APPENDIX 1

Corporate Internal Operating Plan 2018/19

This is Cleveland Fire Brigade's Corporate Internal Operating Plan for 2018/19. It is a 'live' internal document that sets out those strategic improvement actions that are to be delivered by the Chief Fire Officer and his Directors in order to achieve the Authority's vision and strategic goals, aims and outcomes **(our 'golden thread').**

The document sets out:

- the **strategic priorities for 2018/19** and reflects the Community Integrated Risk Management Plan (CIRMP) 2018-22 Year 1 Proposals (Service Plan)

- the **high level Directorate priorities 2018/19**, as set by the Chief Fire Officer for the Directors to drive service improvement

The priorities are set to achieve our three Goals

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

Glossary of Terms

CFA: Cleveland Fire Authority

CFB: Cleveland Fire Brigade

CFO: Chief Fire Officer

CIRMP: Community Integrated Risk Management Plan

DAM: Democratic and Admin Manager

DCS: Director of Corporate Services

DTS: Director of Technical Services

ELT: Executive Leadership Team

HER: Head of Emergency Response

HFP: Head of Finance and Procurement

HHR: Head of Human Resources

HLD: Head of Learning and Development

HRP: Head of Risk and Performance

HTS: Head of Technical Services

NOG: National Operational Guidance

Safer Stronger Communities

Corporate Priority SSC1: Aspire to the guiding principle that 'everyone should have equal entitlement to the same attendance targets for fire engines, irrespective of whether they live in a geographic area in which there is a higher likelihood or a lower likelihood of a fire occurring' and implement the outcomes of the review of the emergency response standards		
Action	**Lead**	**Date**
SSC1.1: implement the Authority's call handling emergency response standard The Authority's CIRMP 2018-22 implemented the Authority's new call handling emergency response standards that being: 'Average Time to Dispatch a Fire Engine to Emergency Incidents - within an average of 1 minute 40 seconds and within 2 minutes on 98% of occasions'. (Evidence CFA Mins Mar 2018).	Mick Picknett	Apr 2018
SSC1.2: implement the Authority's building fire emergency response standards The Authority's CIRMP 2018-22 implemented the Authority's new building fire emergency response standards these being: 'Building Fires: • Average time for first appliance attendance (7 minutes target) • Average time for Second Appliance attendance (10 mins target) • Percentage of time 1st appliance attends within 10mins (90% target)' (Evidence CFA Mins Mar 2018)	Mick Picknett	Apr 2018
SSC1.3: implement the Authority's industrial fire emergency response standards The Authority's CIRMP 2018-22 implemented the Authority's new industrial fire emergency response standards. This means that systems have been set up to identify and calculate benchmarks for reasonable worst case planning scenario incidents in industrial sites using a similar methodology to above (7 minute target). (Evidence CFA Mins Mar 2018) Further work has been identified to establish response standards appropriate to all reasonable planning scenarios and this will be captured in a new action for 2018/19. See SSC1.9 (Evidence CFA Mins Mar 2018) The completion of this project is now dependent on the work associated with the new actions SSC1.8 and SSC1.9 and hence the project timeline is moved from Apr 2018 to Mar 2019. The Authority's Industrial Response Standards are now set out in Operations and Community Safety Procedure Note 74, Attendance Standards, which was presented at the August Community Protection Directorate Meeting (Evidence Community Protection Directorate Minutes, August 2018)	Dave Turton	Mar 2019
SSC1.4: establish systems to record performance against new response standards The Brigade is still maintaining the original benchmark as agreed for comparator purposes. With regard to the new benchmarks the following applies: **<u>Call Handling (answering of 999 calls)- target 7 seconds on 95% of occasions</u>** British Telecom is unable to provide level of detail required to report this response standard, however they can provide details on the average time to answer calls. The Brigade's communication provider indicates that software can be developed and integrated into SEED (the Brigade's mobilizing system) to provide the level of information required to report on the full standard. It is therefore proposed to report the average time to answer calls for 2018/19 with a plan to implement reporting of full benchmark from 2019/20 onwards once necessary software developed and installed into SEED.	Karen Winter	Apr 2018

Average Time to Dispatch a Fire Engine to Emergency Incidents - within an average of 1 minute 40 seconds and within 2 minutes on 98% of occasions Existing systems will be used. **Building Fires:** • **Average time for first appliance attendance (7 minutes target)** • **Average time for Second Appliance attendance (10 mins target)** • **Percentage of time 1st appliance attends within 10mins (90% target)** Systems have been established to measure above standards. Testing and validation has been undertaken using April 2018 performance **Industrial Fires:** Systems have been set up to identify and calculate benchmarks for reasonable worst case planning scenario incidents in industrial sites using a similar methodology to above (7 minute target). Using this methodology it is proposed that all fire incidents within these sites are also measured against the benchmark for all appliances getting to incident within 20 minutes. Thus we can ensure that the reasonable worst case scenario and all other scenarios are measured. **Road Traffic Collisions:** No change in the road traffic collisions calculation to measure performance against target of 8 minutes -existing systems will be used. **National Resilience:** A manual process has been developed to monitor benchmark as and when such incidents occur All benchmarks will be produced using the appropriate software queries (maintained on the Brigade's network) and outputs from these queries will be included in the appropriate performance and management information reports. (Evidence: working papers available from http://fish/CorporateServices/RiskAndPerformance/Quarterly%20Reports/Forms/By%20Category.aspx . Work on High Hazard Industries will continue into 2019/20 through action SSC13		
SSC1.5: quarterly report performance against new and old building fire emergency response standards All quarterly performance reports relating to emergency response standards have been updated to measure both existing and new building fire emergency response standards with effect from first quarter reporting (end of June 2018). After the 'pilot year' of reporting against the new emergency response standards in April 2019 and subsequent evaluation by the Community Protection teams, the Fire Authority will decide on the building fire emergency response standards going forward from 2019/20 onwards> Performance reports will be adjusted to reflect those decisions at that time. (Evidence quarterly performance reports to the ELT and CFA).	Karen Winter	Jun 2018
SSC1.6: evaluate new building fire emergency response standards and inform Fire Authority of outcomes At ELT on 26th Nov 2018 it was agreed that evaluation of the new building fire emergency response standards could not take place until such times as there was sufficient data to analyse i.e. after a period of one year. Therefore this action will be carried forward into 2019/20 with responsibility for the action being allocated to Tim Graham.	Dave Turton	Mar 2019
SSC1.7: explore measures to reduce the time components of alarm actuation, call handling and crew reactions to improve our actual response time to building fires At ELT on 26th Nov 2018 it was agreed that this action required more in depth analysis than at first planned and was linked to the delivery of community safety strategy. Therefore this action will be carried forward into 2019/20 with the responsibility of the action being allocated to Steve Johnson and Dave Turton.	Dave Turton	Mar 2019

SSC1.8: Develop an Attendance Standards Strategy to Incorporate New Emergency Response Standards Following discussion, it was agreed that an Attendance Standards Procedure was required, rather than a Strategy. As per SSC 1.3 this has been produced and this action is therefore complete.	Dave Turton	Mar 2019
SSC1.9: review concept of operations for industrial fires and develop generic pre-determined attendances for industrial complexes We are in the process of revising our Mobilising Procedures, which will encompass arrangements for industrial fires, both bespoke Pre Determined Attendances based on Reasonable Worst Case Planning Scenarios, and generic PDAs for other incident types and locations. Once completed, this will replace the Concept of Operations for Industrial Fires. This work will continue into 2019/20.	Dave Turton	Mar 2019

Corporate Priority SSC2: Introduce an optimum emergency response resource of 18 fire appliances		
Action	**Lead**	**Date**
SSC2.1: set up a recording system to monitor appliance availability (18 appliances) and incorporate performance measures into quarterly performance reports A recording system is currently in place in the Brigade's fire control room that records which appliances are available for each hour of the day shift and night shift. As availability changes a revised form is generated and saved in the file specific to the date and shift. Staffing officers and control room personnel utilise the information to maximise appliance availability and best use of resources for staffing movements. The data is now embedded in the Risk and Performance process and is reported to the monthly Directorate meetings and in the quarterly corporate performance report. (Evidence: Forms in the Fire Control archive folders and final reports for each shift in Risk and Performance).	Mick Picknett	Apr 2018
SSC2.2: implement staffing arrangements to ensure the availability of 18 fire appliances The implementation of the new organisational structure review has meant that some projects have had to be re-assigned new leads and therefore commencement of those projects has naturally fallen behind schedule. That is the case in this project and a new timeline has been agreed of 31st March 2019. (Evidence ELT minutes 26th Nov 2018). A revised version of the staffing procedure (PRO36) used by Fire Control and the Staffing Officer has been completed to include the principle of maintaining 18 appliances. The Group Manager in Emergency Response is now progressing this through Staffing Officers and Fire Control for feedback on the draft document and subject to any amendments implementation. The revised Staffing Procedure was tabled at ELT Policy in Oct 2018 and requires some further work based on feedback received. Further work continues with this project into 2019/20.	Dave Turton	Mar 2019
SSC2.3: Further actions to be determined Action no longer required (Evidence ELT minutes 26th Nov 2018).	Dave Turton	TBD

Corporate Priority SSC3: Introduce a 'strategic reserve' to sustain the optimum operational configuration of 18 fire appliances		
Action	**Lead**	**Date**
SSC3.1: agree project scope and project plan A draft project plan has been developed with the Chief Fire Officer in Jul 2018; this resulted in the requirement for project plan amendments. These amendments are complete and subject to further review with the Chief at a meeting scheduled for the end of Aug 2018. The action plan was accepted.	Ian Hayton	Sep 2018
SSC3.2: future actions to be determined once project scope is agreed This project relies on the completion of other projects such as RDS and duty systems to inform its direction and options and therefore will be carry forward into 2019/20 (ELT minutes 26th Nov 2018)	Ian Hayton	TBD

Corporate Priority SSC4: Support the National Fire Sprinkler Network for the promotion of fire suppression systems in buildings		
Action	**Lead**	**Date**
SSC4.1: communicate Fire Authority position statement to Borough Council Planning committees and other interested parties CFA's position statement has been issued to Teesside's local authorities' planning heads of department and councillors appointed to planning committee. The Brigade's website has been updated with the position statement and further enhanced to provide improved information on sprinkler systems. (Evidence: Letters to Borough Councils, Brigade's, Website)	Steve Johnson Joe Flounders	Apr 2018
SSC4.2: consider outcomes from Grenfell public enquiry and their implications to the Fire and Rescue Service The Grenfell Public Enquiry is on-going and Officers are keeping a watching brief of events. Actions and timelines are dependent upon the outcomes from the Enquiry and will be determined when they are known. This action has been c/fwd into a bespoke project in 2019/20..	Steve Johnson Joe Flounders	TBD
SSC4.3: consider outcomes from the Independent Review of Building Regulations and Fire Safety and implications to Fire and Rescue Service The Dame Judith Hackitt report 'Building A Safer Future' was published in May 2018. A briefing paper on the report was produced by the Head of Fire Engineering and provided to CFO and AM Prevention for consideration. The Government has not as yet confirmed if it is to adopt the report in full. Five areas will likely impact on Fire and Rescue Services: • the creation of the Joint Competent Authority for Higher Risk Residential Building (Fire and Rescue Services, Local Authority Borough Councils and Health and Safety Executive) • the requirement for accredited auditors; • Continual Professional Development for Auditors • The Joint Competent Authority will be responsible for regulating High Risk Residential Buildings once occupied the Fire Authority will regulate within the whole building including within flats, flats current fall under the Housing Act 2014 (requires legislation change) • community interest companies cannot provide professional design services to landlords/owners of High Risk Residential Building's in the area ELT received a full report on the outcomes of the Review and the impacts of those on the Brigade on 14th Aug 2018. The same information is to be presented to the Authority's Executive Committee on 31st Aug 2018. (Evidence, ELT mins 14th Aug 2018 and Executive mins 31st Aug 2018)	Steve Johnson Joe Flounders	Oct 2018

