

| No. | Report page | Issue to be addressed | Formal AFI (Y/N) | Action | SLT Lead Officer | Lead Officer(s) | Expected Completion | Progress |
|--|-------------|--|------------------|---|-----------------------------|---|---------------------|--|
| How effective is the service at keeping people safe and secure? | | | | | | | | |
| Understanding the risk of fire and other emergencies | | | | | | | | |
| 1 | 9 | The Service should ensure its integrated risk management plan (IRMP) is informed by a comprehensive understanding of current and future risk. It should use a wide range of data to build the risk profile and use operational data to test that it is up-to-date. | Y | Develop an up to date, comprehensive Community Risk Profile (CRP) of County Durham and Darlington using a wide range of data. Use this CRP to inform the IRMP. Test the expectations of the IRMP through the use of operational data. | Head of Corporate Resources | Policy Support Officer | October 2020 | Update Feb 2020: The CRP has been updated and has been used to inform the new IRMP 2020 – 2023. The IRMP is currently being consulted with an expected publication date of 1 April 2020. |
| 2 | 9 | The Service should ensure its firefighters have good access to relevant and up-to-date site-specific risk information. | Y | Design a new system for the collection of risk information for firefighters. Ensure all relevant buildings are included within this system with appropriate risk ratings. Design a quality assurance process to assure the service of the system's effectiveness. | AM Emergency Response | SM Emergency Response & Resilience Planning | December 2020 | Update Feb 2020: A time limited project has commenced utilising personnel on modified duties and Assistant District Managers (ADMs) to ensure that risk information is accurate and up to date. This has commenced as of Feb 2020 and will report progress on a monthly basis. |
| 3 | 10 | Strategy documents do not cover all areas of the organisation. And some managers had no, or only limited, knowledge of these strategies. | N | Produce strategy documents covering the whole of the organisation. Once produced develop a communications plan so staff are aware of | Head of Corporate Resources | Communications Manager | July 2020 | Update Feb 2020: Strategies are being developed by Heads of Service with an expected publication date of 1 April 2020. |

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|-----|-------------|--|------------------|---|-----------------------------|--|---------------------|---|
| | | | | these strategies and how they impact on them. | | | | |
| 4 | 10 | Fire stations have district plans. Station-based staff are clear on important performance areas and report on them. However, some staff are not clear how these plans contributed to meeting the Service's strategic objectives. | N | Once district plans are produced develop a communications plan so station-based staff are aware of these district plans and how they contributed to meeting the Service's strategic objectives. | AM Emergency Response | GM Emergency Response & Resilience Planning | July 2020 | Update Feb 2020: A communication plan will be delivered as part of the launch of the new ER strategy and Station action plans. The delivery time frame of this will be May-June 2020. |

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|---|-------------|---|------------------|--|------------------------------|------------------------------|---------------------|---|
| Preventing fires and other risks | | | | | | | | |
| 5 | 11 | The Service should ensure staff have received appropriate training of all the issues covered during a safe and well visit. | Y | Develop a training plan to ensure staff are comfortable to address all the issues covered during a safe and well visit. | AM Community Risk Management | SM Community Safety | June 2020 | Update Feb 2020: Training for staff on the contents and delivery of Safe and Wellbeing visits is included within the draft Prevention strategy 2020/21-2022/23. This will also include 'Make Every Contact Count' training. Training for Safe and Well (S&W) visits will commence in the reporting year 2020/21. |
| 6 | 11 | The Service should evaluate all its prevention work, so it understands the benefits better. | Y | Develop an approach to evaluation to ensure all areas of prevention are appropriately evaluated including local prevention activities. | AM Community Risk Management | GM Community Risk Management | Sept 2020 | Update Feb 2020: Plans for this action are being scoped. |
| 7 | 11 | Some staff did not have a good awareness of the priorities for prevention work set out in the Prevention Strategy. | N | Develop a plan to ensure staff have a good awareness of the Prevention Strategy, including the pyramid targeting approach. | AM Community Risk Management | SM Community Safety | June 2020 | Update Feb 2020: The Service Prevention strategy will clearly summarise the priorities for prevention work. Internal comms plan for prevention priorities will follow after completion of Service strategies, from April 2020/21. |
| 8 | 11 | Data shows the Service is below the England rate for safe and well visits to elderly persons and persons with a disability. | N | Revalidate that the Service is comfortable with the approach to targeting vulnerable persons. | AM Community Risk Management | Information Services Manager | June 2020 | Update Feb 2020: A national paper (expected around April/May 2020) should inform this decision around targeting vulnerable people. |

