

Action No.	HMI No.	AFI	Issue to be addressed	Action	SLT Lead	Lead Officer	Target date	Complete	Comments for PPB
1	1.1	Yes	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.	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	Oct-20	Ongoing	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. Update Sept 2020: A Community Risk Profile was produced and published on Service website. The current version is being reviewed in light of the work done on Service risks for the Degradation Plan, Station and District Profiles.
2	1.1	Yes	The Service should ensure its firefighters have good access to relevant and up-to-date site-specific risk information.	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	Mar-21	Ongoing	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. Update Sept 2020: A new process has been developed using the new Nintex electronic app for tablets. Testing of the new workflow is now in place with selected crews working with the new iPads and Nintex software to ensure that the system is performing as expected prior to wider launch. To allow for widespread testing and elimination of software issues as well as enabling the new system and process to be fully embedded and evaluated target date adjusted from December 2020 to March 2021.
3	1.1	No	Strategy documents do not cover all areas of the organisation. And some managers had no, or only limited, knowledge of these strategies.	Produce strategy documents covering the whole of the organisation. Once produced develop a communications plan so staff are aware of these strategies and how they impact on them.	Head of Corporate Resources	Communications Manager	Aug-20	Yes	Update Feb 2020: Strategies are being developed by Heads of Service with an expected publication date of 1 April 2020. Update Aug 2020: Action was delayed due to Coronavirus. Target date adjusted from April to August 2020 to allow for SLT ratification. Strategies now agreed by SLT.
4	1.1	No	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.	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	Dec-20	Ongoing	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. Update Sept 2020: A move from 5 district plans to 15 station plans has been agreed and a draft plan developed for Darlington station. Information Services are refreshing the station level data for inclusion and deadlines set for the completion of station plans is October to allow for final sign off and dissemination of the new plans. Target date adjusted from July to December 2020.
5	1.2	Yes	The Service should ensure staff have received appropriate training of all the issues covered during a safe and well visit.	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	Dec-20	Ongoing	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 (SWV) visits will commence in the reporting year 2020/21. Update Sept 2020: A training plan has been developed but delivery of the training to staff has been delayed due to coronavirus restrictions. Target date adjusted from June to December 2020. Guidance notes have been produced for use by crews and the training will also include awareness of the new Community Safety Strategy (Action 7) and guidance for when to give wellbeing advice during a SWV (Action 9). Training has now commenced and is planned to be complete by December. A record of all training delivered is being maintained.
6	1.2	Yes	The Service should evaluate all its prevention work, so it understands the benefits better.	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	Dec-20	Ongoing	Update Feb 2020: Plans for this action are being scoped. Update Sept 2020: A prevention evaluation framework has been introduced with three levels of evaluation based on the scope, cost and risks associated with community safety initiatives. A number of activities have been evaluated for their effectiveness and these will be added to as and when community safety initiatives are completed. A level 2 evaluation is being scoped by the CS manager in relation to partner referrals and prevention activities. Engagement with partners to support the process is ongoing but due to the impact of coronavirus on some organisations, this evaluation may take until December to complete. Target date adjusted from September to December 2020.
7	1.2	No	Some staff did not have a good awareness of the priorities for prevention work set out in the Prevention Strategy.	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	Dec-20	Ongoing	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. Update Sept 2020: The pyramid targeting approach was explained on the information bulletin issue 178. The new Service strategies have now been approved and the new Community Safety (Prevention) Strategy and the pyramid targeting approach will be included in the training package delivered to watches by the CROs (see Action 5). This training has now commenced and is planned to be complete by December. Target date adjusted to Dec 2020 to align with action 5.