Corporate Priority SSC5: Develop and Implement our Community Engagement Strategy		
Action	**Lead**	**Date**
The implementation of the Brigade's Senior Management structure took place in June 2018; and with that has been a significant change to roles and responsibilities. As a result some priority work has had to be re-prioritised to give officers in new roles a chance to plan and organise their work activities in their new teams. That has been the case with this project and all actions have been re-scheduled accordingly and agreed between the project lead and the CFO.		
SSC5.1: capture and evaluate existing community engagement arrangements Mechanisms for community engagement have been reviewed and have been used to inform draft Community Engagement Strategy.	Steve Johnson	Dec 2018
SSC5.2: agree with ELT the community engagement objectives and targets aligned to delivery of CIRMP 2022 A draft Community Engagement Strategy has been produced containing the community engagement objectives and was presented to ELT on 20th Sep 2018. Further amends are to be made to the strategy in light of ELT comments. Work anticipated for completion April 2019	Steve Johnson	Jan 2019
SSC5.3: produce community engagement strategy and associated four year improvement action plan A draft Community Engagement Strategy has been produced and was presented to ELT on 20th Sep 2018. Further amends are to be made to the strategy in light of ELT comments. Work anticipated for completion April 2019	Steve Johnson	Jan 2019
SSC5.4: implement Year 1 improvement actions Carried forward to 2019/20 (ELT minutes 26th Nov 2018)	Steve Johnson	July 2019

Directorate Priority SSC6: In consultation with NEAS, consider the new 7 minute ambulance response standard to life threatening conditions in the context of fire and rescue service interventions		
Action	**Lead**	**Date**
SSC6.1: discuss impact of ambulance service emergency response standard The Brigade has worked with the North East Ambulance Service (NEAS) to adopt the National Early Warning Score system for the monitoring and reporting of the condition of casualties. This is the same system that all NEAS staff operate to and will ensure that we are accurately reporting the condition of casualties to NEAS that will in turn generate an appropriate level of response. This may result in the ambulance being assigned a lower level of response time. The time will be considered within the new action SSC1.8 on response standards.	Dave Turton	Jul 2018
SSC6.2: evaluation of casualty status The completion of the accurate condition reporting of casualties to the North East Ambulance Service. Will take place when the final roll out of the first aid courses is complete. The Brigade is also developing a monitoring system to capture when NEAS attendance times negatively impacts its resources. We will evaluate casualty status on a case by case basis and have enhanced our first aid provision to improve patient outcomes on those occasions where NEAS fails to meet it attendance standards. No further work is required at this time.	Dave Turton	Mar 2019

Directorate Priority SSC7: **Evaluate the impact of our new approach to reducing the number of unwanted fire signals**		
Action	**Lead**	**Date**
SSC7.1: produce an impact assessment report on the Authority's policy on Unwanted Fire Signals Performance criteria for the review have been agreed between Community Safety and Risk and Performance teams. Work has commenced and this will be completed by Apr 2019	Steve Johnson Joe Flounders	Apr 2019

Directorate Priority SSC8: **Evaluate the impact of our new protocol for investigating fires, Monitor the national position on the requirement for Accreditation for fire investigators. Work in partnership both regionally and with Cleveland Police to introduce new protocols for investigating fires.**		
Action	**Lead**	**Date**
SSC8.1: produce an impact assessment (options) report on the Authority's new protocol for investigating fires The development of Level 2 firefighter instructors' course has commenced to ensure all officers are Level 5 certificate qualified in line with the current code of practice. Initial discussions have been held with Cleveland Police Crime Scene Investigators team to establish their willingness to consider the Brigade working under their accreditation and this has been proposed for next Collaboration Group meeting. This is the direction of travel across the North East regional fire and rescue services. The new protocol was presented and accepted at ELT on 20th Sep 2018.	Steve Johnson Joe Flounders	Mar 2019

Directorate Priority SSC9: **Produce a Community Health Strategy**		
Action	**Lead**	**Date**
The implementation of the Brigade's Senior Management structure took place in June 2018; and with that has been a significant change to roles and responsibilities. As a result some priority work has had to be re-prioritised to give officers in new roles a chance to plan and organise their work activities in their new teams. That has been the case with this project and all actions have been re-scheduled accordingly and agreed between the project lead and the Chief Fire Officer		
SSC9.1: agree community health objectives and outcomes Objectives have been agreed by the Chief Fire Officer.	Ian Hayton	Aug 2018
SSC9.2: produce Community Health Strategy 2018-22 This strategy now is contained within the umbrella Community Safety Strategy and work will be progressed through the delivery plan associated with improved health outcomes.	Steve Johnson	Dec 2018
SSC9.3: implement year 1 implementation plan and regularly report achievements As above.	Steve Johnson	Mar 2019

Directorate Priority SSC10: **Review the Authority's Community Safety Strategy**		
Action	**Lead**	**Date**
SSC10.1: agree community safety objectives and outcomes Objectives, outcomes and performance measures agreed (25/06/18)	Ian Hayton	Jun 2018
SSC10.2: produce Community Safety Strategy 2018-22 A Community Safety Strategy was approved at ELT on 24th Jan 2019 and presented to the Executive Committee on 25th Jan 2019 (evidence ELT minutes and Exec minutes)	Ian Hayton	Dec 2018
SSC10.3: implement year 1 implementation plan and regularly report achievements ELT Decision 26th Nov 2018 – Action to be delivered in 2019/20	Ian Hayton	Mar 2019

Directorate Priority SSC11: **Develop the risk based inspection programme to comply with the Regulatory Reform (Fire Safety) Order 2005 specifically: the inspection of premises; the assessment of premises in our addressed based targeting system and new technology**		
Action	**Lead**	**Date**
SSC11.1: utilise the addressed based targeting system to identify and prioritise premises for inspection The risk based inspection for year 2018/19 programmed inspections for Station Based Advisors and department staff is available on the Brigade's intranet.	Steve Johnson Joe Flounders	Jul 2018
SSC11.2: research and report on new technologies to provide service improvements in protection Review of current and alternative provision for a database to provide suitable access and provision of a risk based programme of audits has been undertaken (in-house provision, SEED and CIVICA) An options report and recommendations is being written. Mobile and short audit provision to be assessed. IRIS Pathfinder trial to commence later this year. Market research ongoing in the meantime it has been agreed to upgrade to CFRMIS 6.2 to alleviate issues being experienced. This action will continue into bespoke projects for 2019/20	Steve Johnson Joe Flounders	Mar 2019

Directorate Priority SSC12: **Develop emergency response plans for high rise premises**		
Action	**Lead**	**Date**
SSC12.1: utilise risk information to categorise all high rise premises Working with Partners and housing providers all high rise premises have been included on the Brigade's risk based inspection programme (SSC11). All high rise premises have been inspected and are broadly compliant, operational crews have been made aware of and are familiar with risks.	Joe Flounders	Jun 2018
SSC12.2: develop a suite of reasonable planning scenarios for each specific high rise premises A generic planning scenario has been developed involving a single flat fire in a high rise, which informs a generic pre-determined attendance requirement for high rise premises, based on the Crew Task Analysis. This has been approved.	Dave Turton	Sep 2018
SSC12.3: produce Emergency Response Plans for each specific high rise premises including CTA and ERA The template for ERPS specific to high rise premises has been developed and a working example for Elm House apartments has been operationally tested during a series of exercises with multiple operational crews. The ERP template was approved at the Community Safety Directorate Meeting in Nov 2018. Work has been completed to produce the ERPs for the scenarios agreed in 12.2 above and for the scenario of a floor fire.	Dave Turton	Nov 2018
SSC12.4: Implement ERPs All ERPs are operationally implemented.	Dave Turton	Mar 2019

Directorate Priority SSC13: **High Hazard Industries**		
Action	**Lead**	**Date**
SSC13.1: detail the site specific resource requirements The Emergency Response Planning template and process is understood and embedded within the Emergency Response team. The single reasonable Worst Case Scenario Planning Emergency Response Plans exist for each high hazard site. Future scenarios are under development.	Dave Turton	Mar 2019
SSC13.2: develop the emergency response arrangements, procedural guidance, mobilising arrangements and training of staff Mobilising arrangements are set out in our revised Mobilising Procedure, which will result in the withdrawal of the Concept of Operations. Staff will need instruction on access to reasonable worse case planning scenario.	Dave Turton	Mar 2019
SSC13.3: develop high hazard industry site specific risk information for firefighters A gap analysis of the entire SSRI process has been completed and an action plan produced. The proposed revised Ops Intel process, which incorporates SSRI facilitates a review of SSRI. A schematic incorporating SSRI and the Ops Intel process has been designed and approved.	Dave Turton	Mar 2019
SSC13.4: develop robust arrangements for mutual aid for situations that are not reasonably foreseeable but are possible A mutual aid register with Partners is held in the Fire Control room. The Mutual Aid Group is working towards a legally constituted Group that will secure financial commitment across Partners. Awaiting final agreements to be signed.	Dave Turton	Mar 2019
A single Reasonable Worse Case Scenario Emergency Response Plan has been developed and embedded within our operational arrangements for each of the identified High hazard sites. This is an ongoing process that will span many years.		

Directorate Priority SSC14: National Occupational Guidance		
Action	**Lead**	**Date**
SSC14.1: implement revised organisational structure to move responsibility for National Operational Guidance to Learning and Development functional area The responsibility for National Operational Guidance has been transferred to the HLD with effect from 1st Apr 2018. (Evidence: Organisational Structure Charts)	Dave Turton	May 2018
SSC14.2: ensure all department staff involved in National Operational Guidance implementation and assurance are trained by National Operational Guidance team The HLD, the Station Manager NOG, the Operational Assurance Team and Regional National Operational Guidance teams attended a training day at Cleveland Fire Brigade on 2nd May – input was delivered by Craig Barber National Operational Guidance Policy Team (Evidence: Training Programme)	Ray Khaliq	May 2018
SSC14.3: carry out strategic gap analysis and develop action plans to address gap areas (where required) Implementation plan will follow National Operational Guidance Programme Guidance. This is incorporated into a National Operational Guidance Implementation procedure which has been produced by Head of Learning and Development. Submitted to ELT in July, approved and is now in the process of being implemented. Strategic Gap analysis completed for Incident Command and subsequent gap analysis completed. NOG Incident Command Suite product pack expected to be published mid November 2018. The process of carrying out gap analysis will follow the NOG implementation model approved by ELT (Operational Assurance procedure Note 4)	Ray Khaliq	Mar 2019
SSC14.4: develop implementation plan for NOG which includes consideration of outcomes from strategic gap analysis The Brigade's Executive Leadership Team has approved the procedure for the 'Implementation Model for NOG' on 19th Jul 2018. The Head of Learning and Development has produced an implementation plan for the NOG programme, which is currently awaiting approval. (Evidence: ELT Minutes 19th Jul 2018.)	Ray Khaliq	Mar 2019
SSC14.5: produce, communicate and embed Brigade operational procedures All station based personnel; Fire Control and Flexi Group have received input from Station Manager PJ re NOG programme and implementation within the Brigade. Intranet site for NOG developed and will go live mid-November with first of the NOG product packs (Incident Command)	Ray Khaliq	Mar 2019
SSC14.6: work with regional NOG teams to identify areas of common practice to improve cross border working and bring efficiencies in terms of shared work A North East Fire Service "Regional Operational Guidance Forum" has been set up by the four regional Brigades with agreed terms of reference. Philosophy of group is to share information wherever possible, in addition to identify opportunities for collaboration. Group will formally meet on a quarterly basis. TWFRS Chair group and they represent the NE region at National level	Ray Khaliq	Mar 2019

Directorate Priority SSC15: Safeguarding		
Action	**Lead**	**Date**
SSC15.1: review Vulnerable Persons procedure to ensure safeguarding arrangements for adults and children are fit for purpose, including links with enforcement and modern day slavery Review of existing documents undertaken, amendments made in relation to updated legislation and MDS Act. Submitted to Teeswide Safeguarding Adults Board (TSAB) for external feedback. TSAB and Local Safeguarding Children's Board both fed back, procedures fully updated including new referral forms. The new procedures were approved by ELT on 20th Sep 2018. All documents have been updated on the Brigade's Intranet, Fire Alert issued for staff notification, new Safeguarding Workbooks made available for staff use, Core Level 3 training for Designated Officers. Further improvements being developed with IT to create more accurate information gathering.	Steve Johnson	Dec 2018

