Plan 2022/23</b></p>	Karen Winter	Dec 2021

**CSP2:** 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
<b>CSP2.1: undertake budget and reserve adjustments 2020/21</b> Relevant adjustments were made as part of the budget implementation process for 2020/21	Karen Winter	Apr 2020
<b>CSP2.2: review Efficiency Plan</b> Discussions have taken place between ACFO SPR and Treasurer re the requirements of this Plan and work has commenced and is on schedule.	Karen Winter	Sep 2020
<b>CSP2.3: review Reserve Strategy</b>	Karen Winter	Dec 2020
<b>DSP2.1: achieve an unqualified opinion on the financial statement</b>	Karen winter	Oct 2020
<b>DSP2.2: achieve an unqualified opinion on Value for Money</b>	Karen Winter	Oct 2020

**CSP3:** Our asset management planning will continue to provide 'fit for purpose' assets to support improved efficiency and effectiveness in service provision

Action	Lead	Date
<b>CSP3.1: review Asset Management Plan</b>	Karen Winter	Dec 2020
<b>CSP3.2: implement 2020/21 Asset Management Plan</b>	Karen Winter	Dec 2020
<b>CSP3.3: complete complex on Queen's Meadow Business Park</b>	Karen Winter	Feb 2021
<b>DSP3.1: review stores procedure notes to reflect any changes to the processes used to issue, replace and dispose of uniform</b> The Technical Services teams have commenced work on this procedure note and it will be complete by end of September 2020	Karen winter	Sep 2020

**CSP4:** We will develop our arrangements to reduce our carbon emissions and tackle the impact of climate change on our operations

Action	Lead	Date
<b>CSP4.1: identify the risks associated with Climate Change</b> Work is underway as part of risk analysis for CIRMP.	Karen Winter	Sep 2020
<b>CSP4.2: establish a Climate Change Strategy</b>	Karen Winter	Mar 2021

**CSP5:** The outcomes from the recommendations of HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2019 will be included within our strategic planning arrangements

Action	Lead	Date
CSP5.1: influence and support the work of the Home Office by participating in any relevant consultations in relation to HMICFRS Recommendation 1 regarding the role of the FRS and those who work in them	Ian Hayton	Mar 2021
CSP5.2: 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 regarding the reform of pay negotiations and the 'Grey Book'	Ian Hayton	Mar 2021
CSP5.3: influence the nature of the demarcation between those responsible for governance and operational decision making as required in HMICFRS Recommendation 3 by responding to any consultations	Ian Hayton	Mar 2021
CSP5.4: as per HMICFRS Recommendation 3, 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 2021
CSP5.5: influence and support the work of the National Fire Chief's Council by participating in any relevant consultations in relation to HMICFRS Recommendation 4 regarding a Code of Ethics	Ian Hayton	Mar 2021
CSP5.6: consider and reflect any new code of ethics arising from HMICFRS Recommendation 4 against the Brigade's existing Code of Conduct and Value and Behaviours Framework	Ian Hayton	Mar 2021

**DSP1:** Our HMICFRS Inspection preparations will ensure no surprises

Action	Lead	Date
DSP1.1: prepare a HMICFRS Inspection Programme for Cleveland Fire Brigade	Karen Winter	Dec 2021
DSP1.2: refresh the Brigade's Self-Assessment	Karen Winter	Mar 2022

**DSP2: Our business continuity arrangements will be reviewed to ensure robust service delivery**

Action	Lead	Date
<b>DSP2.1: review Business Continuity Plan programme and commence testing</b> A three year programme of testing has been implemented and is being delivered. During 2020, four plans have been tested and a further three are scheduled for testing before the end of the year.	Carl Boasman	Mar 2021