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| 9 | 12 | Guidance for when to give wellbeing advice during a safe and well visit is vague. | N | Provide further guidance to staff for when they should give wellbeing advice during a safe and well visit. | AM Community Risk Management | SM Community Safety | June 2020 | Update Feb 2020: Action #9 links to action #5 and will be delivered in conjunction with the delivery of training on the content of safe and wellbeing visits from April 2020/21. |
| 10 | 25 | The Service should ensure it has an effective quality assurance process for its safe and well visits. | N | Design a quality assurance process to assure the service of the quality of safe and well visits. | AM Community Risk Management | GM Community Risk Management | June 2020 | Update Feb 2020: A quality assurance process (described in a CRM practice note) is currently being developed and will be included within the ISO 9001 standard |
| 11 | 12 | The Arson Reduction Team has no specific objectives. | N | Consider producing specific objectives for the Arson Reduction Team. | AM Community Risk Management | Fire Investigation & Arson Manager | April 2020 | Update Feb 2020: Specific objectives for the Arson Reduction Team have been developed and are currently in draft. These will be approved during February 2020 and included in the Service Prevention strategy 2020/21-2022/23. |
| 12 | 13 | The Service does not have a clear policy for its approach to road safety, including evaluation of activities. | N | Produce a clear policy for the Service's approach to road safety, including evaluation of activities. | AM Community Risk Management | GM Community Risk Management | Sept 2020 | Update Feb 2020: Road safety and evaluation will be included within the Prevention strategy 2020/21-2022/23. This will be completed by April 2020. |

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|--|-------------|--|------------------|---|------------------------------|-------------------------|---------------------|--|
| Protecting the public through fire regulation | | | | | | | | |
| 13 | 13 | The Service should ensure operational staff are trained to carry out fire safety audits competently. | Y | Review fire safety training for operational staff against national guidance. | AM Community Risk Management | SM Business Fire Safety | June 2020 | Update Feb 2020: Training is scheduled to be delivered in February 2020 with further courses to be added later in the year. Rolling programme in place to qualify all Crew and Watch Managers to at least level three Fire Safety. |
| 14 | 13 | The Service should ensure it has an effective quality assurance process for its audit process. | Y | Review the quality assurance process for fire safety audits to ensure it is effective and robust. | AM Community Risk Management | SM Business Fire Safety | Sept 2020 | Update Feb 2020: ISO practice note to be reviewed and published. |
| 15 | 13 | The Service should ensure that Business Fire Safety staff have the capacity and skill to use the full range of its available enforcement powers. | Y | Review the capacity and skills of the Business Fire Safety team to ensure the service can use the full range of its available enforcement powers. | AM Community Risk Management | SM Business Fire Safety | Sept 2020 | Update Feb 2020: All fire safety staff will be qualified to level 4 diploma which will enable the application of enforcement powers. Legal training in March 2020 to support enforcement action |
| 16 | 13 | The Service should ensure it works proactively with local businesses to support compliance with fire safety regulations. | Y | Develop and deliver a clear approach to business engagement with local businesses to support compliance with fire safety regulations. | AM Community Risk Management | SM Business Fire Safety | Dec 2020 | Update Feb 2020: Plans being developed to reinstate the Business Liaison Group during 2020. |
| 17 | 14 | The information used to identify high-risk buildings for fire safety audits is limited. | N | Review the process for identification of high-risk buildings for driving Business Fire Safety activity. | AM Community Risk Management | SM Business Fire Safety | Dec 2020 | Update Feb 2020: Outcomes from NFCC risk based inspection programme to be reviewed to establish national best practice. |