8	1.2	No	Data shows the Service is below the England rate for safe and well visits to elderly persons and persons with a disability.	Revalidate that the Service is comfortable with the approach to targeting vulnerable persons.	AM Community Risk Management	Information Services Manager	Dec-20	Ongoing	<p>Update Feb 2020: A national paper (expected around April/May 2020) should inform this decision around targeting vulnerable people.</p> <p>Update Sept 2020: The Service uses a range of data sets to identify people who are at risk from fire, elderly persons and persons with a disability are two of those factors, however we are comfortable that the broader range of data that the service uses provides a more comprehensive approach to risk stratification. The review, preparation and production of the data for the new high risk property tool is now complete and is available for crews to use. On 30 September 2020, the NFCC published its draft document which set out the new 'Person centred approach to home fire safety visits', which recognises within its risk stratification section, the broader range of characteristics which FRS use to identify those at risk from fire. This broader range is more aligned to CDDFRS approach, however we will review our data sets against the NFCC 'person centred approach' to identify any improvements in our risk tools. Target date adjusted from September to December 2020.</p>
9	1.2	No	Guidance for when to give wellbeing advice during a safe and well visit is vague.	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	Dec-20	Ongoing	<p>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.</p> <p>Update Sept 2020 A training plan has been developed but delivery of the training to staff has been delayed due to coronavirus restrictions. Target date adjusted from June to December 2020. Guidance notes have been produced for use by crews and the training will also include guidance on safe and wellbeing visits (Action 5), awareness of the new Community Safety Strategy (Action 7) and guidance for when to give wellbeing advice during a SWV (Action 9). Training has now commenced and is planned to be complete by December. A record of all training delivered is being maintained.</p>
10	1.2	No	The Service should ensure it has an effective quality assurance process for its safe and well visits.	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	Dec-20	Ongoing	<p>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</p> <p>Update Sept 2020: The new quality assurance process is detailed in a CRM practice note under the ISO 9001 quality standard. Part of this quality assurance process involves the Community Risk Officers delivering best practise support and training visits with ER crews three time each year, the first of these will be incorporated into the delivery of training between October and December 2020 (See Action 5, 7 & 9). Target date adjusted from June to December 2020.</p>
11	1.2	No	The Arson Reduction Team has no specific objectives.	Consider producing specific objectives for the Arson Reduction Team.	AM Community Risk Management	Fire Investigation & Arson Manager	Aug-20	Yes	<p>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.</p> <p>Update Aug 2020: The development of the strategies was delayed due to coronavirus with the target date adjusted from April to August 2020. The Arson Reduction Team now have specific objectives which are detailed in the Arson and Deliberate Fires delivery plan. This plan supports the wider Community Safety strategy which is now approved and the Arson Reduction Team are currently working in line with the deliberate fire reduction plan objectives agreed in the CS strategy.</p>
12	1.2	No	The Service does not have a clear policy for its approach to road safety, including evaluation of activities.	Produce a clear policy for the Service's approach to road safety, including evaluation of activities.	AM Community Risk Management	GM Community Risk Management	Dec-20	Ongoing	<p>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.</p> <p>Update Sept 2020: A draft policy has been written setting out the Service's commitment to supporting partners in the delivery of road safety activities across the service area, aligned to the County Durham and Darlington Road Safety Strategy. It is currently being finalised prior to submission to SMT. Target date adjusted from September to December 2020 to allow for broader consultation, amendments and approval by SMT.</p>
13	1.3	Yes	The Service should ensure operational staff are trained to carry out fire safety audits competently.	Review fire safety training for operational staff against national guidance.	AM Community Risk Management	SM Business Fire Safety	Jun-20	Yes	<p>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.</p> <p>Update May 2020: Compliance with the revised NFCC Competency Framework for Business Fire Safety Regulators is included in the Business Fire Safety strategy 2020/21 – 2022/23 and includes training at all levels for staff to demonstrate compliance against the framework. A programme of training to formally qualify operational staff across the Service has commenced. 34 operational staff are qualified to either L3 or L4 certificate to conduct audits, which will increase to 77 by April 2021, with further courses ongoing or planned. All new wholtime firefighter trainees and apprentices will be qualified to a L3 certificate and the L3 qualification has been integrated into Crew Manager development.</p>
