

**Tyne and Wear Fire
and Rescue Service**



**SERVICE ANNUAL
OPERATING PLAN
2023- 2024**



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FOREWORD

Our commitment to continuous improvement in Tyne and Wear Fire and Rescue Service has helped us evolve the way we approach strategic planning, to enable the most effective and efficient delivery of our services, provision of a first class emergency response, and sharp focus on prevention and protection and importantly, ensure we continue to look after our staff.

This new Service Annual Operating Plan sets out how we plan to deliver our TWFRS Strategy 2025 – through transformation, innovation and improvement.

Society is changing and we must also continue to adapt and change to meet these changing needs, risks and threats as well as contributing to even greater joined up public services and in doing so, demonstrate value for money.

This plan highlights our objectives for 2023-24 and outlines the high level projects and improvement actions that we will take to achieve our strategic priorities of strengthening equality, diversity and inclusion; focussing on an all hazards approach to firefighter safety; and progressing data and digital transformation, and ultimately achieve our strategic goals and vision of creating the safest community.



A handwritten signature in black ink, appearing to read 'Chris Lowther'.

Chris Lowther QFSM
Chief Fire Officer and Chief Executive

1 INTRODUCTION

This Service Annual Operating Plan (SAOP) sets out the strategic projects, priorities and improvement actions that we aim to deliver in 2023-24, to directly contribute to the achievement of the TWFRS Strategy 2025, and / or to the improvement of efficiency and effectiveness of the organisation.

Our vision of ‘Creating the Safest Community’ demonstrates our commitment to keeping over 1.1 million people, and thousands of buildings, safe from fires and other emergencies. Our aim is to protect the community of Tyne and Wear by preventing, and responding to, fires and emergencies efficiently and effectively, and minimising the consequences for our communities.

We take measured, and innovative, steps to protect our communities. We utilise a robust, intelligence-led approach to understand and analyse risk, operate in well-established partnerships to identify and engage with members of the community that are most at risk.

There is a strong correlation between societal deprivation and risk: our area suffers from some of the highest levels of deprivation in England. This results in higher levels of demand for prevention and operational response activities and we work hard to ensure a thorough understanding of current and future risk, to ensure we are prepared for demand.

We have strong collaboration arrangements in place with partners, including the Local Resilience Forum (LRF), Northumbria Police, and the health service, focussing on efficiency, and delivering better community outcomes. Demonstrating our commitment to regional fire collaboration, we work closely with our neighbouring fire and rescue services to ensure we are resilient and prepared.

The Service significantly contributes to national work, driving improvements across the sector. Our senior managers lead and contribute to a number of national groups, through the National Fire Chiefs Council (NFCC). This enables us to influence and drive national performance, whilst promoting learning and sharing good practice, allowing us to continuously improve our service to the public.

In addition to the core ‘operational effectiveness’ work of the Service, prevention of fires and other emergencies through risk management, education, prevention, protection, response and resilience, the Service also focusses on delivering efficiency and looking after our people.

2 OUR STRATEGY AND PLANS

How we aim to achieve our vision of ‘creating the safest community’ is explained in the **TWFRS Strategy 2025**, which presents our organisational goals and priorities for the Service for a five year period.

The Strategy is supported by a range of functional strategies / plans, including the Medium Term Financial Strategy (MTFS), the Community Risk Management Plan (CRMP), and the People and Organisational Development (POD) Strategy.