**DSP3: Key documents and policies support the best decision making**

Action	Lead	Date
<b>DSP3.1: review sickness absence management policy</b> The Sickness Absence Management Policy and Procedure was reviewed taking account of the outcomes from the Health and Wellbeing Strategy Review. The Policy has not changed fundamentally and the procedure has been updated to include wider support to people with disabilities and long term illnesses; give clarity to the processes of sickness management and include the procedures surrounding 'tracker' systems that have been implemented for sickness absence. The Policy and Procedure was agreed by ELT on 25 <sup>th</sup> August 2020 and is currently out for consultation with relevant Trade Unions.	Karen Winter	Nov 2020
<b>DSP3.2: review substance misuse management policy</b> The Substance Misuse Management Policy and Procedure was reviewed with minor amends relating to gender neutrality and the inclusion of a process flow diagram. It was approved by ELT on 21 <sup>st</sup> July 2020 and copies forwarded to the FBU and Unison.	Karen Winter	Aug 2020
<b>DSP3.3: review health and fitness policy</b> The Health and Fitness Policy and Procedure was reviewed with minor amends relating to gender neutrality and changes to six monthly and Incident Command testing. It was approved by ELT on 21 <sup>st</sup> July 2020. Following consultation with FBU and Unison the document was implemented and communicated to staff on 1 <sup>st</sup> Sep 2020.	Karen Winter	Sep 2020
<b>DSP3.4: review recruitment, selection, promotion policy</b>	Karen Winter	Nov 2020
<b>DSP3.5: establish a programme of Local Agreement reviews</b>	Karen Winter	Mar 2021
<b>DSP3.6: review re-employment following retirement policy</b>	Karen Winter	Mar 2021
<b>DSP3.7: review equality impact assessment policy</b> The Brigade's Equality Impact Assessment Policy and Procedure was fundamentally reviewed and approved by ELT on 26 <sup>th</sup> May 2020. It has now been re-titled People Impact Assessment to reflect the need to consider the wider 'people' implications. FBU and Unison were provided with the new policy in May 2020.	Karen Winter	May 2020
<b>DSP3.8: review family friendly policy</b> The Brigade's Family Friendly Policy and Procedure no 35 was fundamentally reviewed and approved by ELT in April 2020. Following consultation with FBU and Unison the document was added to the key document framework in May 2020.	Karen Winter	May 2020

<b>DSP3.9: review work placement policy</b>	Karen Winter	Mar 2021
<b>DSP3.10 review Grievance Procedure to ensure the fairness and consistency of informal resolutions or learn from any trends</b>	Karen Winter	Mar 2021
<b>DSP3.11: review career break policy</b>	Karen Winter	Jan 2021
<b>DSP3.12: review data protection policy</b>	Karen Winter	Mar 2021
<b>DSP3.13: review fire safety enforcement policy</b> The review has been completed and a revised policy was approved by ELT on 21 <sup>st</sup> July 2020.	Carl Boasman	Sep 2020
<b>DSP3.14: review fire safety general service standards</b> The review has been completed and the fire safety general standards were not changed as agreed by ELT on 21 <sup>st</sup> July 2020.	Carl Boasman	Nov 2020
<b>DSP3.15: review flexible working policy</b> The Flexible Working Policy and Procedure was reviewed and minor amendments were made in relation to the roles and responsibilities to reflect the new senior structure. It was approved by ELT in April 2020 and a revised copy was provided to the Representative Bodies.	Karen Winter	Sep 2020
<b>DSP3.16: review of freedom of information policy</b>	Karen Winter	Mar 2021
<b>DSP3.17: review all information compliance policies</b>	Karen Winter	Mar 2021
<b>DSP3.18: review information governance policy</b>	Karen Winter	Mar 2021
<b>DSP3.19: review all information security policies</b>	Karen Winter	Mar 2021
<b>DSP3.20: review record management policy</b>	Karen Winter	Mar 2021
<b>DSP3.21: review RIPA policy</b>	Karen Winter	Mar 2021
<b>DSP3.22: review secondment policy</b>	Karen Winter	Mar 2021

## Safer, Stronger Communities Priorities

<b>CSSC1: Fire protection will be enhanced through the use of new professional standards, a new competence framework and training for our firefighters and specialist protection staff</b>		
Action	Lead	Date
<b>CSSC1.1: implement new professional standards and a competence framework for business safety</b> On 26 <sup>th</sup> 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.	Carl Boasman	Oct 2020

<b>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</b>		
Action	Lead	Date
<b>CSSC2.1: review and implement the Brigade's risk based inspection programme</b> A fundamental review of the Brigade's Risk Based Inspection programme is nearing completion and the outcomes of the review, along with recommendations for improvement will be presented to ELT on 1 <sup>st</sup> October 2020.	Carl Boasman	Sep 2020

<b>CSSC3: Our Arson Reduction multi-agency approach of Prevent, Protect, Prepare and Pursue will reduce the incidents of arson within our communities</b>		
Action	Lead	Date
<b>CSSC3.1: implement year 1 of our Arson Reduction Strategy</b> 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.	Carl Boasman	Mar 2021