14	1.3	Yes	The Service should ensure it has an effective quality assurance process for its audit process.	Review the quality assurance process for fire safety audits to ensure it is effective and robust.	AM Community Risk Management	SM Business Fire Safety	Dec-20	Ongoing	<p>Update Feb 2020: ISO practice note to be reviewed and published.</p> <p>Update Sept 2020: The ISO practice note is currently being reviewed to take into account of new business fire safety management indicators which were introduced as part of this process. The BFS Manager is also attending a regional BFS meeting on 7/10/2020 and will be requesting a regional collaborative approach to quality assurance for BFS which will include a peer review of enforcement action taken to ensure compliance with our enforcement practise note and the correct balance is taken between informal and formal action and a consistent approach across the NE region. If this is agreed it will be written into the BFS practise note and adopted as part of the quality assurance process and evaluation of enforcement action. Target date adjusted from September to December 2020 to allow this work to progress.</p>

15	1.3	Yes	The Service should ensure that Business Fire Safety staff have the capacity and skill to use the full range of its available enforcement powers.	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	Sep-20	Yes	<p>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.</p> <p>Update Sept 2020: Compliance with the revised NFCC Competency Framework for Fire Safety Regulators is included in the new Business Fire Safety strategy and this requires a L4 diploma to take enforcement action. The Business Fire Safety Team have four officers qualified to Level 4 Diploma which ensures that the full range of enforcement powers can be used. To further enhance this capability a further two officers will complete their qualification by December 2020. The Service Level Agreement with the Service's legal advisor also includes annual legal training for the team.</p>
16	1.3	Yes	The Service should ensure it works proactively with local businesses to support compliance with fire safety regulations.	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-20	Ongoing	<p>Update Feb 2020: Plans being developed to reinstate the Business Liaison Group during 2020.</p> <p>Update Sept 2020: Engagement with businesses is included in the new Business Fire Safety strategy. Also, the Fire Safety Enforcement Policy Statement has been updated and written to ensure a consistent approach to enforcement and engagement with businesses, this will be published on the Service website. Coronavirus has delayed the re-implementation of the Business Liaison Forum, however, a webinar with the Durham Branch of the Federation of Small Businesses was well attended on the 30th July and a regional Fire Safety Presentation by all of the regional FS managers was published on the internet and through the Federation of Small Businesses in July.</p>
17	1.3	No	The information used to identify high-risk buildings for fire safety audits is limited.	Review the process for identification of high-risk buildings for driving Business Fire Safety activity.	AM Community Risk Management	SM Business Fire Safety	Dec-20	Ongoing	<p>Update Feb 2020: Outcomes from NFCC risk based inspection programme to be reviewed to establish national best practice.</p> <p>Update Sept 2020: BFS audit re-inspections are driven by the data in the CFRMIS database. A company has been employed to cleanse the data held in the CFRMIS database and the Service is exploring opportunities to update the premises records using address base data to ensure all business details we hold are current.</p>
18	1.3	No	Protection staff aren't confident that the risk-based inspection programme includes all the buildings that fall under the legislative requirements for inspection.	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-20	Ongoing	<p>Update Feb 2020: Currently scoping the future impact of this action and CDDFRS way forward to identify new and existing premises.</p> <p>Update Sept 2020: BFS audit re-inspections are driven by the data in the CFRMIS database. A company has been employed to cleanse the data held in the CFRMIS database and the Service is exploring opportunities to update the premises records using address base data to ensure all business details we hold are current.</p>
19	1.3	No	The limited amount of specialist protection skills within the service means that there are times when no specialist is working.	Review the out of hours provision of qualified Business Fire Safety Officers.	DCFO Service Delivery	SM Business Fire Safety	Nov-20	Ongoing	<p>Update Feb 2020: The availability of specialist skills are currently being reviewed.</p> <p>Update Sept 2020: A new structure for the central Business Fire Safety Team is in the process of being implemented, this includes an out of hours rota for green book BFS staff to compliment the BFS FDOs and ensure that the Service has qualified BFS staff on call 24/7. This should be implemented in Oct 2020 and the current recall to duty system will no longer be relied upon. Target date adjusted from September to November 2020.</p>