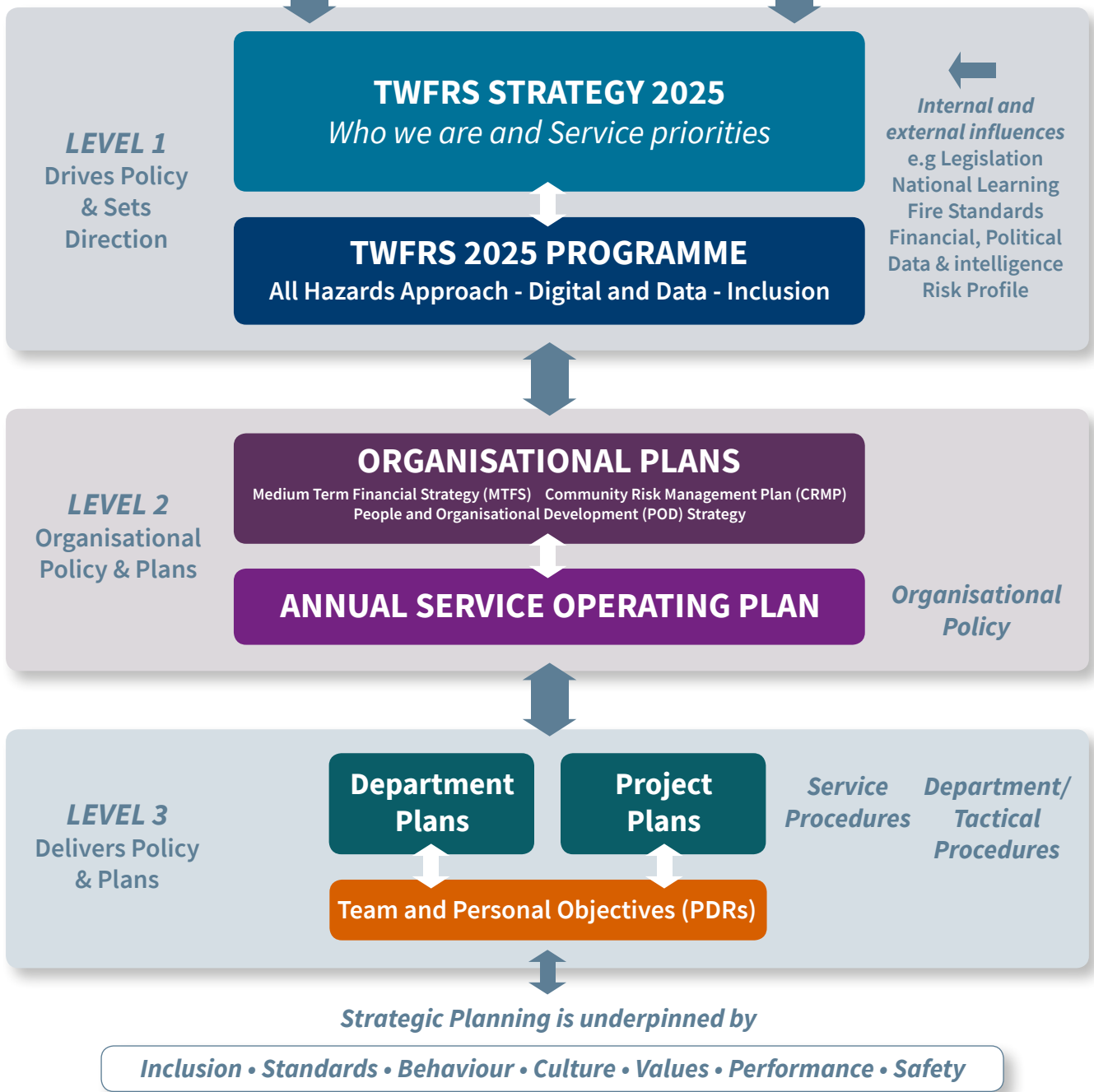
This annual operating plan identifies the strategic actions and priorities to be tracked by the Executive Leadership Team, to ensure our TWFRS Strategy is achieved.

Successful delivery of the SAOP is supported by annual department plans, which provide the detailed actions for each function for the year, project plans, and group and individual objectives, set in Personal Development Plans / Reviews.

This strategic planning process is illustrated by the following:

Vision - 'Creating the Safest Community'

Mission - 'To save life, reduce risk, provide humanitarian services, and protect the environment'



Our Strategic Goals 2025 - what we want to achieve:



Service Effectiveness

TWFRS are committed to protecting our communities 24-7. We will target our fire prevention and protection activities to those at greatest risk from fire. We will enforce business fire safety legislation and compliance, delivering a first class emergency response that provides value for money.



Efficiency

TWFRS will deliver a robust financial planning approach, we will align budgets and resources appropriate to the risk, never compromising on public safety. Collaborating with other Blue Light partners and achieving value for money.



People

TWFRS will develop and maintain an inclusive workforce that is professional, resilient, skilled, flexible, and diverse. Our leaders will be role models, providing positive leadership in line with our values. The health, safety, and welfare of our staff and our community is paramount, and is built into all that we do.

Our Strategic Priorities 2025 - where we will place our focus:

To achieve our strategic goals, the **TWFRS 2025 Programme** identifies three key strategic priorities that will drive and direct Service transformation:



Inclusion

Further diversification of the workforce to ensure we reflect our whole community; to have clear, fair and transparent routes to both employment and progression and to have a positive culture where everyone is valued and takes pride and ownership of their actions and behaviour.