**CSSC4:** Fire Safety Activity will be enhanced to focus on those most vulnerable in our community to demonstrate the most efficient and effective use of resources

Action	Lead	Date
<p><b>CSSC4.1: improve the stratification of risks associated with the most vulnerable people in our communities</b></p> <p>Work has commenced on risk analysis and a number of ELT meetings are schedule over Sep and Oct 2020 to progress this further.</p>	<p>Karen Winter</p> <p>Carl Boasman</p>	<p>Sep 2020</p>
<p><b>CSSC4.2: review the targeting methodology for allocating resources to risk</b></p> <p>This work is linked to CSSC4.1 (above) and the national project work being carried out by the National Fire Chiefs' Council. ELT meetings are scheduled over Sep and Oct 2020 to progress this further.</p>	<p>Carl Boasman</p>	<p>Nov 2020</p>
<p><b>CSSC4.3: re-design service offer to communities</b></p>	<p>Carl Boasman</p>	<p>Feb 2021</p>

**CSSC5:** Embedding the National Marauding Terrorist Attack Strategy will enhance our response to terror related incidents

Action	Lead	Date
<p><b>CSSC5.1: implement policy, procedures and training relating to the National MTA Strategy</b></p> <p>The relevant policies, procedures and training have been implemented and delivered across the Brigade. Arrangements are in place to carry out multi-agency exercises and ensure that staff competence is maintained.</p>	<p>Carl Boasman</p>	<p>Jan 2021</p>

**DSSC1: Our Unwanted Fire Signal (UWFS) Policy will ensure the most efficient use of resources**

Action	Lead	Date
<p><b>DSSC1.1: evaluate the Unwanted Fire Signal Pilot Study</b></p> <p>The existing UWFS Strategy commenced in October 2017 and was reviewed in March 2019 to evaluate its effectiveness. As part of that report a number of options were considered by ELT to further develop the strategy.</p> <p>The preferred option resulted in the instigation of a trial in April 2019 which expanded the operations of the UWFS Policy in terms of timeframes and days. The objective of the trial was to build on the existing improvements demonstrated over the previous 18 months.</p> <p>As a direct result of the trial we have seen further reductions in the number of AFAs we attended in 2019/20 from the previous year 31 (6%), however, this is significantly attributed to the widening of the operating timescales, which saw 139 calls challenged within the additional times attributed to the trial.</p> <p>Therefore the study concluded that the UWFS Policy adopted through the trial period was successful, delivering significant safety and efficiency improvements.</p>	Carl Boasman	May 2020
<p><b>DSSC1.2: review the Brigade's Unwanted Fire Signal Policy and Procedure in light of our consultation on charges</b></p> <p>In addition to the implementation of the trial a consultation has been undertaken following the previous impact assessment, on the introduction of cost recovery for attending AFAs where no fire exists and the premises has reached the poor performance threshold. There was a very good level of engagement with the local community, both businesses and residents on this matter: 1,021 people engaged through social media and a further 292 responded directly or indirectly to our survey. We saw overwhelming support through social media of around 94% and strong support 68% from those responding to our survey for the recovery of costs.</p> <p>Potential improvements have been identified and have been considered and approved by ELT on 26<sup>th</sup> May 2020. The following have been approved:</p> <ol style="list-style-type: none"> <li>1. the introduction of the Brigade's UWFS strategy 24hrs a day on an 12 month trial basis</li> <li>2. the recommendation to the CFA of the adoption of cost recovery for attendance at UWFSs.</li> </ol> <p>The trial is to commence with immediate effect. A Report is to be taken to CFA re charges once CFA/Exec resumes following this COVID period.</p>	Carl Boasman	Mar 2021

**DSSC2: Our Prevention activity will be quality assured to deliver the best benefits to our communities**

Action	Lead	Date
<p><b>DSSC2.1: develop a quality assurance mechanism for our prevention activity</b></p> <p>A revised Safer Homes Service is currently being developed and quality assurance mechanisms will be integrated into our future service offer.</p>	Carl Boasman	Feb 2021

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

Action	Lead	Date
<b>DSSC3.1: review our specialist capability re line rescue including bariatric lifts and body recovery</b> This review is in the final stages and is on track for completion.	Carl Boasman	Feb 2021

