APPENDIX 1

Corporate Internal Operating Plan 2019/20

Protecting local communities

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 2019/20** and reflects the Community Integrated Risk Management Plan (CIRMP) 2018-22 Year 2 Proposals (Service Plan)

- the **high level Directorate priorities 2019/20**, as set by the Chief Fire Officer for the Directors to drive service improvement

The priorities are set to achieve our three Goals

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

Glossary of Terms

AMER: Area Manager Emergency Response	ELT: Executive Leadership Team
AMPP: Area Manager Prevention	HER: Head of Emergency Response
CFA: Cleveland Fire Authority	HFP: Head of Finance and Procurement
CFB: Cleveland Fire Brigade	HHR: Head of Human Resources
CFO: Chief Fire Officer	HLD: Head of Learning and Development
CIRMP: Community Integrated Risk Management Plan	HRP: Head of Risk and Performance
DAM: Democratic and Admin Manager	HTS: Head of Technical Services
DCS: Director of Corporate Services	NOG: National Operational Guidance
DTS: Director of Technical Services	

Safer Stronger Communities

Corporate Priority SSC1: Aspire to the guiding principle that 'everyone should have equal entitlement to the same attendance targets for fire engines, irrespective of whether they live in a geographic area in which there is a higher likelihood or a lower likelihood of a fire occurring' and implement the outcomes of the review of the emergency response standards		
Action	**Lead**	**Date**
SSC1.6: evaluate new building fire emergency response standards	Tim Graham	Sep 2019
SSC1.7: explore measures to reduce the time components of alarm actuation, call handling and crew reactions to improve our actual response time to building fires	Dave Turton Steve Johnson	Mar 2020
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.	Dave Turton	Apr 2019
SSC1.10: evaluate new industrial emergency response standards	Dave Turton	Sep 2019

Corporate Priority SSC2: Introduce an optimum emergency response resource of 18 fire appliances		
Action	**Lead**	**Date**
SSC2.2: implement staffing arrangements to ensure the availability of 18 fire appliances 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.	Dave Turton	Apr 2019

Corporate Priority SSC3: Introduce a 'strategic reserve' to sustain the optimum operational configuration of 18 fire appliances		
Action	**Lead**	**Date**
SSC3.1: develop a strategic reserve framework .	Ian Hayton	Mar 2020
SSC3.2: Implementation is dependent on the completion of Project Nos UOR1, UOR2 and UOR11	Ian Hayton	Mar 2020

Corporate Priority SSC4: Consider the implications of the outcomes from Grenfell public enquiry		
Action	**Lead**	**Date**
SSC4.1: undertake an impact analysis report on the outcomes from Grenfell public enquiry The Grenfell Public Enquiry is on-going and Officers are keeping a watching brief of events. Actions and timelines are dependent upon the outcomes from the Enquiry and will be determined when they are known.	Joe Flounders	Mar 2020

Corporate Priority SSC5: Develop and Implement our Community Engagement Strategy		
Action	**Lead**	**Date**
SSC5.2: agree with ELT the community engagement objectives and targets aligned to delivery of CIRMP 2022 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.	Steve Johnson	Apr 2019
SSC5.3: produce community engagement strategy that ensures we reach all areas of our Community 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.	Steve Johnson	Apr 2019
SSC5.4: implement Year 1 improvement actions	Steve Johnson	Mar 2020

Directorate Priority SSC7: Evaluate the impact of our new approach to reducing the number of unwanted fire signals		
Action	**Lead**	**Date**
SSC7.1: produce an impact assessment report on the Authority's strategy on Unwanted Fire Signals Performance criteria for the review have been agreed between Community Safety and Risk and Performance teams.	Steve Johnson Joe Flounders	Apr 2019
SSC7.2: review the Unwanted Fire Signal policy and procedure in light of 7.1 above	Steve Johnson	May 2019