Directorate Priority SSC16: Comply with the Regulators Code		
Action	**Lead**	**Date**
SSC16.1: Undertake a Regulators' Development Needs Analysis utilising the Better Regulation Delivery Office toolkit All Fire Safety department staff have been registered with Department for Business, Energy and Industrial Strategy. All staff have undertaken the self-assessment analysis which is being used to inform a Development Plan.	Steve Johnson Joe Flounders	Jul 2018
SSC16.2: Produce a Development Needs Analysis Report and associated action plan An analysis of needs has been undertaken and will be progressed as section core work in 2019/20.	Steve Johnson Joe Flounders	Dec 2018

Directorate Priority SSC17: Fire Support Network		
Action	**Lead**	**Date**
SSC17.1: Monitor the activities of Cleveland Fire Support Network to ensure they align to the requirements of the Community Safety Strategy Work is ongoing with FSN to align its activities with that of the new Community Safety Strategy. This priority will continue under the Area Manager Prevention.	Steve Johnson	Mar 2019

Directorate Priority SSC18: Evaluate Body Worn Video for Operational Personnel		
Action	**Lead**	**Date**
SSC18.1: agree scope of assessment and pilot Body Worn Video for operational personnel A proof of concept trial takes place from 1st Aug 2018 until 1st Jan 2019. Two stations are involved, Grangetown and Stockton based on the profile of violence to staff incidents. The trial parameters have been agreed with the FBU and staff. The legislative requirements in relation Brigade's Information Governance Framework comply with Data Protection Procedure IC01. The pilot will be evaluated in 2019	Dave Turton	Mar 2019
SSC18.2: produce business case for Body Worn Video for Operational Personnel ELT decision Nov 2018 – carry forward to 2019/20	Dave Turton	Aug 2019

Directorate Priority SSC19: Cross-Border Arrangements		
Action	**Lead**	**Date**
SSC19.1: Review FRSA s13 & s16 Arrangements **County Durham and Darlington Fire and Rescue Service (CDDFRS)** A meeting has been held with CDDFRS and the content of the revised section 13/16 agreement agreed. The existing document has been assured by the Authority's Legal Advisor and Monitoring Officer and signed by both services **North Yorkshire Fire and Rescue Service (NYFRS)** A meeting has been held with NYFRS and the content of the revised section 13/16 agreement agreed. The existing document has been assured by the Authority's Legal Advisor and Monitoring Officer and signed by both services.	Dave Turton	Sep 2018
SSC19.2: Develop an improvement plan between DDFRS and NYFRS A tri-partite group has been established under the stewardship of SM Turner, to explore, plan and implement enhanced risk information sharing, promote understanding on differing operational arrangements and undertake joint exercises	Dave Turton	Mar 2019

A Proud, Passionate, Professional and Inclusive Workforce

Corporate Priority PIW1: Adopt the national Leadership Strategy aligned to the National behavioural framework		
Action	**Lead**	**Date**
PIW1.1: consider national guidance on fire and rescue leadership framework This project was originally scheduled for completion June 2018 but very much depended on outcomes from National work. The work at national level is ongoing and a draft new leadership strategy was released to the Fire and Rescue Sector in July 2018 for consultation. We have considered the draft framework and, following consultation with individual staff groups have developed a new values and behaviour framework that was approved by ELT on 23rd October 2018 and the Executive Committee on 23rd November 2018.	Ray Khaliq	Dec 2018
PIW1.2: consider direct entry into incident command at level 4 ELT decision 26th Nov 2018 – this project is to be carried forward to 2019/20 and incorporated into an overall piece of work relating to workforce planning	Karen Winter	Mar 2019
PIW1.3: consider fast-track graduate entry ELT decision 26th Nov 2018 – this project is to be carried forward to 2019/20 and incorporated into an overall piece of work relating to workforce planning	Karen Winter	Mar 2019
PIW1.4: consider replacing existing PQAs with new national behavioural framework Whilst awaiting the outcomes from the draft new leadership behavioural framework we have commenced the integration of the incident command set of behaviours which are set out in the National Operational Guidance document. These behaviours have been piloted as part of the operational role related assessments for crew, watch and station manager levels. The annual personal development review process has also been revised and now includes a minimum of annual assessment by the individual's line manager. The national draft leadership framework was issued in July 2018 and has helped to inform the Brigade's refresh of its value and behavioural framework. A new project will be established for 2019/20 that will review the Brigade's recruitment, selection and promotion; and maintenance and development of competence processes with a view to considering the outcomes of the pilots and the Brigade's new values and behavioural framework. (Evidence ELT minutes 23rd October 2018; pilot work discussions with Head of Learning and Development)	Ray Khaliq	Dec 2018
PIW1.5: develop mentoring scheme for ILM levels 2-5 A mentoring scheme, which will be delivered and ran through a collaborative arrangement with Cleveland Police, has been approved by the Executive Leadership Team. Currently six CFB managers have attended training which was delivered at Police Headquarters 16th May 2018. A further course for 11 people was delivered as part of the rollout of the scheme on 22nd October 2018 from CFB Training and Admin Hub. Further courses to be planned and will be open to Watch Managers up to and including Brigade Managers. These will be captured within the workforce planning arrangements.	Ray Khaliq	Dec 2018

Corporate Priority PIW2: Implement the Authority's Equality, Diversity and Inclusion (EDI) Strategy		
Action	**Lead**	**Date**
PIW2.1: implement year 1 actions associated with our equality theme 'Political and Professional Leadership' • Action 1.1 Equality, Diversity and Inclusion Forum (EDIF) established – first meeting 29th May 2018. Terms of Reference have been agreed (evidence mins of meeting, terms of reference). • Action 1.2 The CFA is represented at EDIF; and all of ELT and the Trade Unions are members of EDIF. The constitution and terms of reference for all meetings give reference to equality, diversity and inclusion thereby ensuring EDI threads through decision making. (evidence Meetings and Decision Making Structures document) • Action 1.3 The website has been reviewed following engagement sessions with various stakeholders. EDI section is complete with documents posted and branded as necessary. • Action 2.1 Following consultation with relevant stakeholders the Authority published its equality objectives on the website and within its EDI Strategy (evidence EDI Strategy 2018-22 and website) • Action 2.2 Following consultation with relevant stakeholders the Authority published its EDI Strategy and updated its website to show the work achieved in EDI (evidence EDI Strategy 2018-22 and website). A workforce profile report and update on PSED actions have been posted for 2017/18. • Action 2.3: Gender Pay Gap Report has been published on the Brigade's website March 2018 (evidence CFA minutes, website) • Action 2.4: Modern Slavery Statement has been published on Brigade's website. Full report presented to ELT and EDIF Jan2019 (evidence CFA, ELT and EDIF minutes and website) • Action 3.1: Regular reports on EDI are received by Elected Members, the Brigade's ELT, the Trade Unions and Staff. This is supported through the constitution and terms of reference for all meetings. (evidence Meetings and Decision Making Structures document) • Action 3.2: Sub Groups against each of the five themes have been established to deliver the EDI Action Plan. Each sub group has terms of reference and feeds into EIDF(evidence Sub Group terms of reference) • Action 3.3: The Brigade has submitted its application for assessment against the Stonewall Workplace Equality Index. Assessment will take place in Autumn 2018. Following consideration of independent accreditors EDIF 29/01/19 agreed to seek accreditation in 2019. • Action 3.4: The Brigade's re- accreditation of the Disability Confident Status was received in Dec 2018. • Actions 3.5, 3.6: All managers have been notified to set EDI key work objectives – (evidence email Karen Winter 1st April 2018 and 1st April 2019)	Karen Winter	Mar 2019

• Action 3.8 The Brigade has signed up to the Dying to Work campaign with a launch to staff in Jan 2018 (evidence 'Firewire'). • Action 3.10: A workforce profile report has been produced for 2017/18 and presented to ELT, staff and EDIF) and published on the Brigade's website. As expected, given the fact that our strategy is new, the workforce profile is similar to the previous year. No further actions required at this stage to allow our work within the strategy to be progressed.(evidence Workforce Profile Report 20178 and website) • Action 4.1: The national draft leadership framework was issued in July 2018 and has helped to inform the Brigade's refresh of its value and behavioural framework which was approved by ELT on 23rd Oct and Exec on 23rd Nov 2018. New actions have been agreed to embed the values. • Action 4.2: A draft code of conduct for staff has been agreed at ELT in Jan 2019; this is currently out for consultation.		
PIW2.2: implement year 1 actions associated with our equality theme 'Inclusive Culture' • Action 5.1 a) 25 courses which cover EDI and unconscious bias have been delivered. • Action 5.4 The Brigade's Anti-Bullying and Harassment, Grievance and Discipline policies have been reviewed and updated • Action 7.1 CFO's visits and District meetings are scheduled • Action 7.2 Leadership Events are scheduled • Action 7.5 Task and finish groups have been established for projects such as values, positive action, garden design, vehicle/uniform specification, health and wellbeing, and duty systems to support staff engagement	Karen Winter	Mar 2019
PIW2.3: implement year 1 actions associated with our equality theme 'Recruitment, Progression, Retention' The following actions have been completed • Action 8.1 the adoption of the national RDS media campaign packages and embedded it into all recruitment materials • Action 8.3 completed a firefighter apprenticeship scheme (10 apprentices) • Action 8.4 careers and positive action events are carried out schools, colleges and community events • Action 8.5 positive action events for the recruitment of whole-time firefighters • Action 8.7 A positive action presentation was delivered to EDIF members at a meeting in Sep 2018 and replicated at corporate communications meeting in Oct 2018. EDI training across the whole workforce included sessions on positive action. • Action 8.8 following review and consultation with representative bodies the Brigade introduced a new Flexible Working Policy and Procedure in Oct 2017 (evidence new Policy, Representative Bodies consultation Exec mins)	Karen Winter	Mar 2019

PIW2.4: implement year 1 actions associated with our equality theme 'Delivering Services to Diverse Communities' The following actions have been completed • Action 11.1 A Community Risk Profile report was produced and approved by Fire Authority in Dec 2017; this was used to inform the Brigade's CIRMP 2018-22. It was refreshed again in Dec 2018. The report will be refreshed each year to 2021. (Evidence Fire Authority minutes, Community Risk Profile Report on Website) • Action 12.1: A comprehensive consultation exercise on the proposals contained within the CIRMP 2018-22 was approved by the Fire Authority in Dec 2017 and undertaken with all key stakeholders from Dec – Feb 2018. Feedback was provided to the Authority in March 2018 for consideration prior to making decisions on final CIRMP 2018-22. (Evidence Consultation Programme, Consultation Feedback Report, Executive Leadership Team and Fire Authority Minutes)	Karen Winter	Mar 2019
PIW2.5: implement year 1 actions associated with our equality theme 'Positive Purchasing Power' The following actions have been completed • Action 13.1 A Procurement Strategy was agreed by ELT and CFA Exec in Nov 2018. • Action 13.4 We have revised Terms and Conditions for goods and services to ensure suppliers meet legal requirements under section G2 (corporate requirement) • Action 13.7 New tender templates have been created which include questions on EDI. Pass/fail criteria ensure organisations comply with Equality Act 2010 • Action 13.8 It is a legal requirement to inform bidders how their tenders will be evaluated – we include this information into tender packages.	Karen Winter	Mar 2019