An All Hazards Approach to Firefighter Safety

Provides an all hazards approach to firefighter safety, focusing on raising awareness and training on hazard and risk recognition and perception, thus allowing commanders to train to respond to the wide range of incidents they encounter. This builds on the Safe Person Concept.



Digital and Data

To enable the effective use of technology to improve delivery of all our services, which will allow us to offer a wide range of improvement activity, along with transformational ways of working and robust governance and cyber resilience for the 21st Century.

All projects, priorities and improvement actions included in this Service Annual Operating Plan directly contribute to the achievement of the TWFRS Strategy 2025, and / or to the improvement of efficiency and effectiveness of the Service.

3 OUR OPERATING CONTEXT

To achieve our Service Annual Operating Plan effectively, we must know and understand the communities we protect. We use local knowledge and shared information to help us identify the areas of most risk and the most vulnerable in our society.

This analysis enables us to target our services effectively. Our **Community Risk Management Plan (CRMP)** presents the comprehensive assessment of the community risks in Tyne and Wear, and has informed the development of this SAOP.

Public service reform, financial austerity, an ageing and diverse population and the increasing risk of terrorism are just some of the challenges the Service faces. More information on our CRMP can be found on our website.

Finance

We continue to face a period of considerable change with significant financial uncertainty because of the continuing adverse impact that the COVID-19 pandemic, Brexit, and other international situations are having on the national economy, and the possible implications this may have on public sector funding.

Our financial planning approach continues to be both flexible and robust despite these potential uncertainties. Our **Medium Term Financial Strategy (MTFS)**, which provides analysis of the financial position we are likely to face over the next four years, shows a projected shortfall in resources of £2.3m over the period from 2022/23 to 2025/26.

This is based on the latest financial information provided from the government's recently announced Comprehensive Spending Review on its public sector spending plans.

This position will need to be carefully managed by the Service even though it has a strong track record of effectively managing its resources: in 2022/23 the Service reported an estimated underspend of £0.700m.

The aim of our MTFS remains unchanged: to keeping efficiency and value for money at the heart of all our plans, including this SAOP. The MTFS shows how we plan to direct and reinvest our limited resources to address the strategic priorities of the Service, achieve best value, and assist the budget planning framework in the preparation of an affordable and sustainable Revenue Budget and Capital Programme.

4 HOW WE ARE ORGANISED

Providing an effective management structure is essential to ensure our people, finances, assets, resources, estates and facilities are efficiently and effectively employed. This supports the continuous improvement of our services to the public in a professional, sustainable and legislatively compliant manner.

The five functions of TWFRS are:

Service Delivery, Community Safety, Finance, Contractual Services and Estates, Human Resources and Organisational Development, and Corporate Services.

Our Executive Leadership Team are:



5 OBJECTIVES OF THE SERVICE OPERATING PLAN

To support delivery of TWFRS Strategy 2025, all of the individual departmental objectives have been mapped under six overarching objectives for the coming year which will be driven, reported and scrutinised by the Senior Leadership Team (SLT) and monitored by the Executive Leadership Team (ELT) for progress.

From the plans, a number of key projects and actions have been placed into the SAOP high level plan (Appendix A) for monitoring and as an indication of progress across key enabling workstreams. These will be delivered through annual department plans and, where required, project plans:

1 Enhance Firefighter Safety

We will achieve this through further development of, and investment in, our operational training facilities, including the development of an 'all hazards village' at our Training Centre. We will deliver replacement PPE, and Body Worn Camera Programmes to enhance protection of front line staff. We will further develop our Wildfire response capability, and Control of Major Accident Hazard (COMAH) function.

We will embrace local, national and regional learning to continue to improve our operational response, continuing to embed National Operational Guidance, national Fire Standards, JESIP, and recommendations from national inquiries such as the Grenfell Tower Inquiry and Manchester Arena Inquiry. We will continue to share learning within the Service and with partners.

We will continue to prepare for major and multi-agency incidents, ensuring we are ready, should we be needed. We will enhance JESIP training, cross-border training and exercising, and contribute to national work including the NFCC Building Risk Review.