Directorate Priority SSC10: Community Safety Strategy		
Action	**Lead**	**Date**
SSC10.1: implement year 1 delivery plan in relation to Safer Homes	Ian Hayton	Mar 2020
SSC10.2: implement year 1 delivery plan in relation to Safer Buildings	Ian Hayton	Mar 2020
SSC10.3: implement year 1 delivery plan in relation to Safer Roads	Ian Hayton	Mar 2020
SSC10.4: implement year 1 delivery plan in relation to Safer High Hazard Industries	Ian Hayton	Mar 2020
SSC10.5: implement year 1 delivery plan in relation to Safer Neighbourhoods	Ian Hayton	Mar 2020
SSC10.6: implement year 1 delivery plan in relation to Supported National Resilience	Ian Hayton	Mar 2020
SSC10.7: implement year 1 delivery plan in relation to Improved Health Outcomes	Ian Hayton	Mar 2020
SSC 10.8: establish a programme of community safety evaluation	Karen Winter	Dec 2019

Directorate Priority SSC13: Produce Emergency Response Plans for multi-scenarios at each high hazard industry complex		
Action	**Lead**	**Date**
SSC13.1 produce an ERP Programme for multi-scenarios at each high hazard industry complex	Dave Turton	Mar 2020
SSS13.2 : implement Year 1 of Programme	Dave Turton	Mar 2020
SSC13.3: embed emergency response arrangements, procedural guidance, mobilising arrangements and training of staff	Dave Turton	Mar 2020
SSC13.3: develop high hazard industry site specific risk information for firefighters	Dave Turton	Mar 2020
SSC13.5: develop robust arrangements for mutual aid for situations that are not reasonably foreseeable but are possible	Dave Turton	Mar 2020

Directorate Priority SSC14: National Occupational Guidance		
Action	**Lead**	**Date**
SSC14.4: implement Year 2 of NOG Programme	Ray Khaliq	Mar 2020

Directorate Priority SSC18: Body Worn Video for Operational Personnel		
Action	**Lead**	**Date**
SSC18.2: evaluate and if necessary produce business case for Body Worn Video for Operational Personnel	Dave Turton	Aug 2019

Directorate Priority SSC19: Cross-Border Arrangements		
Action	**Lead**	**Date**
SSC19.1 Work with Neighbouring FRSs to implement Cross Border Improvement Plan	Dave Turton	Mar 2020

Directorate Priority SSC 20: Ops Intelligence and 7.2d Arrangements		
Action	**Lead**	**Date**
SSC20.1: Align Ops Intelligence and 7.2d Arrangements	Dave Turton	Dec 2019

Directorate Priority SSC 21: Arson Reduction		
Action	**Lead**	**Date**
SSC21.1: Develop an arson reduction strategy and associated good practice toolkits by leading/supporting NFCC development work	Steve Johnson	Mar 2020

A Proud, Passionate, Professional and Inclusive Workforce

Corporate Priority PIW1: Leadership and Management		
Action	**Lead**	**Date**
PIW1.1: finalise the development of the Leadership and Management Strategy	Ray Khaliq	Apr 2019
PIW1.2: implement Year 1 actions of Leadership and Management Strategy	Ray Khaliq	Mar 2020
PIW1.3: adopt a talent management scheme and explore the use of accelerated promotion	Ray Khaliq	Dec 2019
PIW1.4: establish a direct entry scheme	Karen Winter	Dec 2019
PIW1.5: develop a career framework/pathway aligned to professional qualifications and standards which considers any NFCC guidance	Ray Khaliq	Mar 2020
PIW1.6: explore collaboration opportunities for accessing academic qualifications	Ray Khaliq	Mar 2020