Corporate Priority PIW3: Develop and implement our Workforce Strategy to support our CIRMP 2018-22		
Action	**Lead**	**Date**
PIW3.1: agree workforce strategy objectives and outcomes relating to: employee health and wellbeing; health and safety; skills and competence; leadership; EDI; cultural reform and workforce and succession planning In undertaking research for this project it has come to light that most fire and rescue services have in place a People Strategy as opposed to a Workforce Strategy; the only difference being the title. The new National Framework for Fire and Rescue Services also requires fire and rescue services to have in place a People Strategy. With this in mind the Chief Fire Officer has agreed that, in order to ensure better alignment to the Framework and avoid confusion in titles, CFA should now look to produce a People Strategy; and accordingly all actions have been amended to reference People instead of Workforce. Following extensive research and full engagement with relevant Heads of Section, the DCS has produced a suite of outcomes and objectives that will support the delivery of the People Strategy. These outcomes relate to six key themes: Health and Safety; Health and Wellbeing; Training and Education; Leadership and Management; Inclusive Culture, Values and Behaviours; and Sustainable Workforce. The outcomes and objectives of the People Strategy were agreed by the Chief Fire Officer on 6th Aug and these will be used to formulate the Authority's People Strategy. (Evidence: Draft People Strategy v3)	Karen Winter	Aug 2018
PIW3.2: produce a People Strategy 2018-22 The outcomes and objectives of the People Strategy have been used by the Director of Corporate Services to develop a draft People Strategy. This has been subject to consultation with Representative Bodies and the Corporate Sounding Board for consultation with their teams. The People Strategy has been approved by the Brigade's ELT on 20th Sep 2018 and presented to the Authority's Executive Committee on 28th Sep 2018.	Karen Winter	Oct 2018
PIW3.3: implement year 1 improvement plan Delivery of the People Strategy will be through the following underpinning strategies and associated action plans: • Health and Safety • Employee Health and Wellbeing • Training and Education • Leadership and Management • Equality, Diversity and Inclusion • Workforce Plan Therefore there are no specific direct actions associated with the implementation of this Strategy. Individual actions will be picked up under the specific strategy.	Karen Winter	Mar 2019

Corporate Priority PIW4: Develop and implement our Cultural Reform Strategy		
Action	**Lead**	**Date**
PIW4.1: agree cultural reform strategy objectives and outcomes including reward, recognition, values, behaviours and engagement In exploring and developing the People Strategy (PIW3) the CFO decided that a separate cultural reform strategy is no longer required. Work associated with Health and Wellbeing, Equality, Diversity and Inclusion, Training and Education, Health and Safety and Leadership and Management and Staff Communications and Engagement all for part of our cultural reform plans and activities.	Ian Hayton	
PIW4.2: undertake staff survey In exploring and developing the People Strategy (PIW3) the CFO decided by the CFO that a separate action for a staff survey would now no longer required. Instead this would be picked up under the implementation of the People Strategy under the Culture, Values and Behaviour plans and activities.	Ian Hayton Steve Johnson	
PIW4.3: develop cultural reform strategy (may be part of people strategy) In exploring and developing the People Strategy (PIW3) the CFO decided that a separate cultural reform strategy is no longer required. Work associated with Health and Wellbeing, Equality, Diversity and Inclusion, Training and Education, Health and Safety and Leadership and Management and Staff Communications and Engagement all for part of our cultural reform plans and activities.	Ian Hayton	
PW4.4: review organisational values Over the last two years numerous staff engagement sessions have been undertaken in relation to the Brigade's organisational values. This has included a significant number of Chief Fire Officer visits to fire stations, leadership events and meeting of the Corporate Sounding Board. This consultation has resulted in the workforce wanting to retain the existing organisational values that are represented in our PRIDE logo.	Ian Hayton	Nov 2018
PIW4.5 review reward and recognition policy Research is underway. The project lead is gathering information and documents from other Fire and Rescue Services and other organisations to obtain best practice and inform the Brigade's strategy. Consultation visits have been carried out at some stations and this is ongoing, this has been supported with consultation emails sent to all Watch Managers and department heads requesting thoughts and ideas. Feedback is being collated and reviewed. Work will continue into 2019/20.	Alan Brown	Mar 2019
PIW4.6: review behavioural framework A draft new leadership strategy was released to the Fire and Rescue Sector in July 2018 for consultation. We have considered the draft framework and, following consultation with individual staff groups have developed a new values and behaviour framework that was approved by ELT on 23rd October 2018 and the Executive Committee on 23rd Nov 2018 (Evidence ELT mins 23rd Oct and Exec mins 23rd Nov 2018)	Ian Hayton	Nov 2018
PIW4.7: implement year 1 improvement plan and report achievements Given decisions made re PIW4.1.4.2 and 4.3 this action is no longer required.	Ian Hayton	

Directorate Priority PIW5: Continue to secure and provide training for all staff that ensures and enhances competence including alignment and achievement to professional qualifications		
Action	**Lead**	**Date**
PIW5.1: develop a professional qualifications framework across the Brigade which considers all requirements identified by NFCC 'Professional Standards Body' The Brigade has been successful in its application to deliver qualifications and now has "Approved Centre" status with Skills for Justice (the Awarding Body) to deliver: • SFJ Awards Level 3 Award in Initial Incident Command in Fire and Rescue Services (603/0587/3) • SFJ Awards Level 4 Award in Intermediate Incident Command in Fire and Rescue Services (603/0588/5) • SFJ Awards Level 3 Award In Using Breathing Apparatus in Fire and Rescue Responses (600/6951/X) • SFJ Awards Level 3 Award In Breathing Apparatus Instruction (600/7254/4) The Brigade now delivers qualifications in incident command for crew and watch managers. Our work will continue into 2019/20	Ray Khaliq	Mar 2019
PIW5.2: work with academia including IFE to develop the award of university credits for in- service learning and development We are monitoring the work at national level and exploring collaboration opportunities for accessing academic qualifications. This work will continue to 2019/20 under PIW1	Ray Khaliq	Mar 2019
PIW5.3: further develop the standardised management awards with external accreditation(e.g. ILM Level 3 and 5) for supervisory and middle managers across all disciplines This action is incorporated into 5.2 above	Ray Khaliq	Mar 2019
PIW5.4: maintain status as approved centre for the delivery of firefighter, watch manager and control NVQs We have achieved 'approved centre status' with three awarding bodies for the delivery of a range of qualifications such as first aid for firefighters; NVQ for firefighters/fire control and risk critical competencies such as incident command and breathing apparatus.	Ray Khaliq	Mar 2019

Directorate Priority PIW7: Explore and implement the use of new technological solutions to create realistic, challenging training simulation environments for our incident commanders		
Action	**Lead**	**Date**
PIW7.1: explore collaborative opportunities for Incident Command Support bespoke solutions aligned to the Brigade's risks A collaboration project with Teesside University to develop an advanced virtual reality incident command simulator with scenarios aligned to the risk in Teesside is complete.	Ray Khaliq	Mar 2019
PIW7.2: identify potential systems which will enhance Incident Command Support training and assessment Our VcommandR system referred to above will be further developed to increase the range of scenarios; this along with the identification of other technological solutions for incident command training will be undertaken as part of the Training and Education Delivery Plan going forward.	Ray Khaliq	Mar 2019
PIW7.3: continue to improve training environments to better reflect fire ground e.g. sounds, equipment, role player Our explorations of other solutions for incident command training as outlined above will include the use of sound, equipment and role play. This will be undertaken as part of the Training and Education Delivery Plan.	Ray Khaliq	Mar 2019

Directorate Priority PIW8: Develop a new apprentice scheme that will support our future workforce planning arrangements		
Action	**Lead**	**Date**
PIW8.1/2: evaluate current firefighter apprenticeship scheme and consider outcomes from evaluation in relation to future workforce planning A full evaluation report and presentation was taken to the Brigade's ELT on 23rd Aug 2018. (Evidence: Evaluation report, presentation and ELT minutes 23rd Aug 2018). The current Emergency Fire Services Operations apprenticeship programme is based on an approved framework which is designed more around academic achievement. The Government approval for this form of programme was withdrawn in October 2017. Any future firefighter apprenticeships will need to be offered under a newly approved apprenticeship trailblazer framework which is designed more around vocational achievement and employer requirements. A new Firefighter Apprenticeship Standard has been developed by NFCC in consultation with a range of key stakeholders including Local Authority Fire Services and Trade Unions. The Brigade is keeping a watching brief on the national trailblazer scheme and will consider the implications of using this as a route to recruiting whole-time firefighters in the future.	Karen Winter	Oct 2018
PIW8.3: consider implications of national apprenticeship frameworks including trailblazer firefighter; business fire safety advisor; emergency services contact handler; community safety advisor; fire safety inspector This project can only be complete on outcomes of national work therefore it is c/fwd to 2019/20 as part of workforce planning project.	Karen Winter	Mar 2019

Directorate Priorities PIW9: Complete Internal Operating Plan for Directorates		
Action	**Lead**	**Date**
PIW9.1: undertake Personal Development Reviews (PDRs) for Heads of Department Corporate Services All Heads have had a PDR and been given their development plans as follows: • HRP: Tim Graham 10th Apr 2018 (evidence PDR) • HHR: Nicola Moore 14th May 2018 (evidence PDR) • HFP: Cliff Cordiner 27th Apr 2018 (evidence PDR) • DAM: Bev Parker 10th May 2018 (evidence PDR)	Karen Winter	Apr 2018
PIW9.2: undertake PDRs for Heads of Department Community Protection All Heads have had a PDR and been given their development plans as follows: • AMP: Steve Johnson 7th June 2018 (evidence PDR) • AMER: Mick Picknett 8th June 2018 (evidence PDR) • HTC: Dave Turton 7th June 2018 (evidence PDR) • HRE: Joe Flounders 7th June 2018 (evidence PDR)	Ian Hayton	Apr 2018
PIW9.3: undertake PDRs for all Heads of Department Technical Services All Heads have had a PDR and been given their development plans as follows: • HTS: John Feeney 21st June 2018 (evidence PDR) • HICT: Darren Richards: 10th July 2018 (evidence PDR) • HLD: Chris Chisholm 31st July 208	Ian Hayton Karen Winter	Apr 2018
PIW9.4: produce and publish Internal Operating Plans (IOPs) for Heads of Department All Heads of have been given and agreed their IOP actions for 2018/19	Karen Winter	Apr 2018
PIW9.5: produce and publish IOPs for Heads of Department All Heads of have been given and agreed their IOP actions for 2018/19	Ian Hayton	Apr 2018
PIW9.6: produce and publish IOPS for all Heads of Department All Heads of have been given and agreed their IOP actions for 2018/19.	Ian Hayton	Apr 2018
PIW9.7: review existing PDR arrangements to improve recording of PDR meetings, areas of development arising from annual PDR and clear links to personal and organisational objectives A review of the PDR procedure has been undertaken which has resulted in a revised procedure. This includes revised personal development plans which are aligned to new organizational goals, new for recording the outcomes of the meeting, and a central process for the compilation of personal reviews. Revised PDRpro competence recording system to be rolled out for operational personnel up to and including GM and Fire Control Jan 2019. This will include reference to PDR meeting and will incorporate new behaviours from brigade behavioural framework. PDRpro will be developed for Corporate staff throughout 2019.	Ray Khaliq	Dec 2018

Directorate Priorities PIW10: Health and Safety Strategy		
Action	**Lead**	**Date**
PIW10.1: review Health and Safety Strategy in light of new People Strategy A Health and Safety Strategy, that underpins the Brigade's People Strategy was approved by ELT on 24th Jan 2019 and presented to Executive Committee on 25th Jan 2019. (evidence ELT mins and Executive mins)	Ray Khaliq	Mar 2019

Directorate Priorities PIW11: Employee Health and Wellbeing Strategy		
Action	**Lead**	**Date**
PIW11.1: review Employee Health and Wellbeing Strategy A new People Strategy was approved in 2018/19 which set out an underpinning strategy for employee health and wellbeing. A Delivery Plan 2019/20 - 2021 with actions to deliver the Strategy's objectives relating to mental health, physical health and fitness and health promotion is now being developed through the Employee Health and Wellbeing Board.	Karen Winter	Mar 2019

Directorate Priorities PIW12: Leadership and Management Strategy		
Action	**Lead**	**Date**
PIW12.1: review Leadership and Management Strategy Draft Leadership and Management Strategy agreed between CFO and DTS – completion anticipated Apr 2019. c/fwd to 2019/20 PIW1	Ray Khaliq	Mar 2019