**DSSC4:** Our operational policies and guidance will reflect best practice

Action	Lead	Date
<b>DSSC4.1: continue to implement our Year 2 and Year 3 actions within our National Operational Guidance Programme</b>	Karen Winter	Mar 2021

**DSSC5:** Our prevention, protection and emergency response services will continue to make a positive difference to the safety of our communities

Action	Lead	Date
<b>DSSC5.1: implement our Year 2 actions within our Community Safety Strategy</b>	Carl Boasman	Mar 2021

## Efficient Use of Resources Priorities

<b>CUOR1:</b> A collaboration and partnership framework will strengthen the governance and benefit realisation of partnership and collaborative arrangements		
Action	Lead	Date
CUOR1.1: further develop a collaboration and partnership register	Karen Winter	Jan 2021
CUOR1.2: develop a collaboration and partnership framework	Karen Winter	Jan 2021

<b>CUOR2:</b> Continued collaboration with others in the provision of front-line services will further improve the efficient and effective use of resources		
Action	Lead	Date
<b>CUOR2.1: explore collaboration opportunities with other regional fire and rescue services for the provision of Special Appliances, Services and Capabilities</b> 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.	Carl Boasman	Mar 2021

<b>CUOR3:</b> 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 firefighter productivity	Carl Boasman	Mar 2021

<b>CUOR4:</b> Workforce patterns will be improved to increase productivity and appliance availability		
Action	Lead	Date
<b>CUOR4.1: review Operational Whole-time Duty System</b> This review is in progress and is due for completion in February 2021.	Carl Boasman	Feb 2021
<b>CUOR4.2: review Flexi Duty System</b> This review is in progress and is due for completion in February 2021.	Carl Boasman	Feb 2021
<b>CUOR4.3: review Retained Duty System</b> This review is in progress and is due for completion in February 2021.	Carl Boasman	Feb 2021

**CUOR5:** In line with our Review Programme, enabling services will be more efficient and effective through seeking collaboration with others

Action	Lead	Date
<p><b>CUOR5.1: review the Brigade's Insurance Services</b></p> <p>The Brigade's Insurance 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 3<sup>rd</sup> 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 6<sup>th</sup> March 2020 extended the existing service for two years until March 2022. This review will now be moved into 2021/22.</p>	Karen Winter	Mar 2021
<p><b>CUOR5.2: review the Brigade's Occupational Health Services</b></p> <p>We have agreed a joint procurement exercise with Co Durham and Darlington FRS to secure value for money in both procurement arrangements and service provision. COVID19 made it difficult to go out to open tender so we have extended the existing service with PAM until 31<sup>st</sup> March 2021 with a view of going out to open market in Sep 2020.</p>	Karen Winter	Mar 2021
<p><b>CUOR5.3: review the Brigade's Financial Management Services</b></p>	Karen Winter	Mar 2021
<p><b>CUOR5.4: review the Brigade's Admin Services</b></p>	Karen Winter	Mar 2021
<p><b>CUOR5.5: review the Brigade's Community, Partner and Staff Engagement Services</b></p> <p>A collaboration group has been established and a collaboration register is kept under review. A wider engagement strategy has been approved by ELT and opportunities to enhance engagement are kept under review.</p>	Carl Boasman	Mar 2021
<p><b>CUOR5.6: review the Brigade's Democratic Services</b></p>	Karen Winter	Mar 2021
<p><b>CUOR5.7: review the Brigade's Security Services</b></p>	Karen Winter	Sep 2020
<p><b>CUOR5.8: review the Brigade's Mechanical and Electrical maintenance Services</b></p>	Karen Winter	Aug 2020
<p><b>CUOR5.9: review the Brigade's Catering Services</b></p>	Karen Winter	Aug 2020
<p><b>CUOR5.10: review the Brigade's Ground Maintenance Services</b></p>	Karen Winter	Dec 2020

**CUOR6:** Information and Communication Technology will provide enhanced efficiency and effectiveness in service provision