Corporate Priority PIW2: Implement the Authority's Equality, Diversity and Inclusion (EDI) Strategy		
Action	**Lead**	**Date**
PIW2.1: implement year 2 actions associated with our equality theme 'Political and Professional Leadership'	Karen Winter	Mar 2020
PIW2.2: implement year 2 actions associated with our equality theme 'Inclusive Culture'	Karen Winter	Mar 2020
PIW2.3: implement year 2 actions associated with our equality theme 'Recruitment, Progression, Retention'	Karen Winter	Mar 2020
PIW2.4: implement year 2 actions associated with our equality theme 'Delivering Services to Diverse Communities'	Karen Winter	Mar 2020
PIW2.5: implement year 2 actions associated with our equality theme 'Positive Purchasing Power'	Karen Winter	Mar 2020

Corporate Priority PIW3: Workforce Planning		
Action	**Lead**	**Date**
PIW3.1: review workforce planning models	Karen Winter	Aug 2019
PIW3.2: implement identified improvements to workforce planning arrangements	Karen Winter	Oct 2019
PIW 3.3: consider the use of technology to enhance efficiency and effectiveness of adopted workforce planning model	Karen Winter	Mar 2020
PIW 3.4: consider implications of national apprenticeship frameworks including trailblazer firefighter; business fire safety advisor; emergency services contact handler; community safety advisor; fire safety inspector	Karen Winter	Mar 2020
PIW3.5: review the Brigade's Recruitment, Selection and Promotion Policy and Procedure to consider workforce representation, talent management, direct entry, qualifications and to align to our new values and behaviours framework	Karen Winter	Mar 2020
PIW3.6: enhance the Brigade's training needs analysis processes	Ray Khaliq	Oct 2019

Corporate Priority PIW4: Inclusive Culture		
Action	**Lead**	**Date**
PW4.1: undertake an independent staff survey in partnership with Institute of Local Governance (also linked to PIW 2.2 and EO7)	Ian Hayton	Dec 2019
PIW4.2 review reward and recognition policy This is a c/fwd project from 2019/20	Alan Brown	Jun 2019

Directorate Priorities PIW9: **Personal Development Reviews and Internal Operating Plans 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 • HHR: Nicola Moore • HFP: Cliff Cordiner • DAM: Bev Parker	Karen Winter	Apr 2019
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 • AMER: Dave Turton • HTC: Simon Weastell • HRER: Alan Brown • HER: Andy Robinson	Ian Hayton	Apr 20198
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 • HICT: Darren Richards • HLD: Chris Chisholm	Ian Hayton Karen Winter	Apr 2019
PIW9.4: produce and publish Internal Operating Plans (IOPs) for Heads of Department	Karen Winter	Apr 2019
PIW9.5: produce and publish IOPs for Heads of Department	Ian Hayton	Apr 2019
PIW9.6: produce and publish IOPS for all Heads of Department	Ian Hayton	Apr 2019
PIW9.7: further develop the electronic PDR recording system for all staff	Ray Khaliq	Mar 2020
PIW9.8: develop an electronic personal development review process which links to personal development records	Ray Khaliq	Mar 2020

Directorate Priority PIW10: Health and Safety		
Action	**Lead**	**Date**
PIW10.1: review Health and Safety Policy	Ray Khaliq	Sep 2019
PIW10.2: implement year 1 Improvement Plan	Ray Khaliq	Mar 2020

Directorate Priority PIW11: Employee Health and Wellbeing Strategy		
Action	**Lead**	**Date**
PIW11.1: produce an EHWB Strategy 2019/20 – 2021/22	Karen Winter	May 2019
PIW11.2: review the EHWB Framework	Karen Winter	Jun 2019
PIW11.3: implement year 1 improvement plan	Karen Winter	Mar 2020

Directorate Priority PIW12: Training and Education Strategy		
Action	**Lead**	**Date**
PIW12.1: implement year 1 improvement plan	Ray Khaliq	Mar 2020