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| 18 | 14 | Protection staff aren't confident that the risk-based inspection programme includes all the buildings that fall under the legislative requirements for inspection. | N | Review the risk-based inspection programme to ensure it includes all the buildings that fall under the legislative requirements for inspection. | AM Community Risk Management | SM Business Fire Safety | Dec 2020 | Update Feb 2020: Currently scoping the future impact of this action and CDDFRS way forward to identify new and existing premises. |
| 19 | 14 | The limited amount of specialist protection skills within the service means that there are times when no specialist is working. | N | Review the out of hours provision of qualified Business Fire Safety Officers. | ACO Service Delivery | SM Business Fire Safety | Sept 2020 | Update Feb 2020: The availability of specialist skills are currently being reviewed. |
| 20 | 15 | Only few satisfaction surveys for business fire safety audits are returned. | N | Investigate opportunities to increase the return of satisfaction surveys for business fire safety audits. | AM Community Risk Management | SM Business Fire Safety | Sept 2020 | Update Feb 2020: New ways to improve evaluation being developed. These will include electronic surveys following audits. |
| 21 | 15 | The service should make sure it strikes the right balance between working with, and supporting, businesses and using its enforcement powers, so businesses comply with legislation. | N | Evaluate the Service's approach to taking enforcement action to ensure the current balance between informal and formal actions is achieving fire safety compliance. | ACO Service Delivery | SM Business Fire Safety | Sept 2020 | Update Feb 2020: The number of enforcement notices has increased (to ten from zero). However, this has not driven by the action, but due to the need for the notices, as responsible persons were not compliant. This will continue to be evaluated through the year. |
| 22 | 16 | It hasn't yet been possible to formally assess whether this new approach is reducing attendance at false alarms. | N | Evaluate if the new approach to reducing attendance at false alarms is working. | ACO Service Delivery | SM Business Fire Safety | April 2020 | Update Feb 2020: End of the trial for the unwanted fire signal is April 2020. Evaluation will occur at the end of the trial. |

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| 23 | 16 | The Service has chosen not to engage with any Prime Authority Schemes. | N | Clarify the Service's approach to Primary Authority schemes. | ACO Service Delivery | SM Business Fire Safety | April 2020 | Update Feb 2020: Not progressed at present. The decision not to accept a Primary Authority Scheme will be recorded within the Service meeting structure at a later date. |

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| Responding to fires and other emergencies | | | | | | | | |
| 24 | 16 | The Service should ensure it has an effective policy to determine how it aligns its resources to risk, during periods of low fire engine availability. | Y | Develop a degradation plan for aligning resources to risk, during periods of low fire engine availability. | AM Emergency Response | SM Emergency Response & Resilience Planning | April 2020 | Update Feb 2020: A revised draft of the degradation plan has been presented to the SLT Jan 2020 and subsequently to the FBU management meeting Jan 2020. This will be finalised over the remainder of this quarter. |
| 25 | 16 | The Service should ensure it has an effective system of debriefing to enable staff to learn from operational incidents and to improve future response and command. | Y | Review the current system of debriefing to ensure staff are learning from operational incidents. | AM Training, Assets & Assurance | SM Operational Assurance | June 2020 | Update Feb 2020: Since the creation of an Operational Assurance Team in April 2019 staff engagement with the Service debrief process have gone from low single figures annually to over 30 debriefs to date this financial year. |
| 26 | 16 | The Service should assure itself that it has procedures in place to record important operational decisions made at incidents and that these procedures are well understood by staff. | Y | Review the current processes for the recording of important operational decisions and implement any improvement actions. Review the recording of these decisions through the debriefing system. | AM Training, Assets & Assurance | SM Training Development Manager | Sept 2020 | Update Feb 2020: The use of decision logs will be re-enforced during Incident Command Training. The new Operational Readiness Audits (OpeRAs) starting in March 2020, will include checks of officer's logbooks. Plans are being developed to incorporate checks of logbooks during operational debriefs. |