2 Invest in Technology

We will continue to invest in technology to enhance efficiency and safety, and support risk management. This includes developing a new Health, Safety and Risk Management system; utilising virtual reality to support fire investigation; and making further improvements to the HR system. We will continue to review cyber resilience arrangements, and commence an operational communications programme, including the initial development stages of a new mobilising system.

3 Invest in People, Enhance Inclusion, Workforce Diversification

We will strive to increase the diversity of our workforce to reflect the community we serve, and enhance inclusion across the Service. We will do this by driving improvements to how we recruit, include, and retain staff from minority groups.

We will continue to invest in our staff, and seek and make improvements to the employee experience, introducing a new staff survey tool and carrying out a cultural audit in 2023.

We will continue to support staff by introducing a new staff reward and recognition programme; further developing our media and communications training for managers; expanding our supervisory leadership management programme; developing a high potential / aspiring leaders programme; and focussing on leadership development pathways to better support workforce planning.

We will also continue to enhance positive action, and the understating of this, across all roles within the Service. We will continue to embed the new Code of Ethics; review our Service values; and ensure we continue to drive improvements following national reports on culture and ethics in the fire and rescue services.

4 Develop our Estate Portfolio

We will continue to invest in our owned estate portfolio. This includes continuing the development of our Tri-Service station in Hebburn; and planning a new Safety Education Centre. We will also install an electric vehicle charging network across the Service, and continue to reduce our impact on the environment.

5 Focus on Investment and Value for Money

We will provide a modern, effective and efficient Service, managing our budget to provide value for money. We will make investments where appropriate to provide a modern, fit for purpose response, using resources economically. This includes making premises modifications to our Technical Services Centre, and continuing the roll out of our vehicle replacement programme for all Service vehicles (operational and other).

6 Drive Continuous Improvement and Enhance Assurance throughout the Service.

We will maintain our focus on a continuous improvement culture throughout the Service, by undertaking several improvement projects throughout 2023/24.

Following the introduction of the new Service Improvement and Transformation Board in 2020/21, we will further develop programme and project management across the Service, including rolling out training to all managers over the year, and embed a new Service evaluation framework. We will carry out projects to improve key services such as HR and Occupational Health to ensure they are efficient and effective, and review our 'community hubs', introduced by the Service to help increase engagement with vulnerable or harder to reach groups in the community. We will also introduce a new continuous ideas / staff suggestion hub, to further engage and involve staff in improvement planning.

We will support continuous improvement in the Service by engaging in audit, inspection and peer review activities, and adopting learning and good practice. Following the introduction of the Service Assurance and Improvement Programme in 2022/23, we will continue this work to help better assess and assure key areas, building self-awareness and proactively identifying areas for improvement.

We will continue to implement improvements identified in previous HMICFRS inspections, internal audits and assurance reviews. We will work closely with the National Fire Chief's Council to embed Fire Standards; and prepare for the 2022/23 inspection of the Service.

6 HOW WE MONITOR AND REPORT PROGRESS

Measuring performance against this plan is important, and regular monitoring helps us adapt and continuously improve, to ensure success.