Efficient Use of Resources

Corporate Priority UOR1: Review Operational Whole-time Duty System		
Action	**Lead**	**Date**
UOR1.1: establish joint steering group	Ian Hayton	Apr 2019
UOR1.2: agree scope of work	Ian Hayton	May 2019
UOR1.3: conduct baseline review including gap analysis	Ian Hayton	Aug 2019
UOR1.4: produce options report and recommendations	Ian Hayton	Nov 2019
UOR1.5: implement any agreed new arrangements	Ian Hayton	Dec 2019

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

Corporate Priority UOR3: implement control room proposal		
Action	**Lead**	**Date**
UOR3.2: implementation of control room review Implementation scheduled for 1st April 2019 subject to consultation with FBU.	Ian Hayton	Apr 2019
UOR3.3: evaluate new control room working arrangements	Dave Turton	Jul 2021

Corporate Priority UOR4: Incident Command Unit Operational Arrangements		
Action	**Lead**	**Date**
UOR4.4: evaluate the new ICU operational arrangements	Dave Turton	Jul 2019

Corporate Priority UOR7: Multi-Agency Incident Command Support		
Action	**Lead**	**Date**
UOR7.4 explore opportunities to enhance interoperability through the integration of the command function at joint incidents with the Police ICT/ Procurement are releasing a new tender on 11/01/2019 for a new ICS. No new interoperability work will commence until the award of the tender and the integration of the ICS into existing systems	Alan Brown	Sep 2019
UOR7.5 assess feasibility and develop arrangements for collaboration in command support teams Depends on action 7.4	Alan Brown	Jan 2020
UOR7.6 develop and implement a plan to achieve closer working arrangements in the 'on site' incident command function Depends on actions 7..4 and 7.5	Alan Brown	Mar 2020

Corporate Priority UOR8: Review the outcomes of the national and local emergency medical responder project evaluations and determine the future of the scheme in Teesside		
Action	**Lead**	**Date**
UOR8.1 consider the implications of the NJC-commissioned national report on the EMR trials in respect of the scope, scale and benefits of co-responding 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 outcome
UOR8.2 subject to local negotiations, implement a funded brigade-wide emergency medical response scheme	Dave Turton	TBD
UOR8.3 review and ensure that there are appropriate arrangements in place to provide improved patient outcomes related to early intervention by fire and rescue service personnel An implementation plan has been prepared for the eventuality that EMR is reinstated, to ensure that the knowledge and experiences of the author is not lost on his impending retirement from the Brigade	Dave Turton	TBD
UOR8.4 develop and implement a local performance framework which continuously monitors the impact on patient outcomes, FRS statutory functions and health and wellbeing of fire and rescue staff	Dave Turton	TBD
UOR8.5 identify and exploit opportunities to work together and improve synergies with NEAS by more effective use of information and data; promoting use of existing guidance and best practice; and shared communications	Dave Turton	TBD

Corporate Priority UOR9: Emergency Services Mobile Communications Programme – Collaboration with North East Fire and Rescue Services		
Action	**Lead**	**Date**
UOR9.1 comply with ESN Code of Connection Significant technical compliance work has been undertaken based upon information known so far. The full and final version of the ESN Code of Connection document, with which the Authority needs to comply, has now been published by the Home Office and we are working towards full compliance.	Ray Khaliq	Mar 2020
UOR 9.2 commission the new ground base communications link to ESN Emergency Services Network ground-based Communications Link has been installed into the Training & Administration Hub building. Connection to the Emergency Services Network will be approved once definitive "Code of Connection" has been published and subsequent compliance work is completed.	Ray Khaliq	Mar 2020
UOR9.3 upgrade existing Fire Control command and control systems 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	Apr 2019
UOR9.4 develop training plan for ESMCP	Ray Khaliq	Mar 2020
UOR9.5 procure new user devices	Ray Khali	Mar 2020
UOR9.6 install new communications equipment into the operational fleet	Ray Khaliq	Mar 2020