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|-----|-------------|---|------------------|--|---------------------------------|---|---------------------|--|
| 27 | 16, 17 | The service couldn't demonstrate how the Response Strategy is based on a thorough understanding of risk nor fully explain the operational planning assumptions. | N | Review the Response Strategy to ensure it is based on a thorough understanding of risk and operational planning assumptions. | AM Emergency Response | GM Emergency Response & Resilience Planning | April 2020 | Update Feb 2020: A renewed ER strategy is in development and will take cognisance of the issues noted in the report. |
| 28 | 17 | The Service is slow at adopting National Operational Guidance (NOG). | N | Ensure the Service has a clear and realistic timeline for the implementation of NOG. | AM Training, Assets & Assurance | SM Operational Assurance | June 2020 | Update Feb 2020: A new Watch Manager has been appointed and is developing an updated project plan The aim is to have a set of objectives and a project plan by the end of March 2020. |
| 29 | 17 | The service hasn't clearly communicated its response standards to the public. | N | Clearly communicate the Service's response standards to the public. | ACO Service Delivery | GM Emergency Response & Resilience Planning | April 2020 | Update Feb 2020: The response standards are included within the draft IRMP 2020 -23 which is being consulted with the public. A specific question is being asked on these standards as part of the consultation. |
| 30 | 17 | The response standards reported via the Service's website don't include call handling times. | N | Review if the response standards reported on the service website should include call handling times. | ACO Service Delivery | GM Emergency Response & Resilience Planning | June 2020 | Update Feb 2020: Call handling times are now published on the service web site (https://www.ddfire.gov.uk/control-calls) and are automatically updated on a daily basis. The Service will continue to develop these published statistics. |

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| 31 | 18 | Some supervisor-level commanders were unaware of or had only limited technical knowledge of, the command decision-making process. | N | Through training and an audit process ensure supervisor-level commanders have good technical knowledge of the command decision-making process. | AM Training, Assets & Assurance | SM Training Development Manager | Dec 2020 | Update Feb 2020: The OpeRAs starting in March 2020 have specific questions to check officer's awareness and understanding of the command decision making process. This process is covered in Incident Command Level 1 development days at STC. |
| 32 | 19 | The service should assure itself that staff read and understand operational learning. | N | Develop a process to give assurance that staff have read and understand published operational learning. | AM Training, Assets & Assurance | SM Operational Assurance | June 2020 | Update Feb 2020: A survey button has been added to the bottom of the latest news post and all subsequent news posts. We are working with IT and information services to explore the best ways of monitoring who has confirmed they understand the information. The OpeRA process includes questions on operational learning which will confirm if it has been understood. |