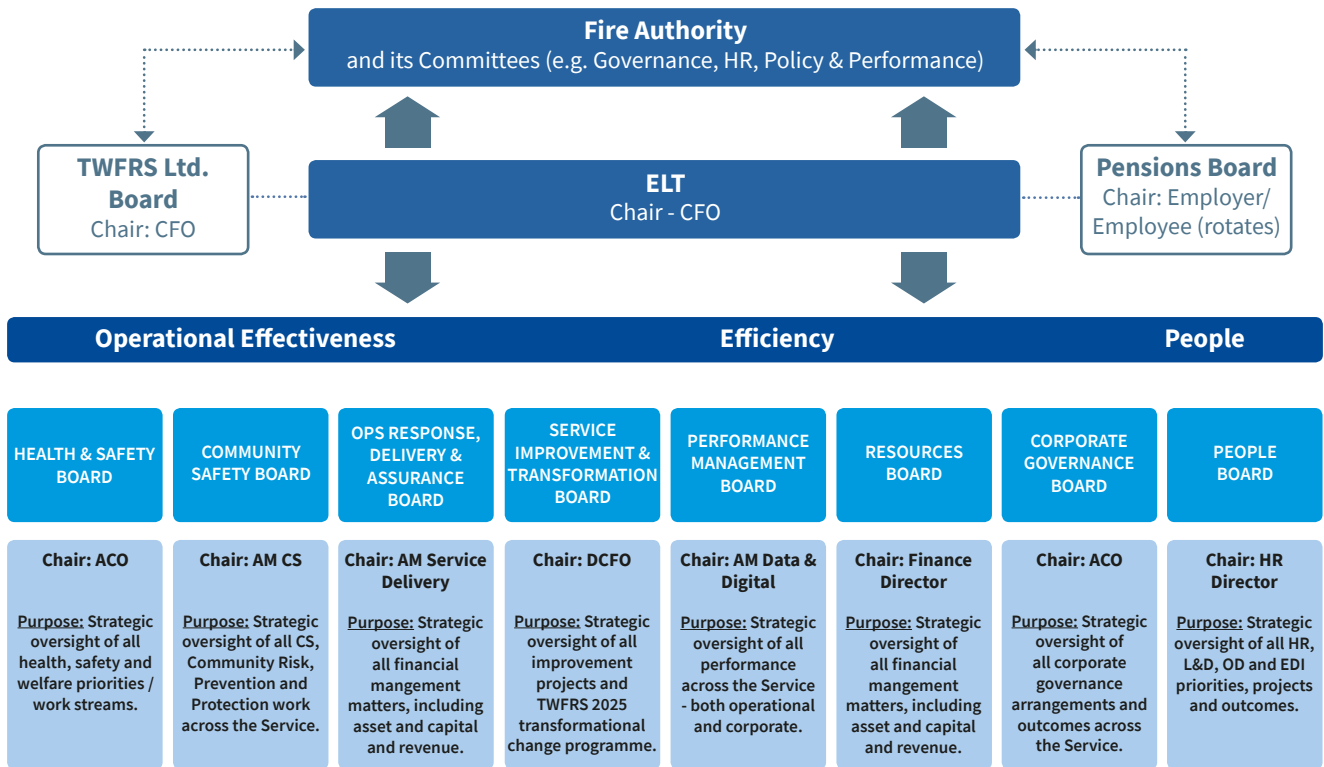
Service plans are monitored, managed and analysed at local, Service-wide, and Authority level, to enable us to identify issues and implement improvement action where required. This approach also allows us to identify successes so we can build on these and promote good practice across the Service.

We strive to continuously improve all that we do. All services are monitored and scrutinised, and projects evaluated to ensure we continue to learn. A new Service Board structure (figure 1), introduced in 2022, enhances the mechanism for managing progress, and accountability to ELT and Fire Authority. Progress against actions set out in this Service Annual Operating Plan are monitored monthly by the **Service Improvement and Transformation Board**, with regular updates provided to ELT. Our SLT review progress of smaller projects, priorities and improvements actions, contained in **Department Annual Plans**. The new Service Board structure will be evaluated in 2023, and any improvements implemented this year.

In addition, the following activities help us report on performance and progress:

- The data captured in our **Quarterly Performance Reports** is scrutinised quarterly with local operational intelligence incorporated with statistical analysis. All data is compared to the same time period for the previous year.
- The annual **Statement of Assurance** provides the public, stakeholders and staff with the assurance of our performance against set governance criteria.
- Reports to **Fire Authority** and its Committees.

Figure 1: Service Boards Reporting Structure



7 CONTACTS AND FEEDBACK

We welcome your feedback and input in helping us shape our Service. If you would like to comment on this document or on the services provided by Tyne and Wear Fire and Rescue Service, please contact us via any of the methods below.

If you would like our plan in another format or language, please contact us so we can discuss your needs.

For further details, please contact **0191 4441500** or you can write to:

Business Improvement Department
Tyne and Wear Fire and Rescue Service
Headquarters
Barmston Mere
Washington
Tyne and Wear
SR5 3QY

Or email:

Business.Improvement@twfire.gov.uk

Alternatively, if you would like more information regarding Tyne and Wear Fire and Rescue Service, you can visit our website:

www.twfire.gov.uk



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APPENDIX A

SAOP OBJECTIVE 1 ENHANCE FIREFIGHTER SAFETY

Dept Plan Ref.	Key Transformation Actions 2023/24	Context	Lead Officer	Deliverables	Q1	Q2	Q3	Q4
LD01	Revelopment of BTC Facilities	<p>Holistic review and development of all existing practical training facilities at the BTC. This is part of an ongoing project that began in 22/23 and will spread over 3 to 5 years. The following will be built / developed during 23/24 & 24/25 depending on priority and finances.</p> <p>Priorities include incident command, USAR training & changing facilities, high-rise training facilities, BA training facilities.</p> <p>The project will take every reasonable opportunity to work towards sustainable, environmentally sympathetic and energy efficient solutions as part of the design specification and overall proposal.</p>	Head of Learning and Development	<p>Design and tender documentation for All Hazards Village produced</p> <p>Tender evaluation and appointment of principal contractor for All Hazards Village</p> <p>Commence works to replace the current fire house with an 'All Hazards Village', i.e. a terrace row of modern design houses</p>			x	x
OP02	Body Worn Video Camera (BWVC) Replacement Programme	<p>The Service will replace all existing BWVC with an updated model.</p> <p>This will ensure firefighter safety is retained and will lessen the likelihood that BWVC are unavailable due to issues around wear and tear.</p>	Head of Operations	<p>Specifications confirmed and tender process commenced</p> <p>Bid evaluation and trial process</p> <p>Procurement contract awarded and product delivered to Service</p> <p>Infrastructure development and training</p>	x	x	x	
RR01	Develop Wildfire Capability	Develop and embed a robust wildfire training and exercise programme, to improve understanding of the effects of wildfire result in an increased capability to deal with this incident type and enhanced firefighter safety	Head of Risk and Resilience	<p>Identification of service requirements and gap analysis</p> <p>Policy update and consultation</p> <p>Deliver training to staff</p>		x	x	x

RR02	Development of Control of Major Accident Hazard (COMAH) Function	Plan, restructure and implement new ways of working in order to deliver an improved COMAH function, ensuring increased compliance with statutory duties and improving safety at sites and for crews at incidents.	Head of Risk and Resilience	Review current capability and identify requirements Consultation period with COMAH sites Approval and implementation of revised terms	x	x	x	
TSC01	PPE Replacement Programme	Continuous provision of robust, effective & reliable protective equipment to operational crews. Implementation of cyclical PPE replacement programme	Head of Technical Services	Review long term replacement programme including capital forecasts Submit capital proposals for next 5 years Collate sizing requirements, and place order Issue to stations	x	x	x	x

SAOP OBJECTIVE 2 INVESTMENT IN TECHNOLOGY

Dept. Plan Ref.	Key Transformation Actions 2023/24	Context	Lead Officer	Deliverables	Q1	Q2	Q3	Q4
DIS01	Health & Safety Risk Management System Implementation (and Development)	Continuing project to undertake research which will assist us to implement and develop an efficient and effective Health, Safety and Risk Management System (HSRMS) with greater capability to facilitate the recording, monitoring, analysing and reporting of Health & Safety performance indicators and to enhance safety and support continuous improvement	Head of Data, Information and Safety	Scope and requirements specification			x	
FS03	Virtual Reality (VR) for Fire Investigation Competency	To acquire the facility to undertake VR training for Fire Investigation to ensure compliance with the NFCC Competence Framework for Fire Investigation.	Head of Fire Safety	Initiate tender and approval processes Trial VR packages and create training content Integrate VR training into training plans		x	x	x
HR02	Review and options appraisal of Core HR system	Automate tasks linked to procedures, improve customer experience, improved efficiency of the HR team, improved functionality for managers	Head of HR	Review existing cloud based system in Core in line with contract. To explore further support requirements internally	x		x	
ICT01	ICT Systems Review and Upgrade	Review outdated telephony and document management systems to improve ways of working, communications and efficiency	Head of ICT	Define specification for new systems Procure replacement systems Deployment of new systems		x	x	x
OPCOM	Operational Communications Upgrade	Full replacement, upgrade, integration of TWFRS mobilising systems - to ensure continuity of service and the ability to fulfil our statutory duty	ESMCP Project Manager	Development of mobilising (and associated) systems project plan to enable the required replacement/upgrade and amendments to contract management				x
ICT03	Cyber Resilience Plan	Full review of the Service's security solution - the ability to prepare for, respond to and recover from cyber-attacks. Migration of legacy systems to maintain security and integrity of systems.	Head of ICT	ICT health check across full TWFRS estate Assesment of compliance with Cyber Essentials and develop action plan Testing and review of systems	x		x	x