Corporate Priority UOR 10: In light of Forecasted Medium Term Financial Strategy Undertake an Interim Review of CIRMP		
Action	**Lead**	**Date**
UOR 10.1 review community risk profile	Karen Winter	Jun 2019
UOR 10.2 evaluate prevention, protection and emergency response services	Ian Hayton	Aug 2019
UOR 10.3 review non-pay budgets	Karen Winter	Sep 2019
UOR 10.4 develop CIRMP future options including 'use of strategic reserves, review of duty systems etc	Ian Hayton	Sep 2019
UOR 10.5 consider further review of organisational management structure	Karen Winter	Oct 2019
UOR 10.6 undertake any CIRMP consultation requirements	Ian Hayton	Oct 2019

Corporate Priority UOR11: Conduct a review of the recruitment, pay and contracts; and availability of retained duty system firefighters		
Action	**Lead**	**Date**
UOR11.3: undertake a baseline evaluation of current contractual arrangements including pay models and availability Retained Firefighters are a vital to our emergency response capability. The Brigade has six retained fire stations and eight retained fire appliances. Currently the availability of retained firefighters and therefore retained fire appliances is sporadic due to a variety of inter-dependent and complex issues. 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	May 2019
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 2020

Corporate Priority UOR 14: Explore Collaborative Opportunities for Enabling Services with Cleveland Police		
Action	**Lead**	**Date**
UOR14.1 Phase 1: initial scoping of opportunities, benefits and risks including the production of a proposed operating model for a shared Cleveland Emergency Services Business Support Unit (CESBU)	Ian Hayton	Apr 2019
UOR 14.2 Phase 2: detailed due diligence and deep dive across all functional areas and sub component areas (if all are approved by ELT and CFA) and design of a phased implementation plan.	Ian Hayton	May 2020
UOR 14.3 Phase 3: possible streamlining of CFB processes and practices (unknown until the due diligence is performed, and then integration of staff and business processes transferring into the CESBU)	Ian Hayton	Oct 2020
UOR 14.4 Phase 4: full integration of systems and business process integration into a single operating model	Ian Hayton	Mar 2022

Corporate Priority UOR18a: Complete New Complex on Queen's Meadow Business Park		
Action	**Lead**	**Date**
UOR18a.1 complete the installation of the training units comprising petrochemical rig and fire behaviour units This action consists of five 'lots': Lot 1: Fire House Fit Out The 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.	Ray Khaliq	Oct 2019
UOR18a.2 complete the development of the Queen's Meadow Complex in Collaboration with Community Groups The landscaping of the Queen's Meadow Site will take place in spring 2019.	Ray Khaliq	Nov 2019

Corporate Priority UOR18b: Refurbish Stockton fire station		
Action	**Lead**	**Date**
UOR18b.1 develop work specification and undertake procurement 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 2020
UOR18b.3 plan and implement temporary accommodation on site Work in progress to identify a suitable temporary industrial unit in the Portrack area of Stockton.	Ray Khaliq	Mar 2020
UOR18b.4 commence refurbishment work	Ray Khaliq	Mar 2020
UOR18b.5 complete refurbishment Stockton fire station	Ray Khaliq	Mar 2020

Corporate Priority UOR18c: Refurbish Guisborough fire station		
Action	**Lead**	**Date**
UOR18c.3 plan and implement temporary accommodation on site 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	Ray Khaliq	Sep 2019

Corporate Priority UOR18d: Refurbish Loftus fire station		
Action	**Lead**	**Date**
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 Loftus fire station	Ray Khaliq	Sep 2019

Corporate Priority UOR19: Revenue Budget 2019/20		
Action	**Lead**	**Date**
UOR19.1 undertake budget adjustments to reflect CIRMP Year 2 savings	Karen Winter	Apr 2019
UOR19.2 use of reserves to balance the 2018/19 budget (£0.253m)	Karen Winter	Apr 2019