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|-------------------------------------|-------------|--|------------------|---|---------------------------------|---|---------------------|---|
| Responding to national risks | | | | | | | | |
| 33 | 20 | The Service needs to develop a better approach to identifying its highest risk sites. | N | Review the current process for identifying the highest risk sites and implement any recommended improvements. | AM Emergency Response | SM Emergency Response & Resilience Planning | Dec 2020 | Update Feb 2020: A project has commenced to review and amend as required the current process for identifying high risk sites. Progress will be reported monthly. |
| 34 | 20 | The service couldn't provide evidence of when it has last tested plans for incidents at high risk sites. | N | Include testing of plans at high risk sites within the Service exercise calendar, keeping appropriate records through the debrief system. | AM Training, Assets & Assurance | GM Assurance | Oct 2020 | Update Feb 2020: The Service exercise procedure is being reviewed to clarify expectations in this area. It will be published by April 2020 and exercising will be monitored through the Operational Assurance Group (OAG). |
| 35 | 20 | Some operational staff are not aware of plans for high risk sites. | N | Develop and deliver a communication plan to ensure all operational staff are aware of plans for high risk sites. | AM Emergency Response | GM Emergency Response & Resilience Planning | April 2020 | Update Feb 2020: The District Management Teams will be working with watches to ensure that their crews are aware of current plans for high risk sites and how to access these. Subsequently, quality assurance checks will be conducted by the respective District Management team. |
| 36 | 20 | Some operational staff are not aware of cross border risk information on MDTs. | N | Develop and deliver a communication plan to ensure all operational staff are aware of cross border risk information on MDTs. | AM Emergency Response | GM Emergency Response & Resilience Planning | April 2020 | Update Feb 2020: District Management teams are ensuring all crews are aware of cross-border risk information and that they can access this data via the MDT. |

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|-----|-------------|--|------------------|--|---------------------------------|-----------------|---------------------|--|
| 37 | 20 | The approach to exercising with neighbouring fire and rescue services has been ad-hoc. | N | Ensure a coordinated approach to cross-border exercising within the Service's exercise calendar. | AM Training, Assets & Assurance | GM Assurance | Oct 2020 | Update Feb 2020: The Service exercise procedure is being reviewed to clarify expectations in this area. It will be published by April 2020 and exercising will be monitored through the OAG. |

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| How efficient is the service at keeping people safe and secure? | | | | | | | | |
| Making best use of resources | | | | | | | | |
| 38 | 24 | The service needs to show a clear rationale for the resources allocated between prevention, protection and response activities. <i>(Page 10 of the report also highlights that information in the IRMP should be used to support this allocation of resources.)</i> | Y | Review the IRMP to ensure there is a clear rationale for the Service's allocation of resources to prevention, protection and response activity. | Head of Corporate Resources | Policy Support Officer | Oct 2020 | Update Feb 2020: The IRMP is currently being consulted with an expected publication date of 1 April 2020. |
| 39 | 24 | The service should ensure that it is reviewing, monitoring and evaluating all collaboration activity. | Y | Through the collaboration register ensure that all collaboration activity is regularly reviewed, monitored and evaluated. | Head of Corporate Resources | Policy Support Officer | Oct 2020 | Update Feb 2020: The collaboration register is reviewed through the Performance and Project Board. A new Collaboration strategy is being developed which will give clear guidance on monitoring and reviewing activity. |
| 40 | 24 | The service should ensure it has good business continuity arrangements in place that take account of all foreseeable threats and risks. It needs to review and test plans thoroughly. | Y | Through SMT ensure all business continuity plans are regularly reviewed. Through PSG ensure all plans are tested on a risk basis. | AM Training, Assets & Assurance | SM Assurance | Dec 2020 | Update Feb 2020: Business continuity plans are a standing agenda item at SMT with review of plans scheduled. A new framework for the testing of business continuity is being developed. |
| 41 | 25 | The service needs to ensure that it continues to monitor the use of Operational Cover | N | Review the use of Operational Cover Contracts including associated costs to ensure the approach is | AM Emergency Response | GM Emergency Response & Resilience Planning | July 2020 | Update Feb 2020: A review of current use of OCC has taken place to understand key areas of use over the current |