20	1.3	No	Only few satisfaction surveys for business fire safety audits are returned.	Investigate opportunities to increase the return of satisfaction surveys for business fire safety audits.	AM Community Risk Management	SM Business Fire Safety	Sep-20	Yes	<p>Update Feb 2020: New ways to improve evaluation being developed. These will include electronic surveys following audits.</p> <p>Update Sept 2020: An electronic satisfaction survey has been developed which will also allow for results to be automatically compiled without manual input or interrogation. Businesses who receive an inspection now receive an email (and a follow up email) with a link to complete the survey. Those who do not complete it will receive further follow ups to encourage an increased response.</p>
21	1.3	No	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.	Evaluate the Service's approach to taking enforcement action to ensure the current balance between informal and formal actions is achieving fire safety compliance.	DCFO Service Delivery	SM Business Fire Safety	Apr-21	Ongoing	<p>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.</p> <p>Update Sept 2020: An updated Fire Safety Enforcement Policy Statement has been written to ensure a consistent approach to enforcement. The BFS Manager is discussing a regional collaborative approach to quality assurance for BFS which will include a peer review of enforcement action taken to ensure compliance with our enforcement practise note and the correct balance is taken between informal and formal action and a consistent approach across the NE region. If this is agreed it will be written into the BFS practise note and adopted as part of the evaluation of enforcement action. A year end evaluation will also be conducted internally on the RBIP and enforcement action taken. Target date adjusted from September 2020 to April 2021 to allow this year end evaluation to be completed.</p>
22	1.3	No	It hasn't yet been possible to formally assess whether this new approach is reducing attendance at false alarms.	Evaluate if the new approach to reducing attendance at false alarms is working.	DCFO Service Delivery	SM Business Fire Safety	Apr-20	Yes	<p>Update Feb 2020: End of the trial for the unwanted fire signal is April 2020. Evaluation will occur at the end of the trial.</p> <p>Update April 2020: An evaluation paper was presented to Combined Fire Authority on 17th March. This paper was accepted and the decision taken to implement the cost recovery process for repeated UwFS in premises that the FSO applies to, on a permanent basis from 1 April 2020.</p>

23	1.3	No	The Service has chosen not to engage with any Prime Authority Schemes.	Clarify the Service's approach to Primary Authority schemes.	DCFO Service Delivery	SM Business Fire Safety	Aug-20	Yes	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. Update Aug 2020: Target date adjusted from April to August 2020 due to coronavirus. The BFS strategy has been approved by SLT and the Service's approach to PAS is clarified in the document.
24	1.4	Yes	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.	Develop a degradation plan for aligning resources to risk, during periods of low fire engine availability.	AM Emergency Response	SM Emergency Response & Resilience Planning	May-20	Yes	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. Update May 2020: This action was delayed due to Coronavirus with the target date adjusted from April to May 2020. The final draft of the degradation plan presented and approved at SLT on 21 May 2020.
25	1.4	Yes	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.	Review the current system of debriefing to ensure staff are learning from operational incidents.	AM Assets & Assurance	SM Operational Assurance	Jun-20	Yes	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. Update April 2020: The debrief process has improved and is functioning at all levels 1 - 3. Between Jan - April 2020, there was a level 1 debrief at 86% of all incidents. This compares to 43% in 2018. In this same time period Jan - April 2020, there were 8 level 2 and 3 debriefs. These debriefs have contributed to 71 new learning items in 2020 and 22 Organisational Learning Posts, taking the total to 114. Additionally these debriefs have led to 2 submissions to NOL and 2 submissions to JOL. The OAG will continue to monitor debriefing as part of business as usual.
26	1.4	Yes	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.	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 Assets & Assurance	SM Training Development Manager	Mar-21	Ongoing	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. Update Sept 2020: The OpeRAs were delayed due to Coronavirus. They have now been rescheduled with the first OpeRA delivered in June 2020. Initial OpeRAs have indicated mixed results of Officer's use of their decision log. The importance of the log will be reinforced with staff and the Operational Assurance Group have instigated themed inspections as part of the incident monitoring process. Target date adjusted from September 2020 to March 2021.