Efficient Use of Resources

Corporate Priority UOR1: operational crewing: review all current duty systems. This will include the crewing arrangements on fire engines; flexible ways of staffing our fire stations and control centre; and the provision of incident command cover		
Action	**Lead**	**Date**
UOR1.1: agree scope of work and project plan Separate projects have been established for: • Control Room Review: UOR3 • Retained Duty System: UOR11 The operational whole-time duty and FDOs will be progressed in 2019/20	Dave Turton	Oct 2018

Corporate Priority UOR2: consider introducing day crewing model or alternative variable crewing arrangements to fire stations/fire engines
This project is amalgamated under Project no SSC3

Corporate Priority UOR3: prepare for implementation of outcomes of the control room review - removal of 4 fire control operator posts		
Action	**Lead**	**Date**
UOR3.1: agree scope of work and implementation plan The IRMP proposal to re-structure staffing within Brigade control is complete. The detailed proposal, implementation plan and associated risk assessment has been completed and forward to the FBU for consultation in Feb 2019.	Dave Turton	Sep 2018
UOR3.2: implementation of control room review Implementation scheduled for 1st April 2019 subject to consultation with FBU.	Ian Hayton	Mar 2019
UOR3.3: evaluate new control room working arrangements ELT decision 26th Nov 2018 to carry forward to 2019/20	Dave Turton	Jul 2021

Corporate Priority UOR4: implement an alternative staffing model on the incident command unit removing 4 crew manager and 4 fire-fighter posts		
Action	**Lead**	**Date**
UOR4.1: agree scope of work and implementation plan Alternate staffing model implemented and staff transferred from Hartlepool station to bring establishment in line with new establishment figure. Procedures updated in fire control for mobilising the ICU.	Mick Picknett Simon Weastell	Mar 2018
UOR4.2: update establishment and budgets On 1st April 2018 the DCS updated the Brigade's establishment records removing 4 x Crew Manager and 4 x Firefighter posts; budget provision for those posts were also removed. (evidence e mail from Karen Winter to Michelle Richardson and Cliff Cordiner on 1st Apr 2018 and establishment records)	Karen Winter	Apr 2018
UOR4.3: implement new ICU operational arrangements Alternate staffing model implemented and staff transferred from Hartlepool station to bring establishment in line with new establishment figure. Procedures updated in fire control for mobilising the ICU.	Mick Picknett Simon Weastell	Apr 2018
UOR4.4: evaluate the new ICU operational arrangements C/fwd to 2019/20	Simon Weastell	

Corporate Priority UOR5: prepare to extend the implementation of 4 riders per appliance to all fire engines removing 12 fire-fighter posts on 1st April 2019		
Action	**Lead**	**Date**
UOR5.1: agree scope of work and implementation plan Preparation work is being undertaken by District Managers to implement this action on the due date, including the reconfiguration of staffing and leave arrangements. District Managers have been instructed to brief staff, to confirm their understanding of this change	Ian Hayton	Dec 2018
UOR5.2: implement new operational arrangements New operational arrangements scheduled for 'go-live' on 1st April 2019	Ian Hayton	Mar 2019

Corporate Priority UOR6: implement incident command and principal officer cover with the intention of establishing a structure of a chief fire officer and two assistant chief fire officers (directors) removing one directors post		
Action	**Lead**	**Date**
UOR6.1: agree senior management structure with Fire Authority Senior Management Structure report was presented to the CFA in Jan 2018. It was subjected to consultation with staff and representative bodies prior to final approval in Mar 2018 (Evidence CFA mins, consultation programme)	Ian Hayton	Mar 2018
UOR6.2: update establishment and budget to reflect new arrangements Establishments and budgets were updated to reflect changes to establishment and budgets in Apr 2018. A Director, two Group Mangers and 0.5 x Personal Assistant posts were removed and two Area Managers posts were introduced (Evidence e mail Karen Winter to Michelle Richardson and Cliff Cordiner; and establishment history records)	Karen Winter	Apr 2018
UOR6.3: implement new Principal Officer/Area Manager arrangements In order to reflect the above, structural changes and re-organisation of work are required; this is complete. A full external recruitment exercise will take place when initial working arrangements have been tested; to allow this to happen and to secure immediate senior command support arrangements two temporary Area Managers have been recruited and are undergoing strategic command training. (Evidence advert, contracts of employment, structure charts, Continuous Duty System policy Gold and Grey Book)	Ian Hayton	May 2018

Corporate Priority UOR7: Provision of the incident command support		
Action	**Lead**	**Date**
UOR7.1: sign off for ICS MOU by Police and Fire Collaboration Board The Memorandum of Understanding has been signed off by the Police and Fire Service in Aug 2018 (Evidence: Signed MOU)	Ian Hayton	May 2018
UOR7.2 prepare operational protocols and procedures Following consultation between Brigade and Police Operational teams, a final procedure note has been approved in Jan 2019.	Alan Brown	Jul 2018
UOR7.3 commence sharing the ICU An MoU with Cleveland Police was signed in Jan 2018, so the option to share the ICU (alongside the Welfare POD) has been in place, since that date.	Alan Brown	Aug 2018
UOR7.4 explore opportunities to enhance interoperability through the integration of the command function at joint incidents with the Police ICT/ Procurement are releasing a new tender on 11/01/2019 for a new ICS. No new interoperability work will commence until the award of the tender and the integration of the ICS into existing systems. c/fwd to 2019/20	Alan Brown	Dec 2018
UOR7.5 assess feasibility and develop arrangements for collaboration in command support teams Depends on action 7.4	Alan Brown	Jan 2019
UOR7.6 develop and implement a plan to achieve closer working arrangements in the 'on site' incident command function Depends on actions 7..4 and 7.5	Alan Brown	Mar 2019

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

Corporate Priority UOR9: Emergency Services Mobile Communications Programme – Collaboration with North East Fire and Rescue Services		
Action	**Lead**	**Date**
UOR9.1 comply with ESN Code of Connection Significant technical compliance work has been undertaken based upon information known. The full and final version of the ESN Code of Connection document, with which the Authority needs to comply, has now been published by the Home Office and we are working towards full compliance. ELT Decision 26th Nov 2018 – this project to be carried forward to 2019/20	Ray Khaliq	Mar 2019
UOR 9.2 commission the new ground base communications link to ESN Emergency Services Network ground-based Communications Link has been installed into the Training & Administration Hub building. Connection to the Emergency Services Network will be approved once definitive "Code of Connection" has been published and subsequent compliance work is completed. ELT Decision 26th Nov 2018 – this project to be carried forward to 2019/20	Ray Khaliq	Mar 2019
UOR9.3 upgrade existing Fire Control command and control systems Upgrades to Fire Control technology including the SEED Command and Control mobilising system and the Motorola ICCS communications system are installed and went live in our Queen's Meadow Fire Control on 25th January 2019. Now working through snagging list before final sign off which is due in April 2019.	Ray Khaliq	Mar 2019
UOR9.4 develop training plan for ESMCP ELT Decision 26th Nov 2018 – this project to be carried forward to 2019/20	Ray Khaliq	Mar 2019
UOR9.5 procure new user devices ELT Decision 26th Nov 2018 – this project to be carried forward to 2019/20	Ray Khali	Mar 2020
UOR9.6 install new communications equipment into the operational fleet ELT Decision 26th Nov 2018 – this project to be carried forward to 2019/20	Ray Khaliq	Mar 2020

Corporate Priority UOR10: Update policy and procedures to achieve and demonstrate compliance with General Data Protection Regulations		
Action	**Lead**	**Date**
UOR10.1 review and revise Information Governance framework The Authority's Information Governance Framework has been reviewed, revised and updated by the Head of Information, Communication and Technology. It was subsequently approved by the Brigade's Executive Leadership Team in March 2018 and the Fire Authority in May 2018. (Evidence: Information Governance Framework, Executive Leadership Team Minutes 20th March 2018, Executive Minutes 11th May 2018)	Ray Khaliq	Apr 2018
UOR10.2 undertake GDPR awareness training for all staff On-line training for all staff is complete. (Evidence of training recording available from Head of ICT)	Ray Khaliq	Apr 2018
UOR10.3 implement GDPR compliance processes and procedures GDPR compliant processes and procedures are embedded within the Brigade. Progress report presented to the Brigade's ELT on 14th Aug 2018. (Evidence is available from HICT, ELT Minutes 14th Aug 2018).	Ray Khaliq	May 2018
UOR10.4 ensure audit of Information Governance Framework and compliance with GDPR Hartlepool Borough Council's Information Management & GDPR Audit is complete, with an outcome of 'Satisfactory Assurance'.	Ray Khaliq	Sep 2018

Corporate Priority UOR11: Conduct a review of the recruitment, pay and contracts; and availability of retained duty system firefighters		
Action	**Lead**	**Date**
UOR11.1: agree scope of work and project initiation plan A Project Initiation Plan has been agreed	Ian Hayton	May 2018
UOR11.2: develop a range of recruitment material, based on the Home Office research, to promote brand and identity The retained duty system recruitment marketing material was launched in early August 2018 on a website linked to the Home Office. The Brigade has done a significant amount of work to incorporate the literature and material into our ongoing recruitment campaigns including issues of videos, new recruitment banners; links to national websites etc. Wider work such as recruitment partners with local employers and RDS WM involved in recruitment processes are planned. ELT received a full briefing on work to date and planned activity on 20th Sep 2018. This specific action is complete and the activities will form part of the overall outcomes of the RDS project in relation to attracting people to the RDS workforce. (Evidence: ELT Mins 20th Sep 2018 and e mail KW to DT and NM 23rd Sep 2018)	Karen Winter	Dec 2018
UOR11.3: undertake a baseline evaluation of current contractual arrangements including pay models and availability Retained Firefighters are a vital to our emergency response capability. The Brigade has six retained fire stations and eight retained fire appliances. Currently the availability of retained firefighters and therefore retained fire appliances is sporadic due to a variety of inter-dependent and complex issues. The CFO has agreed with the Project Manager that the approach will consist of five phases: 1. conduct baseline analysis of the current position of the retained duty system and specifically retained availability 2. conduct a gap analysis of the issues negatively impacting on retained availability 3. produce a report of the research findings, gap analysis and future options; 4. produce a management action Plan to implement improvements to availability 5. produce a proposal for consultation based on the above Currently, phases 1- 4 are complete. Phase 5 draft proposal has been produced for consideration by ELT in March 2019.	Ian Hayton	Sep 2018
UOR11.4: provide options for future retained duty system that enhances efficiency and effectiveness Subject to ELT considerations of the future options consultation with staff and trade union representatives will commence May 2019. The complexity of this project means that the implementation will continue into 2019/20.	Ian Hayton	Mar 2019

Corporate Priority UOR12: Develop a joint police and fire prevention strategy		
Action	**Lead**	**Date**
UOR12.1 produce a draft police and fire prevention strategy Contact has been made with ACC Jason Harwin who has allocated project to Chief Superintendent Alistair Simpson. Scope of project being developed.	Steve Johnson	Aug 2018
UOR12.2 produce a final police and fire prevention strategy	Steve Johnson	Oct 2018
UOR12.3 implement year 1 action plan	Steve Johnson	Mar 2019
Since the introduction of this project further discussions have taken place with Cleveland Police on developing a programme of collaboration for both organisations. This work, on the development of the programme, has commenced and once finalised and agreed will form future collaboration work schedules for the Brigade. A new project to progress the work programme will commence in Apr 2019.		

Corporate Priority UOR14: Explore collaborative opportunities for training and developing		
Action	**Lead**	**Date**
UOR14.1 identify potential options to develop partnership arrangements for shared training and delivery options Collaboration discussions are currently underway with the Police re opportunities for learning and development. Police are also sharing facilities in relation to the delivery of training courses. A joint Police and Fire strategic exercise is planned in December which will include the use of the Brigade's incident command facilities. Collaboration with regionals FRSs is continuing in relation to Hazmat training for Flexi-Duty Officers.	Ray Khaliq	Sep 2018
Since the introduction of this project further discussions have taken place with Cleveland Police on developing a programme of collaboration for both organisations. This work, on the development of the programme, has commenced and once finalised and agreed will form future collaboration work schedules for the Brigade. A new project to progress the work programme will commence in Apr 2019.		