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|-----|-------------|---|------------------|---|---------------------------------|-------------------|---------------------|--|
| | | Contracts to ensure its continuing sustainability. | | fully understood and remains sustainable. | | | | financial year. Some areas account for reduced establishment levels and the honouring of annual leave periods during the Durham/ Spennymoor trials. Actions to reduce the use of OCC moving forward include the transferring into the Service of FF from other FRS and to host a W/T recruits course scheduled to commence Spring 2020. Work is also underway to facilitate new RDS personnel gaining risk critical competence prior to the summer annual leave period commencing 2020 which will help to reduce demand on RDS cover shifts. |
| 42 | 25 | Several of the Service's corporate documents are either missing, contain inaccurate information, or have passed their review dates. | N | Review all policies and procedures to ensure they are available and in date. | AM Community Risk Management | All Section Heads | July 2020 | Update Feb 2020: Task and finish group established to review document processes. Recommendations from this group due in February 2020. |
| 43 | 26 | The Service doesn't give training to managers who have business continuity responsibilities. | N | Review training for managers who have business continuity responsibilities and implement any recommendations. | AM Training, Assets & Assurance | SM Assurance | July 2020 | Update Feb 2020: A review of the staff who require training and the level of training is ongoing. |

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|--|-------------|---|------------------|--|-----------------------------|----------------------------|---------------------|---|
| Making the fire and rescue service affordable now and in the future | | | | | | | | |
| 44 | 27 | The technology of tablets is dated and unreliable and staff find them frustrating to use. | N | Ensure tablets used by staff are user friendly and support improved ways of working. | Head of Corporate Resources | ICT Infrastructure Manager | June 2020 | Update Feb 2020: New iPads have been piloted and a project is ongoing to roll these out across the Service. |

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|---|-------------|--|------------------|--|---------------------------------|------------------------------------|---------------------|---|
| How well does the service look after its people? | | | | | | | | |
| Promoting the right values and culture | | | | | | | | |
| 45 | 31 | The service should ensure that required actions arising from health and safety investigations happen on time and any identified learning is implemented. | Y | Review all previous health and safety investigations to ensure all actions have been completed. Implement a quality assurance process to ensure timely investigations and effective completion of any identified learning. | AM Training, Assets & Assurance | SM Assurance | July 2020 | Update Feb 2020: All previous health and safety investigations have been reviewed and the section are working with those responsible to complete all outstanding actions. A quality assurance process is being developed with the aim to implement by April 2020. |
| 46 | 32 | The Service doesn't always meet current procedure timelines to complete health and safety event investigations. | N | | | | | |
| 47 | 31 | Some staff had only limited awareness about the new trauma support service. | N | The service should continue to promote staff understanding of the trauma support service to embed it in the workplace. | Head of Workforce Development | HR Manager | July 2020 | Update Feb 2020: Further promotion of the Trauma Support Team (TST) will take place through the bulletin. It will also feature in a future comms brief outlining how the TST has progressed since implementation, including number / type of call outs. Discussions with TWFRS will take place to understand their comms plan. |
| 48 | 32 | The Service only collects limited information on staff survey respondents, which makes understanding the results and | N | Collect more detailed information on respondents to the staff survey to allow more targeted improvements. | Head of Workforce Development | Organisational Development Manager | Oct 2020 | Update Feb 2020: Consideration will be given to measuring staff survey results by role type, area of work or leadership banding. We will look to prioritise the leadership learning |

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|-----|-------------|---|------------------|---|---------------------|-------------------------------|---------------------|--|
| | | implementing targeted improvements more difficult. | | | | | | curriculum as per survey results. |
| 49 | 33 | Some staff perceive that the Service treats those who sign resilience contracts more favourably than those who don't. | N | Continue to take steps to reassure staff that those who don't sign a resilience contract are not put at a disadvantage. | ACO Service Support | Head of Workforce Development | July 2020 | Update Feb 2020: Further explanation of the requirements for FRA to have effective business continuity arrangements in place in accordance with the Civil Contingencies Act 2004 and the FRS National Framework will be given during the next round of station visits. |