27	1.4	No	The service couldn't demonstrate how the Response Strategy is based on a thorough understanding of risk nor fully explain the operational planning assumptions.	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	Aug-20	Yes	Update Feb 2020: A renewed ER strategy is in development and will take cognisance of the issues noted in the report. Update Aug 2020: The action was delayed due to Coronavirus with the target date adjusted from April to August 2020. The revised Emergency Response Strategy 2020-23 has been signed off at SLT. The strategy links directly to the community risk plan and IRMP ensuring that it delivers actions based on understanding of risk and planning assumptions. The Strategy's actions include conducting a review of the current response standards and a study of position and disposition of appliances and equipment further cementing the Service's understanding of risk and operational planning.
28	1.4	No	The Service is slow at adopting National Operational Guidance (NOG).	Ensure the Service has a clear and realistic timeline for the implementation of NOG.	AM Assets & Assurance	SM Operational Assurance	Jun-20	Yes	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. Update June 2020 A project plan has been developed with four work packages with the timescales for implementation being April 2021. During the Coronavirus lockdown period crews have been tasked with work to accelerate the implementation of NOG product packs. This timeline will be monitored by the NOG Board and PPB.
29	1.4	No	The service hasn't clearly communicated its response standards to the public.	Clearly communicate the Service's response standards to the public.	DCFO Service Delivery	GM Emergency Response & Resilience Planning	Apr-20	Yes	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. Update April 2020: The response from the public consultation on response standards has indicated that 53% of respondents are in favour of a response standard review. A review of response standards will take place in year 1 of the new ER Strategy. The Service website has been updated to clearly indicate the current response standards.
30	1.4	No	The response standards reported via the Service's website don't include call handling times.	Review if the response standards reported on the service website should include call handling times.	DCFO Service Delivery	GM Emergency Response & Resilience Planning	Jun-20	Yes	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. Update May 2020 Call handling times are now published on the Service website and updated regularly.

31	1.4	No	Some supervisor-level commanders were unaware of or had only limited technical knowledge of, the command decision-making process.	Through training and an audit process ensure supervisor-level commanders have good technical knowledge of the command decision-making process.	AM Assets & Assurance	SM Training Development Manager	Dec-20	Ongoing	<p>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.</p> <p>Update Sept 2020: The OpeRAs were delayed due to Coronavirus. They have now been rescheduled with the first OpeRA delivered in June 2020. Initial OpeRAs have indicated mixed results of supervisor's knowledge of the command decision making process. The importance of the process will be reinforced with staff and the Operational Assurance Group have instigated themed inspections as part of the incident monitoring process.</p>
32	1.4	No	The service should assure itself that staff read and understand operational learning.	Develop a process to give assurance that staff have read and understand published operational learning.	AM Assets & Assurance	SM Operational Assurance	Oct-20	Ongoing	<p>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.</p> <p>Update Sept 2020 The Ops Assurance Team are working with ICT and Information Services to explore ways that the confirmation of understanding button can be tracked against all operational personnel. Readership of posts has increased hugely since the introduction of the recording mechanism. During OpeRAs over 90% of staff are aware of recent organisational learning posts. Due to Coronavirus the ICT section haven't had the capacity to complete this piece of work. Target date was adjusted from June to Oct 2020.</p>
33	1.5	No	The Service needs to develop a better approach to identifying its highest risk sites.	Review the current process for identifying the highest risk sites and implement any recommended improvements.	AM Emergency Response	SM Emergency Response & Resilience Planning	Mar-21	Ongoing	<p>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.</p> <p>Update Sept 2020: This action is directly linked to action 2 which will allow for a more efficient and standardised method for gathering information on risks within the service area. The workflow section of the new process will help to ensure improved quality assurance of data captured. Further work to align risk information gathering with business fire safety and information services data is being explored. Partnership sharing of information via the IRIS system (led by Health and Safety Executive and local authorities) was scheduled to be complete April 2020 but has experienced delays due to coronavirus which will give the service access to locations of workplaces at higher risk from fire. Testing of the new workflow is now in place with selected crews working with the new iPads and Nintex software to ensure that the system is performing as expected prior to wider launch. To allow for the completion of IRIS information sharing and widespread testing and elimination of software issues as well as enabling the new system and process to be fully embedded and evaluated the target date has been adjusted from December 2020 to March 2021.</p>