Corporate Priority UOR20: Investigate the benefits and implications of 24 hour working within the Brigade		
Action	**Lead**	**Date**
UOR20.1 agree high level project plan	Ian Hayton	May 2019
UOR20.2: undertake a baseline review of current productivity levels for operational personnel	Dave Turton	Dec 2019
UOR20.3: depending on outcomes from above, produce proposals to improve the future productivity levels of operational personnel This project will extend over two years therefore this action will carry forward to 2019/20 (ELT mins 26th Nov 2018)	Dave Turton	Mar 2020

Corporate Priority UOR21: Continue to develop our trading company to generate commercial revenues		
Action	**Lead**	**Date**
UOR21.1: develop a Five Year Business Plan	Ian Hayton	Jun 2019
UOR21.2: produce a Service Plan 2019/20	Ian Hayton	Oct 2019
UOR21.3: publish the year end accounts 2018/19	Ian Hayton	Dec 2019

Directorate Priority UOR22: Evaluate the utilisation of the small fires units (SFUs)		
Action	**Lead**	**Date**
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**
UOR23.2: 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, and is in the process of being allocated to the relevant Manager, for completion	Dave Turton	Oct 2019
UOR23.3: produce options report and recommended proposals to improve the future provision and resilience of our fire and rescue capabilities	Dave Turton	Mar 2020

Directorate Priority UOR 24: Review of Pension Administration and Pension Payroll Services (Firefighters' Pension Schemes)		
Action	**Lead**	**Date**
UOR24.5: undertake procurements exercise and award tender	Karen Winter	May 2019
UOR24.6 transition to new provider including communications and training requirements	Karen Winter	Nov 2019
UOR24.7: terminate existing contract and start new contract	Karen Winter	Dec 2019

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

Directorate Priority UOR 26: Review of Occupational Health Services		
Action	**Lead**	**Date**
UOR26.3 produce occupational health services option	Karen Winter	Apr 2019
UOR26.4: produce future occupational health service specification	Karen Winter	Apr 2019
UOR26.5: undertake procurements exercise and award tender	Karen Winter	Jun 2019
UOR26.6 transition to new provider including communications and training requirements	Karen Winter	Aug 2019
UOR26.7: terminate existing contract and start new contract	Karen Winter	Dec 2019

Directorate Priority UOR27: Review of Financial Services		
Action	**Lead**	**Date**
UOR27.1: agree scope and project plan	Karen Winter	Dec 2019
UOR27.2: undertake a baseline review of current financial services including services, costs, customer quality and comparisons	Karen Winter	Mar 2020
UOR27.3: produce future financial service specification	Karen Winter	Sep 2020
UOR27.4: produce future financial service options	Karen Winter	Jan 2021
UOR27.5: undertake tender exercise, if appropriate, for future financial service	Karen Winter	TBC
UOR27.6: award tender	Karen Winter	TBC
UOR27.7: implement new financial service arrangements	Karen Winter	TBC

Directorate Priority UOR31: Produce Service Plan 2020/21		
Action	**Lead**	**Date**
UOR31.1: agree 2020/21 priorities	Karen Winter	Jan 2020
UOR31.2: produce Service Plan 2020/21	Karen Winter	Mar 2020

Directorate Priority UOR32: MTFS 2018-22		
Action	**Lead**	**Date**
UOR32.1 monitor achievement of efficiencies of Year 2 CIRMP	Karen Winter	Sep 2019
UOR32.2 review medium term financial strategy in light of any revised budget settlements and adjust MTFS and Year 3 of CIRMP	Karen Winter	Dec 2019

Directorate Priority UOR33: Achieve an Unqualified Opinion from External Audit on the Financial Statement		
Action	**Lead**	**Date**
UOR33.1 prepare end of year accounts	Karen Winter	Jul 2019
UOR33.2 achieve an unqualified opinion on the financial statement	Karen Winter	Dec 2019