SAOP OBJECTIVE 3 INVESTMENT IN PEOPLE, INCLUSION AND WORKFORCE DEVELOPMENT

Dept Plan Ref.	Key Transformation Actions 2023/24	Context	Lead Officer	Deliverables	Q1	Q2	Q3	Q4
BI02	Staff Recognition Programme	Develop a formal programme of Staff Award and Recognition programme, including long service recognition and meritorious conduct.	Head of Business Improvement	Evaluation of previous arrangements Development and consultation phase Update policy and procedure and launch programme	x	x	x	
CC01	Communication Training	To provide more structure to how we train staff around communications and ensure a consistent approach to training Flexi Duty Officers (FDO) and senior leaders on our crisis communication plans.	Media and Communications Manager	Crisis communication training delivered to FDOs Strategic command training delivered to senior leaders Fire control media refreshers to be delivered	x	x	x	
FS04	Fire Safety Operational Upskilling (Level 3)	Upskilling operational staff to L3 Fire Safety to assist the TWFRS Risk Based Inspection Programme and to contribute to firefighter safety	Head of Fire Safety	Secure training provider to train the required Crew and Watch Manager cohorts Conduct training for 23/24			x	x
OD01	Workforce Engagement and Review	To introduce a new employee survey tool to help improve our approach to employee engagement and undertake a cultural review of the Service to gain a baseline understanding of what the culture of TWFRS is.	Head of HR	Roll out of independent survey Creation of recommendations Creation of action plan to address recommendations		x	x	x
OD06	Positive Action for Recruitment	To re-evaluate and develop our approach to positive action.	Head of HR	Positive action plans will be reviewed during Q2 of the year following the next firefighter recruitment process		x		

OD07	Inclusion Allies Programme	Create and launch the “Inclusions Allies” programme to ensure the organisation is familiar with the term Ally and why it’s a positive step to support inclusion. A group of allies will be recruited and trained and made known to staff and consistently brought together and developed, acting as a support system and listening ear for staff.	Head of HR	The inclusion allies programme will be rolled out from Q3 onwards following an initial awareness session in Q2.		x		
LD02	Design and implement Competency Recording Matrix (CRM) – Phase 3	Develop NOG based core competency frameworks for Fire Control staff and Station Managers (SM) up to Chief Fire Officer (CFO) with evidence based renewal frequencies. Develop specialist competency frameworks for SMs up to CFO Review/update all specialist competency frameworks and renewal frequencies for station based operational staff	Head of Learning and Development	Develop and collate competency and training specifications Build operational competency frameworks Test system and train staff		x	x	x
LD03	Leadership Development Pathways	Update to Leadership & Management development pathways to promote development of current and future leaders and managers, ensuring investment in high potential individuals and to support future workforce planning.	Head of Learning and Development	Undertake consultation with relevant stakeholders and gap analysis Draft Development Pathways proposal Develop evidence recording system Implementation and rollout to staff	x	x	x	X
PE02	Phoenix Programme Expansion	The expansion of the newly relaunched Phoenix Programme with the aim to ensure that the redesigned programme is available and rolled out across all five Local Authority (LA) areas; in a remote delivery model to meet differing demands of each LA.	Head of Prevention and Education	Creation of lesson plans, delivery model options and risk assessments Initial pilot/trial Evaluation of pilot Official launch, partner agency engagement and communication	x		x	x x

SD01	Supervisory Commander Development Course	To equip newly promoted Crew Managers with the necessary business and administrative skills to effectively and confidently perform their role in a non-operational environment. Aligned to wider leadership and development programmes	Head of Operational Standards	Continue to deliver and embed Commence evaluation to support BAU integration of training				x x
SD04	Upgrade to Quarterly Training Plan (QTP) process	Review existing process to improve resilience and efficiency in how operational training is pre planned, amended where required and communicated	Head of Service Delivery Staffing and Training	Provide a modern up to date planning portal to allow the service to be able to plan training and events in an effective and efficient way			x	

SAOP OBJECTIVE 4 DEVELOP OUR ESTATE PORTFOLIO

Dept Plan Ref.	Key Transformation Actions 2023/24	Context	Lead Officer	Deliverables	Q1	Q2	Q3	Q4
EF01	Electric Vehicle (EV) Charging Point Installation	To provide an EV charging network across the TWFRS in support of future EV roll out	Head of Estates and Facilities	<p>Establish service requirements for operating system, quantities and locations</p> <p>Explore funding and procurement options</p> <p>Produce delivery roadmap</p>	x	x	x	
EF02	Hebburn Tri-Station (RIBA Stages 5-7)	The construction phase of Hebburn Tri-Station including phased handover to partner services and initial use/occupation of the site	Head of Estates and Facilities	<p>Commence structural steel and roof installation</p> <p>Make weather tight</p> <p>Commence handover process</p>	x	x		x
EF03	Safety Education Centre (SEC) Development (RIBA Stages 0-4)	To provide a new SEC, located centrally within T&W.	Head of Estates and Facilities	<p>Establish specifications and requirements and budget provision</p> <p>Obtain approval via appropriate governance routes and commence design</p>	x			x