Corporate Priority UOR15: Explore collaborative opportunities for sharing/integrating support services		
Action	**Lead**	**Date**
UOR15.1 agree project scope of work and project plan	Karen Winter	Mar 2019
Since the introduction of this project further discussions have taken place with Cleveland Police on developing a programme of collaboration for both organisations. This work, on the development of the programme, has commenced and once finalised and agreed will form future collaboration work schedules for the Brigade. A new project to progress the work programme will commence in Apr 2019.		

Corporate Priority UOR16: Explore collaborative opportunities for sharing estate		
Action	**Lead**	**Date**
UOR16.1 agree project scope of work and project plan	Ray Khaliq	Mar 2019
Since the introduction of this project further discussions have taken place with Cleveland Police on developing a programme of collaboration for both organisations. This work, on the development of the programme, has commenced and once finalised and agreed will form future collaboration work schedules for the Brigade. A new project to progress the work programme will commence in Apr 2019.		

Corporate Priority UOR17: Explore collaborative opportunities for ICT strategies and solutions		
Action	**Lead**	**Date**
UOR17.1 agree project scope of work and project plan A meeting is to be held in Nov 2018 to scope out collaboration project in full. Meanwhile, ICT contracts have been reviewed and renegotiated where appropriate and the Head of ICT is working alongside the NFCC procurement team to undertake collaborative market testing of a range of future ICT procurement requirements.	Ray Khaliq	Mar 2019
Since the introduction of this project further discussions have taken place with Cleveland Police on developing a programme of collaboration for both organisations. This work, on the development of the programme, has commenced and once finalised and agreed will form future collaboration work schedules for the Brigade. A new project to progress the work programme will commence in Apr 2019.		

Corporate Priority UOR18a: Complete New Complex on Queen's Meadow Business Park		
Action	**Lead**	**Date**
UOR18a.1 complete the installation of the training units comprising petrochemical rig and fire behaviour units This action consists of five 'lots': Lot 1: Fire House Fit OutThe Fire House is now in use, although a number of defects have been identified and are in process of being resolved. Lot 2: Line Rescue Mast Installation completed in Sept 2018. Lot 3: Petrochemical Rig Preparing planning permission documents for submission to Hartlepool Borough Council. Contract price received and procurement report due to go to CFA in March 2019. Lot 4 – LPG Units These units are merged in with the work for the Fire Behaviour Training Units. Lot 5 – Fire Behaviour Training Units Preparing planning permission documents for submission to Hartlepool Borough Council. Contract price received and procurement report due to go to CFA in March 2019. The action will be carried forward to 2019/20 (ELT minutes 26th Nov 2018)	Ray Khaliq	Oct 2018
UOR18a.2 complete the development of the Queen's Meadow Complex The landscaping of the Queen's Meadow Site will take place in spring 2019. Therefore this action will be carried forward to 2019/20 (ELT mins 26th Nov 2018)	Ray Khaliq	Nov 2018

Corporate Priority UOR18b: Refurbish Stockton fire station		
Action	**Lead**	**Date**
UOR18b.1 develop work specification and undertake procurement Work specification completed. Cost estimates received for the refurbishment. Procurement exercise due to commence in April 2019.	Ray Khaliq	Apr 2019
UOR18b.2 appoint primary contractors to complete refurbishment works Appointment of contractors to follow on from procurement exercise	Ray Khaliq	Mar 2019
UOR18b.3 plan and implement temporary accommodation on site Stockton TA Centre no longer an option for temporary accommodation. Now searching for a suitable temporary industrial unit in the Portrack area of Stockton.	Ray Khaliq	Mar 2019
UOR18b.4 commence refurbishment work	Ray Khaliq	Mar 2019
UOR18b.5 complete refurbishment Stockton fire station ELT decision on 26th Nov 2018 - project to be carried forward to 2019/20	Ray Khaliq	Mar 2019

Corporate Priority UOR18c: Refurbish Guisborough fire station		
Action	**Lead**	**Date**
UOR18c.1 develop works specification and undertake procurement Works specification and procurement process completed Nov 2018.	Ray Khaliq	Mar 2019
UOR18c.2 appoint primary contractor to complete refurbishment Contract Awarded by CFA Exec on 25th Jan 2019.	Ray Khaliq	Jan 2019
UOR18c.3 plan and implement temporary accommodation on site Planning of temporary accommodation in progress, to be ready for implementation prior to refurbishment works commencing.	Ray Khaliq	May 2019
UOR18c.4 commence refurbishment works Refurbishment works provisionally scheduled to commence Jun 2019	Ray Khaliq	Aug 2019
UOR18c.5 complete refurbishment and re-occupy Guisborough fire station ELT decision on 26th Nov 2018 - project to be carried forward to 2019/20	Ray Khaliq	Sep 2019

Corporate Priority UOR18d: Refurbish Loftus fire station		
Action	**Lead**	**Date**
UOR18d.1 develop works specification and undertake procurement Works specification and procurement process completed NOV 2018.	Ray Khaliq	Mar 2019
UOR18d.2 appoint primary contractor to complete refurbishment Contract Awarded by CFA Exec on 25th Jan 2019.	Ray Khaliq	Jan 2019
UOR18d.3 plan and implement temporary accommodation on site Planning of temporary accommodation in progress, to be ready for implementation prior to refurbishment works commencing.	Ray Khaliq	May 2019
UOR18d.4 commence refurbishment works Refurbishment works provisionally scheduled to commence Jun 2019	Ray Khaliq	Aug 2019
UOR18d.5 complete refurbishment and re-occupy Guisborough fire station ELT decision on 26th Nov 2018 - project to be carried forward to 2019/20	Ray Khaliq	Sep 2019

Corporate Priority UOR19: Revenue Budget 2018/19		
Action	**Lead**	**Date**
UOR19.1 undertake budget adjustments to reflect CIRMP Year 1 savings Budget adjustments relating to the removal of a Director's post; 0.5 x Personal Assistant's post; the allowance re Principal Officer Cover; 2 x Group Manager's posts; 4 x Crew Manager and 4 x Firefighters posts; previous budget provision for Grangetown and Thornaby RDS and non-pay budgets; and the addition of 2 x Area Manager's posts and flexi duty station manager development have been undertaken by the Head Of Finance. The above budget adjustments amount to savings of £803,680; £752,000 of which are required for 2018/19 and the remainder (£51,680) being used to address some of the budget shortfalls in 2019/20. These budget adjustments were reported and agreed at ELT on 8th May 2018; this action is now complete. (Evidence ELT minutes)	Karen Winter	Apr 2018
UOR19.2 use of reserves to balance the 2018/19 budget (£0.202m) £202,000 from the reserves has been used to balance the 2018/19 budget as reported to ELT on 8th May 2018. Action now complete. (Evidence ELT minutes)	Karen Winter	Apr 2018

Corporate Priority UOR20: Investigate the benefits and implications of 24 hour working within the Brigade		
Action	**Lead**	**Date**
UOR20.1 agree scope of work and project plan	Ian Hayton	Mar 2019
UOR20.2: undertake a baseline review of current productivity levels for operational personnel	Dave Turton	Mar 2019
UOR20.3: depending on outcomes from above, produce proposals to improve the future productivity levels of operational personnel Due to competing priorities this project has been deferred into 2019/20 (ELT mins 26th Nov 2018)	Dave Turton	Mar 2019

Corporate Priority UOR21: Continue to develop our trading company to generate commercial revenues		
Action	**Lead**	**Date**
UOR21.1: develop a Five Year Business Plan A five year Business Plan has been developed by the Technical Services Director and approved by the Company Board on 28th June 2018. (evidence 5 Year Plan)	Ian Hayton	Jun 2018
UOR21.2: produce a Service Plan 2018/19 A Business Plan for 2018/19 was approved by the Company Board on 28th June 2018 (evidence Business Plan 2018/19)	Ian Hayton	Oct 2018
UOR21.3: publish the year end accounts 2017/18 The 2017/18 accounts were agreed by the Company Board on 28th June 2018 and have been sent to Companies House for Publication	Ian Hayton	Dec 2018

Directorate Priority UOR22: Review the future utilisation of the small fires units (SFUs)		
Action	**Lead**	**Date**
UOR22.1: agree scope of project Completed	Dave Turton	Jan 2019
UOR22.2: undertake a baseline review of utilisation of the small fires units Mobilisation strategy changed to ensure that SFUs are mobilised to all F3 Fires, when the fire is not directly affecting a structure, if available. Revised strategy under monitoring prior to evaluation	Dave Turton	Mar 2019
UOR22.3: depending on outcomes from above, produce proposals to improve the future utilisation of the small fires unit Evaluation exercise planned for August 2019 and therefore this project will carry forward to 2019/20 (ELT mins 26th Nov 2018) Project to be incorporated in review of CIRMP.	Dave Turton	Aug 2019

Directorate Priority UOR23: Review our specialist search and rescue capabilities including flooding response, water and line rescue and body recovery		
Action	**Lead**	**Date**
UOR23.1: agree scope of project and project plan The scope of the project has been communicated, to encompass a baseline review, options report and recommendations in respect of Water Rescue, including flooding; Line Rescue, including Bariatric lifts and Body Recovery.	Dave Turton	Jun 2018
UOR23.2: undertake a baseline review of our fire and rescue capabilities **Water Rescue, including flooding** The water rescue baseline review has been drafted by the Brigade's National Resilience Flood Tactical Advisor. Following consideration, further work is required on the options section of the document, to inform the recommendations, prior to submission **Line Rescue, including Bariatric lifts** The Line rescue baseline review has been drafted by the District Manager for Middlesbrough. Following consideration, further work is required on the options section of the document, to inform the recommendations, prior to submission. **Body Recovery** This review has not yet commenced Agreed between CFO and HER that this work will continue into 2019/20	Dave Turton	Oct 2018
UOR23.3: produce proposals to improve the future provision and resilience of our fire and rescue capabilities This project will extend over two years therefore this action will carry forward to 2019/20 (ELT mins 26th Nov 2018)	Dave Turton	Mar 2019

Directorate Priority UOR 24: **Review of Pension Administration and Pension Payroll Services (Firefighters' Pension Schemes)**		
Action	**Lead**	**Date**
UOR24.1 agree scope of work and project plan Draft Project Plan was produced by DCS on 24th Apr 2018 and agreed with project team on 17th May and ELT on 5th June 2018 (Evidence Project Management Plan; ELT Mins 5th June 2018)	Karen Winter	May 2018
UOR24.2: undertake a baseline review of current pension services including services, costs, customer quality and comparisons In line with the project plan this action is now complete within timelines and a Baseline Review report was approved by ELT on 19th July 2018. Findings from the review are set out at the end of the report and in summary demonstrate that both the internal and external service provision provide a value for money service in term of service quality and price – albeit little comparative date is available to establish true comparisons. (Evidence Baseline Review Report; ELT Mins 19th July 2018)	Karen Winter	Jun 2018
UOR24.3 produce pensions services options On 19th July 2018 a pension services options report was presented by the Head of Humans Resources (HHR). The research associated with this report revealed other options which may be of potential benefit to the Brigade but were not known when agreeing timelines for this project; these being potential collaboration with Durham FRS and Cleveland Police; and North Yorkshire Pension Services. ELT requested that these opportunities be further explored and subsequently was given approval to extend the contract with the existing pension provider to allow this to happen. Approval was given by the Executive Committee on 31st August 2018. Timelines for the remaining work associated with the Corporate Internal Operating Plan were amended accordingly. (Evidence draft Pension Options and Final Options/Procurement Reports, ELT Mins 19th Jul and 15th Oct 2018, Exec Mins 31st Aug 2018) The HHR has completed her research and the outcomes and the preferred procurement route were presented to ELT on 23rd Oct 2018. It was agreed the project would proceed on collaborative procurement project with Durham and Darlington Fire and Rescue Service in order to combine expertise and resources to deliver a cost effect solution.	Karen Winter	Oct 2018
UOR24.4: produce future pension service specification A draft pension specification was agreed in principle by the project team on 12th Sep 2018. It was also agreed that HHR would ensure that P Devlin, C Little, C Cordiner and C Hey would be consulted on the specification before it was used. In addition HHR would ensure that all aspects of the existing pension specification were catered for, as appropriate, in new specification. The final specification was shared with the collaborative project partners (Durham and Darlington FRS) on 24th October in preparation for the supplier engagement event on 6th November.	Karen Winter	Oct 2018
UOR24.5: undertake procurements exercise and award tender Carried Forward to2019/20	Karen Winter	Nov 2018 - May 2019
UOR24.6 transition to new provider including communications and training requirements Carried Forward to 2019/20	Karen Winter	May - Nov 2019
UOR24.7: terminate existing contract and start new contract Carried Forward to 2019/20	Karen Winter	Dec 2019