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|---|-------------|--|------------------|---|-------------------------------|------------------------------------|---------------------|--|
| Getting the right people with the right skills | | | | | | | | |
| 50 | 33 | The service should ensure the effectiveness of its workforce planning to enable it to meet operational and organisational needs. | Y | Review the content of the workforce plan to ensure it takes account of the required staffing numbers and skills across the whole service. | Head of Workforce Development | Head of Workforce Development | May 2020 | Update Feb 2020: A review of the Strategic Workforce Plan will take place. Analysis and forecasting of retirement profiles and skills gaps will continue to ensure effective workforce planning is in place. Recruitment plans for the next 24 months including 'initial route to competence' have been developed and will be regularly monitored to ensure accuracy is maintained. |
| Ensuring fairness and promoting diversity | | | | | | | | |
| 51 | 35 | The service should assure itself that staff are confident using its feedback mechanisms. | Y | Engage with staff to identify the underlying reasons for these concerns. | | | | Update Feb 2020: The current grievance procedure will be reviewed to ensure it remains fit for purpose. HR will undertake further promotional work to understand any issues and offer support to staff. Discussions with Durham University will take place to ascertain the appropriate question sets to include in the next survey to address confidence and perceptions of fairness and confidentiality. |
| 52 | 35 | The service should assure itself that it has effective grievance procedures which staff are confident in using. | Y | Measure these areas during the staff survey. Take action following the findings of this engagement. | ACO Service Support | Organisational Development Manager | Dec 2020 | |

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| 53 | 35 | The service should improve understanding of positive action among staff. | Y | Engage with staff to review their understanding of positive action and implement any actions required to improve this understanding. | ACO Service Support | HR Manager | Dec 2020 | Update Feb 2020: A positive action strategy will be developed to provide clarity and improve understanding as well as the action to be taken. We will consider publishing clean recruitment data following a recruitment campaign i.e. how many applicants, broken down by all protected characteristics at all stages of a process. |
| 54 | 35 | The service needs to ensure its staff understand how the survey is developed to prevent misunderstanding of the questions. | N | Develop and deliver a communication plan for the staff survey, so staff understand the reasons for the survey and how the questions have been designed. | ACO Service Support | Communications Manager | June 2020 | Update Feb 2020: A communications plan will be developed prior to the release of the next survey. |

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|--|-------------|--|------------------|---|-------------------------------|------------------------------------|---------------------|--|
| Managing performance and developing leaders | | | | | | | | |
| 55 | 37 | The service should ensure its selection, development and promotion of staff is open, accessible and fair. | Y | The service should ensure it follows a promotion policy that details all aspects of the promotion process to ensure fairness, consistency and openness. | Head of Workforce Development | HR Manager | April 2020 | Update Feb 2020: The new uniformed promotion procedure has been implemented. Work is ongoing to review the application, sift and feedback elements to ensure consistency. In the recent AM process an audit form was developed to track each stage of the process to ensure adherence and will be used in future processes. |
| 56 | 37 | The service should put in place an effective process to identify, develop and support high potential staff and aspiring leaders. | Y | Although the Service has a process to identify, develop and support staff with high potential to be senior leaders in the future, uptake is low. Review the current process then engage with staff to increase participation with this process. | Head of Workforce Development | Organisational Development Manager | July 2020 | Update Feb 2020: A leadership framework, route to competence and leadership learning log is being developed aligned to supportive leadership and our values and behaviours. Engagement with staff will take place via the bulletin, line managers and appraisal process to ensure they are made aware of opportunities for development through a second cohort of fast track candidates during 2020 to ensure high potential staff are identified and receive appropriate levels of development. |

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| 57 | 37 | Some staff do not understand what the new appraisals system is trying to achieve, and some managers do not know how to conduct an effective appraisal. | N | Explain to staff what the new appraisals system is trying to achieve and consider further training to maximise the effectiveness of the new appraisals system. | Head of Workforce Development | Organisational Development Manager | October 2020 | <p>Update Feb 2020: A guide to performance excellence will be published. Analysis and observation of current skills will be conducted to develop interventions to assist staff to conduct effective appraisals. The key principles of the appraisal process will be delivered at the Leadership Forum. Mid-year reviews will be used to evaluate the learning impact.</p> |