SAOP OBJECTIVE 5 FOCUS ON INVESTMENT AND VALUE FOR MONEY

Dept Plan Ref.	Key Transformation Actions 2023/24	Context	Lead Officer	Deliverables	Q1	Q2	Q3	Q4
TSC02	Technical Services Centre Premises Modification	An update is required to accommodate current working practice and make best use of available space. This will allow work and equipment testing to be carried out more efficiently in a safer environment and reduce downtime and maintenance costs.	Head of Technical Services	Establish requirements and specifications Quotation and tender process Modification work completed Amendment to safe working practices and procedure	x		x	x
TSC03	Vehicle Replacement Programme	Part of a rolling replacement programme ensuring all Service vehicles, operational and non-operational, are fit for purpose and reliable; equipping all teams to deliver in their roles.	Head of Technical Services	Review long term replacement programme including capital forecasts Submit capital proposals for next 5 years Create vehicle specifications and place order	x	x	x	

SAOP OBJECTIVE 6 DRIVE CONTINUOUS IMPROVEMENT AND ENHANCE ASSURANCE

Dept Plan Ref.	Key Transformation Actions 2023/24	Context	Lead Officer	Deliverables	Q1	Q2	Q3	Q4
BI01	Continuous Improvement Ideas Hub	Design, implement, and launch a continuous improvement ideas / suggestions hub (and programme) for staff, cadets and volunteers, to provide a central mechanism to encourage, collate and process any ideas or suggestions for improvement to the Service.	Head of Business Improvement	Staff consultation and initial development options Specification development and pilot phase Launch and roll out	x		x	x
BI03	Project Management Training Programme	Design, implement, and launch a programme of continued training for all levels of staff, to raise awareness, knowledge and skills in project management, developing key business skills across the Service.	Head of Business Improvement	Evaluation of previous training and skills gap analysis Development of training proposal inc online training package Launch and roll out	x	x		x
BI04	Development of Service Evaluation Framework	Review and update our process to create a standardised, but flexible, approach (framework) for carrying out evaluation across the Service to enable lessons learnt and benefits realisation for all projects and initiatives.	Head of Business Improvement	Development of options and draft proposal Develop framework and guidance Training and testing phase Launch and roll out	x	x	x	x
CC02	Development of Service Digital Stock Library	Development of digitalised library for all images and campaign materials to help improve governance of the images used by the Service	Media and Communications Manager	Collate new stock imagery / review current external materials Embed stock library and intranet based flow process for use		x	x	
				Implementation and communication of process				x

FS01	Regional Building Safety Regulator (BSR)	To work with the Health & Safety Executive HSE and other regulatory partners to form part of the regional BSR. This regulator will inspect the high rise residential properties within the region,	Head of Fire Safety	Engagement with staff regarding requirements inc. legislation and working practices Commence BSR work on high rise buildings in region Roll out of full BSR inspection programme		X		X	X
HR03	HR Development Improvement Project	Identify and initiate improvements to HR services, organised across 5 workstreams: Customer Perception; Capability; Structure; Systems; Strategic Alignment.	Head of HR	Initial action plans based on identified improvements will be set in Q3 and Q4				X	
HR04	OH Unit Improvement project	Review of Occupational Health provision, organised across 5 workstreams: Customer Perception; Capability; Structure; Systems; Strategic Alignment	Head of HR	Conduct data analysis of department Present options for approval and progression Improvement actions commenced Policy update and communication				X	X
PE01	Community Hub Review	Community Hubs have been introduced by the Service to help increase engagement with vulnerable people and provide diversionary activities to help reduce risks and increase safety across our community.	Head of Prevention and Education	Research and identification of potential locations Cost analysis conducted		X			
		This project will replicate the Sunderland Community Hub in a location in the north of the service area.		Feasibility evaluation concluded					X



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