34	1.5	No	The service couldn't provide evidence of when it has last tested plans for incidents at high risk sites.	Include testing of plans at high risk sites within the Service exercise calendar, keeping appropriate records through the debrief system.	AM Assets & Assurance	GM Assurance	Oct-20	Yes	<p>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).</p> <p>Update Sept 2020 The publication was delayed due to Coronavirus. The new Tactical Exercise Policy was published in August 2020 and will be monitored through the Operational Assurance Group (OAG).</p>
35	1.5	No	Some operational staff are not aware of plans for high risk sites.	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	Apr-20	Yes	<p>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.</p> <p>Update April 2020: The communication plan has been delivered. This included Organisational Learning post 111 'Accessing risk information on the MDT' published on SharePoint for all personnel to view. Knowledge and understanding of this will be assessed during the 2020 Service Operational Readiness Audits.</p>
36	1.5	No	Some operational staff are not aware of cross border risk information on MDTs.	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	Apr-20	Yes	<p>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.</p> <p>Update April 2020 The communication plan has been delivered. This included Organisational Learning post 111 'Accessing risk information on the MDT' published on SharePoint for all personnel to view. Knowledge and understanding of this will be assessed during the 2020 Service Operational Readiness Audits.</p>
37	1.5	No	The approach to exercising with neighbouring fire and rescue services has been ad-hoc.	Ensure a coordinated approach to cross-border exercising within the Service's exercise calendar.	AM Assets & Assurance	GM Assurance	Oct-20	Yes	<p>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.</p> <p>Update Sept 2020: The publication was delayed due to Coronavirus. The new Tactical Exercise Policy was published in August 2020 and will be monitored through the Operational Assurance Group (OAG).</p>

38	2.1	Yes	The service needs to show a clear rationale for the resources allocated between prevention, protection and response activities. (Page 10 of the report also highlights that information in the IRMP should be used to support this allocation of resources.)	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-20	Ongoing	<p>Update Feb 2020: The IRMP is currently being consulted with an expected publication date of 1 April 2020.</p> <p>Update Sept 2020: The Service published the IRMP for 2020-2023 following an extensive review of the Service area risks, response data and resources, and in line with the Community Risk Profile. We carried out a consultation on the IRMP Year One proposals in Dec-Feb 2020/21. An interim review took place in July 2020 to ensure that the document was aligned with the Service's latest strategic plans and an amended version was then published. A Year 2 consultation will take place in early 2021.</p>
39	2.1	Yes	The service should ensure that it is reviewing, monitoring and evaluating all collaboration activity.	Through the collaboration register ensure that all collaboration activity is regularly reviewed, monitored and evaluated.	Head of Corporate Resources	Policy Support Officer	Oct-20	Ongoing	<p>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.</p> <p>Update Sept 2020: The Service has reviewed and updated its collaboration register and continues to do so on a regular basis. Responsibility for this sits with the Performance and Programme Board and the register is a standing item on its monthly agenda. Feedback from the Board is also provided on collaboration through to the Senior Leadership Team.</p>
40	2.1	Yes	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.	Through SMT ensure all business continuity plans are regularly reviewed. Through PSG ensure all plans are tested on a risk basis.	AM Assets & Assurance	SM Assurance	Dec-20	Ongoing	<p>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.</p> <p>Update Sept 2020 Business continuity has been focused on the Coronavirus pandemic. Learning from two debriefs will be used to inform business continuity arrangements. The business continuity disruption reporting form has been revised to collect more in depth information, including the ability to record remedial actions and lessons learned to prevent future occurrences which should identify trends and inform future testing. A new Business Continuity Officer post has been agreed in the restructure which will further support this area of work.</p>