Directorate Priority UOR25: Uniform and Clothing Procurement Review		
Action	**Lead**	**Date**
UOR25.1 agree scope of work and project plan and UOR25.2: undertake a baseline review of current clothing procurement arrangements including services, costs, customer quality and comparisons At a Brigade uniform procurement review meeting with Cliff Cordiner, Julie Richards, Marian Mayes and Simon Weastell on 14th May 2018, the DCS requested that the baseline review should be commenced by Cliff Cordiner (Evidence e mail KW to the above people dated 15th May 2018). Since that time, Simon Weastell has been transferred to the Emergency Response Department as part of implementation of organisational review with John Feeney being appointed as the new HTS. A meeting with the new team took place on 15th August 2018, with work to date being discussed. Work will continue with a view to producing a final draft of the Baseline Review Report being produced by beginning of Oct. (evidence e mail KW to new team 15th August 2018). A meeting took place on 16th November 2018 to discuss progress and a final draft report is to be provided to the DCS by May 2019 therefore priority carried forward to 2019/20.	Karen Winter	Mar 2019
UOR25.3: identify future procurement routes for uniform This project will run over two years therefore this action is carried forward to 2019/20 (ELT Mins 26th November 2018)	Karen Winter	Mar 2019

Directorate Priority UOR 26: Review of Occupational Health Services		
Action	**Lead**	**Date**
UOR26.1 agree scope of work and project plan A Project Plan has been agreed with the team. (Evidence Project Plan)	Karen Winter	Oct 2018
UOR26.2: undertake a baseline review of current pension services including services, costs, customer quality and comparisons A Baseline Review report was approved by ELT on 23rd Oct 2018. Findings from the review are set out at the end of the report and in summary demonstrate that the service provision provided a value for money service in term of and price although little comparative data exists to establish a true comparison. (Evidence Baseline Review Report; ELT Mins 23rd Oct 2018)	Karen Winter	Oct 2018
UOR26.3 produce occupational health services option Carried Forward to 2019/20	Karen Winter	Mar 2019
UOR26.4: produce future occupational health service specification Carried Forward to 2019/20	Karen Winter	Mar 2019
UOR26.5: undertake procurements exercise and award tender Carried Forward to 2019/20	Karen Winter	Jan 2019 - May 2019
UOR26.6 transition to new provider including communications and training requirements Carried Forward to 2019/20	Karen Winter	May - Aug 2019
UOR26.7: terminate existing contract and start new contract Carried Forward to 2019/20	Karen Winter	Aug 2019 - Dec 2019

Directorate Priority UOR27: **Review of Financial Services**		
Action	**Lead**	**Date**
UOR27.1: agree scope and project plan	Karen Winter	Nov 2018
UOR27.2: undertake a baseline review of current financial services including services, costs, customer quality and comparison	Karen Winter	Dec 2018
UOR27.3: produce future financial service specification	Karen Winter	Jan 2019
UOR27.4: produce future financial service options	Karen Winter	Mar 2019
UOR27.5: undertake tender exercise, if appropriate, for future financial service	Karen Winter	Aug 2019
UOR27.6: award tender	Karen Winter	Dec 2019
UOR27.7: implement new financial service arrangements	Karen Winter	Mar 2020
In Nov 2018 ELT agreed that, in light of the collaboration exploration work with Cleveland Police in relation to enabling services anticipated in 2019 and given our satisfaction with existing service provider, this project should be deferred into 2019/20.		

Directorate Priority UOR28: **Fleet Maintenance – Collaboration with Cleveland Police**		
Action	**Lead**	**Date**
UOR28.1: develop an outline business case Business Case financial assessment undertaken by Cleveland Police. Determination by Cleveland Police that financial profile of the Business Case was unacceptable due to the level of structural set up costs and due to the extended period to 'break even'. Therefore Cleveland Police have determined not to progress any further with this collaboration project". Directorate Priority UOR28 – Fleet Maintenance Collaboration with Cleveland Police is to be re-considered in the context of the recently agreed statement of intent. This priority is cf/wd to 2019/20therefore concluded.	Ray Khaliq	Jun 2018
UOR28.2: approve the business case	Ray Khaliq	Aug 2018
UOR28.3: prepare the arrangements regarding accommodation and plant/equipment	Ray Khaliq	Dec 2018
UOR28.4: manage staff requirements	Ray Khaliq	Mar 2019
UOR28.5: implement fleet maintenance services to Cleveland Police	Ray Khaliq	Jun 2019

Directorate Priority UOR29: **Performance Management Framework**		
Action	**Lead**	**Date**
UOR29.1 implement new performance framework aligned to goals, aims and strategic objectives set out in new CIRMP 2018-22 Work Feb -Jun 2018 DCS, HRP and HLD resulted in a new Performance Management Policy and Framework that sets out the Authority's commitment to performance management and the arrangements that are in place to support that commitment at strategic, tactical and individual level. The Policy and Framework was agreed by ELT 14th Aug 208 and Authority' Executive Committee on 31st Aug 2018. (Evidence: Performance Management Policy and Framework; ELT minutes 14th Aug 2018 and Executive minutes 31 Aug 2018). The CIRMP 2018-22 introduced new strategic goals and outcomes which require a new corporate indicator suite to ensure appropriate measurement of success. This work is now approved by ELT on 14th Aug 2018 and Executive Committee on 31st Aug 2018. (Evidence: Corporate Indicator Suite; ELT minutes 14th Aug 2018 and Executive minutes 31 Aug 2018).	Karen Winter	Jun 2018
UOR29.2 incorporate professional standards into performance framework We continue to monitor national work with a view to implementing any new professional standards into our existing frameworks.	Karen Winter	Mar 2019

Directorate Priority UOR30: **Assurance Framework**		
Action	**Lead**	**Date**
UOR30.1 implement new assurance framework aligned to goals, aims and strategic objectives set out in new CIRMP 2018-22 This action was incorporated into the Internal Operating Plan in two places. See action 35.3 for latest update.	Karen Winter	Jun 2018

Directorate Priority: UOR31: **Produce Service Plan 2019/20**		
Action	**Lead**	**Date**
UOR31.1: agree 2019/20 priorities Service Plan Priorities agreed by ELT Feb 2018 and reflected into Corporate Risk Register. These will form the basis of the Service Plan for 2019/20	Karen Winter	Jan 2019
UOR31.2: produce Service Plan 2019/20 Service Plan agreed by CFA Mar 2019	Karen Winter	Mar 2019

Directorate Priority UOR32: **Review MTFS 2018-22**		
Action	**Lead**	**Date**
UOR32.1 monitor achievement of efficiencies of Year 1 CIRMP Achievement of efficiencies has been monitored through ELT. All 2018/19 savings to support CIRMP Year 1 have been achieved	Karen Winter	Sep 2018
UOR32.2 review medium term financial strategy in light of any revised budget settlements and adjust MTFS and Year 2 of CIRMP A review of MTFS has been undertaken and financial planning options were presented to Exec in Jan 2019 and CFA in Feb 2019, where the Budget 2019/20 was approved.	Karen Winter	Dec 2018

Directorate Priority UOR33: **Achieve an Unqualified Opinion from External Audit on the Financial Statement**		
Action	**Lead**	**Date**
UOR33.1 prepare end of year accounts Audit work is complete. The final accounts were approved by CFA on 27th July, 2018. Financial statements have been published and accounts are out for public inspection.	Karen Winter	Jul 2018
UOR33.2 achieve an unqualified opinion on the financial statement Accounts completed and deposited with the auditors on 31st, May, 2018. Audit completion report approved by CFA on 27th July which included an unqualified opinion on the financial statement (minute 35.1 refers).	Karen Winter	Dec 2018

Directorate Priority UOR34: **Achieve an Unqualified Opinion from External Audit on Value for Money**		
Action	**Lead**	**Date**
UOR34.1 achieve an unqualified opinion on value for money Accounts completed and deposited with the auditors on 31st May, 2018. Audit completion report approved by CFA on 27th July which included their unqualified opinion on Value For Money (minute 35.1 refers).	Karen Winter	Dec 2018

Directorate Priority UOR35: **Home Office Inspection**		
Action	**Lead**	**Date**
UOR35.1: align performance framework to support inspection A meeting between the DCS and the HRP on 9th May 2018 assessed the work required for this project and the principles associated with the performance framework. The HRP captured the discussions and produced a final draft framework for 5th Jun 2018. (Evidence email from Karen Winter to Tim Graham and Chris Chisholm 10th May 2018). This work is complete relating to HMICFRS; the performance management project is driven through Project no UOR 29.1.	Karen Winter	Jul 2018
UOR35.2: fulfil Home Office data collection requirements Data collection requests from HMICFRS were sent to Brigades in March 2018. These were co-ordinated and collated by the Head of Risk and Performance (HRP). Challenge was undertaken to the Brigade's data submissions by ELT on 23rd April 2018. Each section head was given feedback on any revisions required to their submissions. The Head of Learning and Development (HLD) and the HRP submitted the final data to HMICFRS on 30th Apr 2018 via the HMI 'Huddle'. (Evidence e mail to Chris Chisholm and Karen Winter from Tim Graham 30th Apr 2018; data submission held by HRP and the Huddle).	Karen Winter	Jul 2018
UOR35.3: expand assurance framework to support Inspection An assurance framework, that brings together internal and external assurance arrangements and incorporates responsibilities was approved by ELT on 21st Sep 2018 and presented to the Executive Committee on 28th September 2018 (Evidence ELT minutes 20th Sep 2018 and Executive minutes 28th Sep 2018).	Karen Winter	Jul 2018
UOR35.4: Prepare for Document Request as per HMICFRS Prep Plan Section Heads provided required information to the Director of Corporate Services by the end of July. The HLD has established a document repository on FISH and a 'Gap Analysis' report was presented to the ELT meeting on 14th Aug 2018. All documents were either immediately available or in the process of being updated. The 'gap analysis' report, produced by the Brigade's Organisational Assurance Team, will now be a standing item at the ELT meeting until such times as requested by the Inspectorate. (Evidence ELT minutes 14th Aug 2018)	Karen Winter	Aug 2018