Action	Lead	Date
<b>CUOR6.1:</b> 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 2021
<b>CUOR6.2:</b> in collaboration with CDFRS produce an options appraisal to seek mutual technological and service delivery enhancements to emergency call handling and mobilising provision	Karen Winter	Jun 2021
<b>DUOR6.1:</b> implement Year 2 of the Brigade's ICT Strategy	Karen Winter	Jun 2021
<b>DUOR6.2:</b> implement Phase 2 of the Integra System to improve stock management and control of uniform and equipment	Karen Winter	Jun 2021
<p><b>DUOR6.3:</b> procure and implement a Human Resource Information System to improve workflow; and data collection and monitoring</p> <p>This project commenced in 2018/19 and is c/wd to complete the final stages. At the Project Group meeting on 18<sup>th</sup> June 2020 the Team advised that a systems specification had been finalised but because of COVID procurement of the system was behind schedule. A new timeline was agreed commencing with advert in Sep; contract clinic in Dec; Exec in Jan and contract start date Apr 2021.</p> <p>Next meeting of Project Group 1<sup>st</sup> week in September 2021.</p>	Karen Winter	Mar 2021

**DUOR1:** Value for money in the procurement of goods, services and works will be achieved through enhanced contract management and greater collaboration

Action	Lead	Date
<b>DUOR1.1:</b> implement Year 2 of the Brigade's Procurement Strategy	Karen Winter	Mar 2021

## Proud, Passionate, Professional and Inclusive Workforce Priorities

**CPPPIW1:** Our Leadership Framework clearly sets out a suite of values, expectations and behaviours which everyone can promote and support. It is the basis on which the Brigade and its employees operate

Action	Lead	Date
CPPPIW1.1: assess new national Code of Ethics and refine the Brigade's existing behavioural and ethical frameworks as necessary	Karen Winter	Jun 2021

**CPPPIW2:** Talent will be identified and supported through our individual performance management arrangements and leadership and management development frameworks

Action	Lead	Date
CPPPIW2.1: establish a talent management scheme	Karen Winter	Mar 2021
CPPPIW2.2: explore the use of accelerated career development	Karen Winter	Jun 2021

**CPPPIW3:** Building career paths will encourage a breadth of experience and a depth of expertise

Action	Lead	Date
CPPPIW3.1: explore a direct entry scheme	Karen Winter	Mar 2021
CPPPIW3.2: develop an organisational Succession Plan	Karen Winter	Mar 2021

**CPPPIW4:** 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
<p><b>CPPPIW4.1: confirm overall picture of workforce diversity compared to community and highlight areas of challenge/opportunity</b></p> <p>Work has commenced on this as part of CIRMP risk analysis. A workforce profile report will be produced and presented to the Equality, Diversity and Inclusion Forum and Fire Authority in Oct 2020.</p>	Karen Winter	Oct 2020
<p><b>CPPPIW4.2: establish a strategy and improvement plan that builds upon existing employment model to support increased diversity across the workforce</b></p>	Karen Winter	Mar 2021
<p><b>DPPIW4.1: implement Year 3 actions within the Equality, Diversity and Inclusion Strategy</b></p> <ul style="list-style-type: none"> <li>Public Sector Equality Duty Report was published in September 2020</li> </ul>	Karen Winter	Jun 2021
<p><b>DPPIW4.2: identify any areas for improvement from the outcomes of the external research study, 'Measuring and Improving Workplace Culture in the Cleveland Fire Brigade,' which was carried out by a team from Newcastle Business School, Northumbria University, from April 2019 to January 2020</b></p> <p>The Cultural Report, received in March 2020, is being considered by ELT and will be discussed with Trade Unions. Any agreed actions as a result will be added to relevant Plans and progressed through our usual planning processes. The Report and its outcomes will be communicated to all staff in September with feedback on how each of the Report's recommendations will be dealt with. A copy of the Report will be published on the Brigade's Intranet.</p>	Ian Hayton	Oct 2020

**DPPPIW1:** We will manage performance and develop leaders by using a career pathway aligned to professional qualifications and new national standards, apprenticeships, talent management and direct entry schemes