41	2.1	No	The service needs to ensure that it continues to monitor the use of Operational Cover Contracts to ensure its continuing sustainability	Review the use of Operational Cover Contracts including associated costs to ensure the approach is fully understood and remains sustainable.	AM Emergency Response	GM Emergency Response & Resilience Planning	Jul-20	Yes	<p>Update Feb 2020: A review of current use of OCC has taken place to understand key areas of use over the current 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.</p> <p>Update Sept 2020: Following the publication and implementation of the degradation plan in March 2020, a daily restriction of three OCCs has been set. A monitoring RAG rating and reporting mechanism into SLT has been established to manage OCC spend within tolerance limits. Where there is a requirement for further personnel the degradation plan will be utilised to ensure that appropriate emergency response cover is met. Workforce Development meetings monitor staffing levels on a monthly basis including forecasting of retirement levels and staff both joining and leaving the service. Further work has been conducted in relation to establishment and ridership levels and will be considered longer term.</p>
42	2.1	No	Several of the Service's corporate documents are either missing, contain inaccurate information, or have passed their review dates.	Review all policies and procedures to ensure they are available and in date.	AM Emergency Response	All Section Heads	Mar-21	Ongoing	<p>Update Feb 2020: Task and finish group established to review document processes. Recommendations from this group due in February 2020.</p> <p>Update Sept 2020: Currency of service orders is at 76% and work is ongoing to increase this to 100%. Target date adjusted to Mar 2021 to allow completion of this work.</p>
43	2.1	No	The Service doesn't give training to managers who have business continuity responsibilities.	Review training for managers who have business continuity responsibilities and implement any recommendations.	AM Assets & Assurance	SM Assurance	Dec-20	Ongoing	<p>Update Feb 2020: A review of the staff who require training and the level of training is ongoing.</p> <p>Update Sept 2020 A framework has been developed for the levels of training required for all managers. Training from the Emergency planning College for managers is booked for October 2020. A LearnPro package is in development as an introduction module for all staff. Training for managers with business continuity responsibility is being scoped. Target date adjusted from July to December 2020 to allow the LearnPro to be developed and rolled out to all staff.</p>
44	2.2	No	The technology of tablets is dated and unreliable and staff find them frustrating to use.	Ensure tablets used by staff are user friendly and support improved ways of working.	Head of Corporate Resources	ICT Infrastructure Manager	Oct-20	Ongoing	<p>Update Feb 2020: New iPads have been piloted and a project is ongoing to roll these out across the Service.</p> <p>Update Sept 2020: iPads have been deployed to all stations and old tablets have been retired. To allow evaluation of the rollout of the iPads the target date adjusted from June to Oct 2020.</p>

45	3.1	Yes	The service should ensure that required actions arising from health and safety investigations happen on time and any identified learning is implemented.	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 Assets & Assurance	SM Assurance	Jul-20	Yes	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. Update July 2020 All investigations are now quality assured. A performance indicator, introduced in April 2020, has been developed to monitor performance against this action. The Assets team have put processes in place to ensure this is achieved. The last two months have reported zero occurrences for this indicator and it will be continue to be monitored by PPB.
46	3.1	No	The Service doesn't always meet current procedure timelines to complete health and safety event investigations.	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 Assets & Assurance	SM Assurance	Jul-20	Yes	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. Update July 2020: All investigations are now quality assured. A performance indicator, introduced in April 2020, has been developed to monitor performance against this action. The Assets team have put processes in place to ensure this is achieved. The last two months have reported zero occurrences for this indicator and it will be continue to be monitored by PPB.
47	3.1	No	Some staff had only limited awareness about the new trauma support service.	The service should continue to promote staff understanding of the trauma support service to embed it in the workplace.	Head of People and Organisational Development	HR Manager	Jul-20	Yes	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. Update July 2020: The TST has been further advertised and teams are engaging with the process where appropriate. TST lead role appointed to and is in contact with Tyne & Wear FRS lead to progress and further develop requirements of the team.
48	3.1	No	The Service only collects limited information on staff survey respondents, which makes understanding the results and implementing targeted improvements more difficult.	Collect more detailed information on respondents to the staff survey to allow more targeted improvements.	Head of People and Organisational Development	Organisational Development Manager	Jul-21	Ongoing	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 curriculum as per survey results. Update Sept 2020: Due to Coronavirus the next staff survey has been delayed until April 2021 with the results due to be reported in July 2021. Therefore the target date was adjusted from October 2020 to July 2021. Demographics of the those employees completing the survey will be developed with a view to capturing more information to allow more targeted improvements.