UOR35.5 a Prepare Gap Analysis against the Adrian Thomas Report The refresh of the 'Gap Analysis' against the Adrian Thomas Report to the Executive Leadership Team on 18th Jul 2018. No gaps were identified. (Evidence ELT minutes 18th Jul 2018)	Karen Winter	Aug 2018
UOR35.5 b Prepare Gap Analysis against the Avon Report The 'Gap Analysis' against the Avon report has commenced by the Legal Advisor and was presented to the Brigade's ELT on 20th Sep 2018 and executive Committee on 23rd Nov 2018.	Peter Devlin	Sep 2018
UOR35.5 c Prepare Gap Analysis against the National Framework Document Each Head of Department has assessed the requirements of the National Framework document and identified any gaps within their self-assessment submissions in preparation for HMICFRS inspection.	Ian Hayton	Sep 2018
UOR35.5 d Prepare Gap Analysis against the Kerslake Report The 'Gap Analysis' against the Kerslake report has been completed and presented to senior officers in Dec 2018; a follow up session was undertaken with ELT and senior officers on 12th Feb 2019	Ian Hayton	Sep 2018
UOR35.5 e Prepare Gap Analysis against the Dame Judith Hackett Report The 'Gap Analysis' against the Dame Judith Hackett Report was presented to the Executive Leadership Team on 14th Aug 2018. A lot of the recommendations were either in hand or required legislative/national policy change. Our Head of Fire Engineering is keeping a watching brief and advising the ELT as appropriate.(Evidence ELT minutes 14th Aug 2018)	Peter Devlin	Sep 2018
UOR35.6 Prepare Position Statement and Self-Assessment as per timelines in HMICFRS Prep Plan The self-assessment is well underway with all Heads of Departments completing their submissions by the deadline of 31st Oct 2018. The DCS is currently pulling all submissions together into one overall self-assessment. This will then be challenged by ELT to ensure we have the most accurate picture of the Brigade, highlighting out strengths and areas for improvement. We are working to a new schedule provided by HMICFRS and therefore this will be c/fwd into 2019/20.	Karen Winter	Mar 2019
UOR35.7: Prepare Strategic Brief as per timelines in HMICFRS Prep Plan Carried Forward to 2019/20	Ian Hayton	Feb 2019
UOR35.8: Prepare Fieldwork Arrangements as per timelines in HMICFRS Prep Plan Carried Forward to 2019/20	Karen Winter	Mar 2019
UOR35.9: Produce Comms and Marketing Strategy to support HMICFRS Preparations An HMICFRS communications plan was agreed by ELT on 20th September 2018 which included actions for pre, during and post Inspection. Since then the NFCC film on HMICFRS has been shared with all staff, a standing article 'Update on HMICFRS' has begun to appear in FireWire staff magazine and the first two HMICFRS monthly updates have been sent out to all staff and printed copies are on station noticeboards. A new HMICFRS area has also been created on FISH which can be accessed via the portal on the FISH home page. Implementation of the Plan will continue until after Inspection – this action is now complete.	Steve Johnson	July 2018

Directorate Priority UOR36: Policy Framework		
Action	**Lead**	**Date**
UOR36.1: review the employee induction policy and procedure A Procedure has been produced by the Head of Human Resources and agreed by the ELT. This was consulted upon and agreement provided by Trade Unions in June. The procedure is now uploaded on to the intranet and the roll out of training is being developed. (Evidence ELT Minutes 18th Apr 2018)	Karen Winter	May 2018
UOR36.2: review Green Book annualised hours procedure This is a carry forward project from 2017/18. The Annualised Hours Duty System for Green Book Employees has been reviewed and as a result has been better aligned to incorporate aspects of the Special Leave Policy No. 34 and Family Friendly Policy No. 35. It was approved at ELT on 19th July following consultation with Unison in June 2018. Evidence: Email to Unison from KW 18th Jun 2018; ELT Minutes 19th Jul 2018 and Green Book Annualised Hours Procedure Jul 2018.	Karen Winter	Jun 2018
UOR36.3: review Grey Book Whole-time and Control Room annualised hours procedure The control room review of annualised hours has been undertaken as part of the review of Control (UOR 3) which is currently out for consultation with the FBU. The whole-time review of annualised hours will be incorporated within UOR1 whih is c/fwd to 2019/20.	Ian Hayton	Dec 2018
UOR36.4: review bullying and harassment policy and procedure The long term absence of the DTS has resulted in increased workloads and priorities being shared by the remaining directorates. This has impacted the capacity to deliver all corporate projects at the same pace. As a result the timeline for this project has been revised from Jun 2018 to Jan 2019. Following consultation with FBU and Unison the anti-bullying and harassment policy and procedure was approved by ELT on 23rd Oct and Exec on 23rd Nov 2018.	Karen Winter	Jan 2019
UOR36.5: review discipline policy and procedure The long term absence of the DTS has resulted in increased workloads and priorities being shared by the remaining directorates. This has impacted the capacity to deliver all corporate projects at the same pace. As a result the timeline for this project has been revised from Jun 2018 to Jan 2019. The discipline policy and procedure was approved by ELT on 15th Nov and Exec on 23rd Nov 2018 and subject to consultation with Unison and FBU.	Karen Winter	Jan 2019
UOR36.6: review grievance policy and procedure The long term absence of the DTS has resulted in increased workloads and priorities being shared by the remaining directorates. This has impacted the capacity to deliver all corporate projects at the same pace. As a result the timeline for this project has been revised from Jun 2018 to Jan 2019. The grievance policy and procedure was approved by ELT on 15th Nov and Exec on 23rd Nov 2018 and subject to consultation with Unison and FBU.	Karen Winter	Jan 2019
UOR36.7 review the risk management framework In developing the CIRMP 2018-22 the risk management arrangements were considered and it was decided that a strategy was no longer required and that a framework to ensure cross cutting risk management arrangements were captured and applied by all staff. As such the nature of the project has changed and is to be completed in 2018/19. A new policy and framework was approved by ELT on 23rd Oct 2018 and presented to the Executive Committee on 23rd Nov 2018 (Evidence mins of ELT 23rd Oct and Exec 23rd Nov 2018).	Karen Winter	Oct 2018
UOR36.8 review the retirement policy and procedure ELT 26/11/18 c/fwd to 2019/20	Karen Winter	Mar 2019
UOR36.9 review the re-employment following retirement policy and procedure ELT 26/11/18 c/fwd to 2019/20	Karen Winter	Mar 2019

UOR36.10 review the redeployment policy and procedure .ELT 26/11/18 c/fwd to 2019/20	Karen Winter	Mar 2019
UOR36.11 review the redundancy policy and procedure ELT 26/11/18 c/fwd to 2019/20	Karen Winter	Mar 2019
UOR36.12: review the risk critical policies and/or procedures in Prevention Review complete see key document framework	Steve Johnson	Mar 2019
UOR36.13: review the risk critical policies and/or procedures in Protection Review complete see key document framework	Steve Johnson	Mar 2019
UOR36.14: review the risk critical policies and/or procedures in Emergency Response A Task and Finish Group has been established to agree and oversee a programme of review for risk critical procedures, to support the implementation of National Operational Guidance, recognising their impact on Standard Operating Procedures. Operational SOPs reviewed and updated. L&D procedures reviewed. Work will continue under the NOG implementation programme in 2019/20.	Dave Turton	Mar 2019
UOR36.15: review the disclosure and barring policy and procedure ELT 26/11/18 c/fwd to 2019/20	Nicola Moore	Mar 2019
UOR36.16: review the Reservists policy and procedure ELT 26/11/18 c/fwd to 2019/20	Nicola Moore	Mar 2019
UOR36.17: review the key document framework policy, strategy and guides Document framework produced in draft – final document anticipated May 2019	Bev Parker	Mar 2019

Directorate Priority UOR37: Corporate Governance Framework		
Action	**Lead**	**Date**
UOR37.1: review the meeting and decision making structures framework in light of new senior management review The Brigade's Meeting and Decision Making Structures document has been updated to reflect the implementation of the Brigade's new managerial structure. This includes an update of the format of the document to align to the current Brigade policy format and addition of the word 'inclusion' to strengthen our commitment to Equality and Diversity. Paragraph 2.2 is new. FBU and Unison have been consulted on 16th June and feedback from them was provided by the DCS to ELT on 19th July prior to approval. (Evidence Meeting and Decision Making Structures document; Email from Karen Winter to FBU and Unison 16th June 2018; ELT Minutes 19th July 2018)	Karen Winter	Jun 2018
UOR37.2: review the Brigade's key document framework Action in twice 36.17	Karen Winter	Mar 2019
UOR37.3: review the project planning arrangements in relation to the delivery of projects The Brigade's project management arrangements have been reviewed and this has resulted in a new project management procedure which has been approved by the Executive Leadership Team on 14th August 2018 (evidence ELT minutes 14th Aug 2018 and Project Planning Procedure) Section Heads have been informed of the new procedure and the key document framework has been updated.	Karen Winter	Aug 2018
UOR37.4: review the impact analysis arrangements in relation to delivery of projects The impacts of projects are now considered as part of the project management arrangements above; this action is now therefore complete.	Karen Winter	Sep 2018

Directorate Priority UOR38: Produce a Value for Money Strategic Assessment on CFA		
Action	**Lead**	**Date**
UOR38.1: agree scope of VFM assessment Efficiency is being assessed as part of HMICFRS inspection – work directed into self-assessment.	Karen Winter	Mar 2019
UOR38.2: produce VFM strategic assessment on CFA Efficiency is being assessed as part of HMICFRS inspection – work directed into self-assessment.	Karen Winter	Aug 2019

Directorate Priority UOR39: Implement New Human Resource Information System		
Action	**Lead**	**Date**
UOR39.1: complete procurement exercise Original agreement was to procure a new HR System through a collaborative contract with another emergency service. Progress towards that contract award, under CSS framework, deferred as a result of due diligence concerns by Northumbria Police and their subsequent withdrawal. A new market search is now being undertaken and alternative collaborative opportunities are being pursued. This potentially pushes the project out to 2020/21. Work will continue into 2019/20.	Karen Winter	Jan 2019
UOR39.2: provide project implementation plan Project documentation produced aligned to original project deadlines. With reference to 39.1 revised project documentation will be produced once an alternative procurement or collaborative opportunity has been identified. Work will continue into 2019/20.	Karen Winter	Feb 2019
UOR39.3: actions to be determined once project plan above has been agreed As above work will continue into 2019/20	Karen Winter	TBD

Directorate Priority UOR40: Explore the use of a graduate entry scheme within the Brigade (linked to Leadership Strategy)		
Action	**Lead**	**Date**
UOR40.1: agree project scope and project plan	Karen Winter	Mar 2019
UOR40.2: actions to be determined once project plan above has been agreed	Karen Winter	TBD
This project is to be incorporated into a larger project that focuses on workforce and succession planning in 2019/20. Therefore it is carried forward to 2019/20 (ELT Mins 26th Nov 2018)		

Directorate Priority UOR41: Explore the use of accelerated promotion within the Brigade linked to Leadership Strategy		
Action	**Lead**	**Date**
UOR41.1: agree project scope and project plan	Karen Winter	Mar 2019
UOR41.2: actions to be determined once project plan above has been agreed	Karen Winter	TBD
This project is to be incorporated into a larger project that focuses on workforce and succession planning in 2019/20. Therefore it is carried forward to 2019/20 (ELT Mins 26th Nov 2018)		

Directorate Priority UOR43: Safeguarding		
Action	**Lead**	**Date**
UOR43.1: review Vulnerable Persons procedure to ensure safeguarding arrangements for adults and children are fit for purpose, including links with enforcement and modern day slavery This action is in twice see SSC15	Steve Johnson	Sep 2018

Directorate Priority UOR42: Partnership Working		
Action	**Lead**	**Date**
UOR42.1: agree project scope and project plan The project plan commenced and on completion will be agreed with the Chief Fire Officer	Joe Flounders	Sep 2018
UOR42.2: review partnership register All heads of department have been requested to forward details of their existing partnership arrangements to Head of Fire Engineering. Given competing priorities ELT agreed to extend the deadline of this action to March 2019	Joe Flounders	Mar 2019
UOR42.3: review partnership framework ELT agreed on 26th Nov 2018 that this action would require more extensive work and therefore it was to be continued into 2019/20	Joe Flounders	Dec 2018

Directorate Priority UOR44: Procurement Framework		
Action	**Lead**	**Date**
UOR44.1: review the Authority's Contract Procedure Rules The Authority's Contract Procedure Rules have been reviewed to reflect the roles and responsibilities associated with the new organisational structure that was implemented on 1st Apr 2018. The draft rules were presented for comment to ELT on 23rd Oct 2018 and to the Fire Authority's Executive Committee on 23rd Nov 2018. The Scheme of Delegation was also updated and approved to reflect the CPR changes (Evidence ELT minutes 23rd Oct 2018, Executive mins 23rd Nov 2018 and CFA mins 14th Dec 2018)	Karen Winter	Nov 2018
UOR44.2: review the Authority's Procurement Policy and Strategy The Authority's Procurement Strategy was approved by ELT on 23rd Octr 2018 and presented to the Fire Authority's Executive Committee on 23rd November 2018. (Evidence ELT mins 23rd Oct 2018 and Executive Minss 23rd Nov 2018)	Karen Winter	Sep 2018