Action	Lead	Date
<b>DPPPIW1.1 implement Year 2 of the Brigade's Learning and Development Strategy</b>	Karen Winter	Jun 2021
<b>DPPPIW1.2: ensure all staff have undertaken a Personal Development Reviews</b> Chief Fire Officer: Ian Hayton: April 2020 ACFO SPR: Karen Winter: April 2020 ACFO CP: Carl Boasman: April 2020 Senior Head of Assets: Darren Richards: 29 <sup>th</sup> April 2020 Senior Head of People: Chris Chisholm; 12 <sup>th</sup> May 2020 Senior Head of Emergency Response: 29 <sup>th</sup> June 2020 Senior Head of Prevention and Engagement: 30 <sup>th</sup> June 2020 Head of Emergency Response: 16 <sup>th</sup> July 2020 Head of Operational Policy and Planning: 9 <sup>th</sup> July 2020 Head of Prevention and Engagement: July 2020 Head of Fire Engineering: August 2020 Head of Risk and Performance: Tim Graham: 11 <sup>th</sup> June 2020 Head of Finance and Procurement: Graham Fowler: 5 <sup>th</sup> June 2020 Head of Human Resources: Vacant Post Democratic and Admin Services Manager: Beverley Parker: 15 <sup>th</sup> June 2020	Karen Winter	Aug 2020
<b>DPPPIW1.3: expand electronic Personal Development Reviews to include Green Book staff</b>	Karen Winter	Mar 2021
<b>DPPPIW1.4: Implement electronic Personal Development Review system for all staff</b>	Ian Hayton	Dec 2020

**DPPPIW2:** The health and safety of our staff will remain of paramount importance

Action	Lead	Date
<b>DPPPIW2.1 implement Year 2 of the Brigade's Health and Safety Strategy</b>	Carl Boasman	Jun 2021

**DPPPIW4:** Staff will be supported in their physical and mental health to remain at or return to work

Action	Lead	Date
DPPIW4.1: implement year 2 improvement actions associated with the Brigade's Health and Wellbeing Strategy	Karen Winter	Jun 2021
DPPIW4.2: Ensure significant enhancements are made to the Brigade's current Absence Tracker to improve the management of sickness absence in accordance with the conditions set out in SAMP; this should include the appointment of appointing a dedicated HR point of contact to each case, who will provide advice and guidance to managers as well as monitoring progress against the SAMP  Work is almost complete on the new sickness absence tracker with a demo of the new system having been presented to senior/middle managers. Feedback is very positive and 'tweaks' are being undertaken to improve further. A final system will be completed by end of September 2020.	Karen Winter	Sep 2020
DPPIW4.3 Produce a 'CFB Approach to Health, Safety and Wellbeing during COV19'. This will consider the information gathered by the Organisational Assurance Team and will be reported to ELT and the HWB Board to establish any lessons learned and improvements for the HWB Strategy Improvement Plan	Karen Winter	Mar 2021

**DPPPIW5:** Our workforce will be trained and competent through enhanced learning and developing arrangements

Action	Lead	Date
DPPIW5.1: implement year 3 improvement actions associated with the Brigade's Training and Education Strategy	Karen Winter	Jun 2021
DPPPIW5.2: explore opportunities to develop staff using the Apprenticeship Framework	Karen Winter	Jan 2021
DPPPIW5.3: build upon existing arrangements to share and implement learning from debriefs to improve operational response and incident command	Karen Winter	Nov 2020
DPPPIW5.4: improve staff participation in large scale exercises	Karen Winter	Nov 2020
DPPPIW5.5: develop training resources for managers to recognize the signs of trauma or stress	Karen Winter	Nov 2020
DPPPIW5.6: Establish a Station Manager and Green Book equivalent induction course and 'shadowing' that considers the inclusion of sickness absence management and mental health awareness training and provides access to the OK Wellbeing support tool.	Karen Winter	Mar 2021

## Underpinning Framework Priorities

<b>CUF1:</b> An integrated engagement strategy will enhance community, staff and partnership engagement		
Action	Lead	Date
<b>CUF1.1: produce a community engagement strategy and implement year 1 actions</b> A community engagement strategy and implementation plan was approved by ELT on 21st July 2020. The implementation plan is in progress and on track for delivery.	Carl Boasman	Mar 2021
<b>CUF1.2: produce a staff engagement strategy and implement year 1 actions</b>	Carl Boasman	Mar 2021
<b>CUF1.3: produce a partnership engagement strategy and implement year 1 actions</b>	Carl Boasman	Mar 2021

<b>CUF2:</b> Decision making, resource allocation and efficiencies will be improved through performance management and evaluation of fire and rescue service activity		
Action	Lead	Date
<b>CUF2.1: establish an Evaluation Framework</b>	Karen Winter	Mar 2021
<b>DUF2.1: evaluate new working arrangements in Brigade Control Room</b>	Karen Winter	Mar 2021
<b>DUF2.2: evaluate the use of Small Fires Unit: Carl Boasman</b>	Carl Boasman	Mar 2021