49	3.1	No	Some staff perceive that the Service treats those who sign resilience contracts more favourably than those who don't.	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 People and Organisational Development	Mar-21	Ongoing	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. Update Sept 2020: Station visits were delayed due to Coronavirus with the target date adjusted from July 2020 to March 2021.
50	3.2	Yes	The service should ensure the effectiveness of its workforce planning to enable it to meet operational and organisational needs.	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 People and Organisational Development	Head of People and Organisational Development	Oct-20	Ongoing	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. Update Sept 2020 Target date adjusted from May to Oct 2020 due to coronavirus. Although a significant amount of work has already been undertaken to update our ridership factor and plan our operational recruitment needs over the next 24 months, it is recognised that further work is required to improve our overall workforce planning techniques and resources to manage short, medium and longer-term Service requirements at an early stage. The Workforce Plan is currently being drafted. Our Degradation plan demonstrates operational response planning and is currently in use.
51	3.3	Yes	The service should assure itself that staff are confident using its feedback mechanisms.	Engage with staff to identify the underlying reasons for these concerns. Measure these areas during the staff survey. Take action following the findings of this engagement.	ACO Service Support	Organisational Development Manager	Jul-21	Ongoing	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. Update Sept 2020: The service has reviewed its grievance procedure and renamed this as Fairness at Work Procedure. The number of grievances submitted has increased over the past year which demonstrates confidence in our processes. This will be measured on the next Culture Survey. Due to the delay to the staff survey the target date has been adjusted from December 2020 to July 2021.

52	3.3	Yes	The service should assure itself that it has effective grievance procedures which staff are confident in using.	Engage with staff to identify the underlying reasons for these concerns. Measure these areas during the staff survey. Take action following the findings of this engagement.	ACO Service Support	Organisational Development Manager	Jul-21	Ongoing	<p>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.</p> <p>Update Sept 2020: The service has reviewed its grievance procedure and renamed this as Fairness at Work Procedure. The number of grievances submitted has increased over the past year which demonstrates confidence in our processes. This will be measured on the next Culture Survey therefore target date adjusted from December 2020 to July 2021.</p>
53	3.3	Yes	The service should improve understanding of positive action among staff.	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-20	Ongoing	<p>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.</p> <p>Update Sept 2020: A presentation is currently being developed for delivery to all staff around positive action and positive discrimination. Delivery will be completed by the People Business Partners once recruited and in role.</p>
54	3.3	No	The service needs to ensure its staff understand how the survey is developed to prevent misunderstanding of the questions.	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	Apr-21	Ongoing	<p>Update Feb 2020: A communications plan will be developed prior to the release of the next survey.</p> <p>Update Sept 2020: Due to Coronavirus the next staff survey has been delayed until April 2021 with the results due to be reported in July 2021. Initial discussions about the work required has already taken place with the University. Target date adjusted to April 2021.</p>
55	3.4	Yes	The service should ensure its selection, development and promotion of staff is open, accessible and fair.	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 People and Organisational Development	HR Manager	Sep-20	Yes	<p>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.</p> <p>Update Sept 2020: The target date was adjusted from April to September 2020 to allow completion and review of this piece of work. The Procedure is in place and all recruitment processes are in line with this.</p>
56	3.4	Yes	The service should put in place an effective process to identify, develop and support high potential staff and aspiring leaders.	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 People and Organisational Development	Organisational Development Manager	Jan-21	Ongoing	<p>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.</p> <p>Update Sept 2020: The first fast track program and succession planning process is almost at its 12 month point with a similar process being advertised in the coming months for 2020/21. The FRANSys system is being re-designed to encompass talent management. The service have a 3 year talent strategy outlined to ensure improvement in this area. Target date was adjusted from July 2020 to Jan 2021.</p>
57	3.4	No	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.	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 People and Organisational Development	Organisational Development Manager	Oct-20	Ongoing	<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> <p>Update Sept 2020: The guide to performance has been agreed and will form the basis of how the new appraisal process will work. Appraisal training for managers is currently being rolled out over September / October. Follow up sessions will be delivered by the people BPs once recruited and in role.</p>