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

Directorate Priority UOR35: HMICFRS Inspection		
Action	**Lead**	**Date**
UOR35.1 Submit Position Statement and Self-Assessment	Karen Winter	Apr 2019
UOR35.2: Prepare Strategic Brief Presentation	Ian Hayton	Apr 2019
UOR35.3: Prepare Inspection Fieldwork Arrangements	Karen Winter	Apr 2019
UOR35.9: Implement Comms and Marketing Strategy to support HMICFRS Preparations Pre, During and Post Inspection	Steve Johnson	Apr 2019

Directorate Priority UOR36: Policy Framework		
Action	**Lead**	**Date**
UOR 36.1: review the employee mental health and wellbeing policy and procedure	Karen Winter	Nov 2019
UOR 36.2: review the sickness absence policy and procedure	Karen Winter	May 2019
UOR 36.3: review the substance misuse policy and procedure	Karen Winter	Nov 2019
UOR 36.4: review the health and fitness policy and procedure	Karen Winter	Jan 2020
UOR 36.5: review the dress and appearance policy and procedure	Karen Winter	Aug 2019
UOR 36.6: review the recruitment, selection and promotion policy and procedure	Karen Winter	Mar 2020
UOR 36.7: establish a programme of reviews of Local Agreements	Karen Winter	Dec 2019
UOR36.8 review the retirement policy and procedure	Karen Winter	May 2019
UOR36.9 review the re-employment following retirement policy and procedure	Karen Winter	Apr 2019
UOR36.10 review the redeployment policy and procedure .	Karen Winter	May 2019
UOR36.11 review the redundancy policy and procedure	Karen Winter	Apr 2019
UOR36.15: review the disclosure and barring policy and procedure	Nicola Moore	Jun 2019
UOR36.16: review the Reservists policy and procedure	Nicola Moore	Jun 2019
UOR36.17: review the key document framework policy, strategy and guides	Bev Parker	May 2019
UOR36.19: continue to implement National Operational Guidance as defined in the Project Plan and Implementation Model	Ray Khaliq	Mar 2020
UOR 36.20: review the equality impact assessment policy	Karen Winter	Aug 2019
UOR 36.21: review the family friendly policy	Karen Winter	May 2019
UOR 36.22: review the sustainability policy and strategy	Ray Khaliq	Aug 2019
UOR 36.23: review transparency, accountability and assurance policy and strategy	Karen Winter	Jul 2019
UOR 36.24: review work placement policy	Karen Winter	Sep 2019

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

Directorate Priority UOR42: Partnership Working		
Action	**Lead**	**Date**
UOR42.2: further develop a partnership register All heads of department have been requested to forward details of their existing partnership arrangements to Head of Fire Engineering.	Joe Flounder	Nov 2019
UOR42.3: develop a partnership framework including evaluation arrangements	Joe Flounder	Mar 2020

Directorate Priority UOR43: ICT		
Action	**Lead**	**Date**
UOR43.1: implement Year 1 actions of ICT Strategy	Ray Khaliq	Mar 2020

Directorate Priority UOR44: Procurement		
Action	**Lead**	**Date**
UOR44.1: implement Year 1 actions of Procurement Strategy	Karen Winter	Mar 2020

Directorate Priority UOR45: Review of Insurance Services		
Action	**Lead**	**Date**
UOR27.1: agree scope and project plan	Karen Winter	Jun 2019
UOR27.2: undertake a baseline review of current insurance services including services, costs, customer quality and comparisons	Karen Winter	July 2019
UOR27.3: produce future insurance service specification	Karen Winter	Aug 2019
UOR27.4: produce future insurance service options	Karen Winter	Sep 2019
UOR27.5: undertake tender exercise, if appropriate, for future financial service	Karen Winter	Dec 2019
UOR27.6: award tender	Karen Winter	Jan 2020
UOR27.7: implement new financial service arrangements	Karen Winter	Apr 2020