



## Local Government Act 1972

**A Meeting of the Combined Fire Authority for County Durham and Darlington will be held remotely via Microsoft Teams on Thursday 12 November 2020 at 10.00 a.m. to consider the following business:-**

### PART A

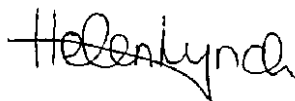
1. Declarations of interest, if any  
*If Members are aware of a private or personal conflict of interest in relation to any items on the Agenda, this should be disclosed at this stage or when the conflict of interest arises during consideration of an item in accordance with the Code of Conduct for Members.*
2. Minutes of the meeting held on 21 September 2020 (Pages 3 - 8)
3. Current Correspondence - Report of Assistant Chief Fire Officer Service Support (Pages 9 - 12)
4. Notes of the Audit and Risk Committee - Report of Chair (Pages 13 - 16)
5. Notes of the Finance Committee - Report of Chair (Pages 17 - 18)
6. Post Grenfell Tower: Actions Update - Report of the Area Manager Community Risk Management (Pages 19 - 22)
7. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Action Plan Update - Report of Area Manager Assets and Assurance (Pages 23 - 32)
8. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration
9. Any resolution relating to the exclusion of the public during the discussion of items containing exempt information

## Part B

**Items during which it is considered the meeting is not likely to be open to the public (consideration of exempt or confidential information).**

10. Strategic Planning Day 7 October 2020 - Report of Chief Fire Officer (Pages 33 - 38)
11. Service Restructure - Report of Assistant Chief Fire Officer (Pages 39 - 44)

**PURSUANT** to the provisions of the above named Act, **I HEREBY SUMMON YOU** to attend the said meeting



**H LYNCH**

Clerk to the Combined Fire Authority  
for County Durham and Darlington

County Hall  
Durham  
DH1 5UL

**TO: The Members of the Combined Fire Authority for County Durham and Darlington**

**Durham County Councillors:**

Councillors B Avery, A Batey, D Bell, J Bell, R Bell, P Brookes, C Carr, D Freeman, D Hicks, A Laing, L Maddison, R Manchester, L Marshall, C Potts, G Richardson, J Robinson, E Scott, J Shuttleworth, D Stoker, F Tinsley and J Turnbull.

**Darlington Borough Councillors:**

Councillors H Crumbie, B Jones, G Lee and A J Scott.

At a **meeting** of the **Combined Fire Authority for County Durham and Darlington** held remotely, on **Monday 21 September 2020** at 10.00 am.

### **Present:**

#### **Durham County Councillors:**

Councillors B Avery, A Batey, D Bell, R Bell, A Laing, L Maddison, R Manchester, L Marshall, C Potts, G Richardson, J Robinson, Cllr M Simmons (substitute for Cllr E Scott), D Stoker, F Tinsley J Turnbull.

#### **Darlington Borough Councillors:**

Councillors B Jones, G Lee and A Scott.

Apologies for absence were received from J Bell, C Carr, D Hicks, D Freeman, J Maitland, E Scott, J Shuttleworth, H Crumbie,

### **Independent Person:**

A Simpson

The Chair welcomed all to the remote live meeting.

### **A1 Declarations of Interest**

There were no declarations of interest.

### **A2 Minutes of the Meeting held on 24 July 2020**

The minutes of the meeting held on 24 July 2020 were confirmed as a correct record and signed by the Chair (for copy see file of minutes).

### **A3 Current Correspondence**

The Authority received an update from the Assistant Chief Fire Officer in relation to current correspondence received from government and other bodies relevant to the Authority and the status of each (for copy see file of minutes).

### **A4 Notes of the Audit and Risk Committee**

The Authority considered a report of the Chair of the Audit and Risk Committee which provided members with an update on the discussions and recommendations of the Audit and Risk Committee held on 28 July 2020. (for copy see file of minutes).

Cllr Turnbull queried if there had been an update regarding signing off of the accounts. T Hope noted that the auditors were still aiming for the end of October.

Cllr Turnbull thanked everyone for all their hard work throughout this trying time who have been working on the Audit and Risk Committee.

**Resolved:**

Members noted the outstanding action.

**A5 Notes of the Performance Committee**

The Authority received an update from the Chair of the Performance Committee which provided members with an update on the discussions and recommendations of the Performance Committee held on 3 September 2020. (for copy see file of minutes).

**Resolved:**

That the contents of the report be noted.

**A6 Performance Report Quarter One 2020/21**

The Authority considered a report of the Area Manager, Community Risk Management which gave a summary of organisational performance at the end of the first quarter of the 2020/21 financial year (for copy see file of minutes).

**Resolved:**

That the contents of the report be noted.

**A7 Equality, Diversity, and Inclusion Group Update**

The Authority considered a report of the Assistant Chief Fire Officer which gave members an overview of the work carried out by the Service's Equality Diversity and Inclusion Group (EDIG). (for copy see file of minutes).

**Resolved:**

That the contents of the report be noted.

**A8 Grant Funding for Fire Protection**

The Authority considered a report of the Deputy Chief Executive which provided members with details of additional government funding which has been allocated to Fire and Rescue Authorities (FRAs) to support the fire protection work during 2020/21 (for copy see file of minutes).

**Resolved:**

That the contents of the report be noted.

**A9 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Update**

The Authority considered a report of the Area Manager Assets and Assurance which provided members with an update on the current position and next steps of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). (for copy see file of minutes).

**Resolved:**

- a) That the contents of the report be noted.
- b) Receive further reports as appropriate

**A10 Fire Safety – Government Consultation**

The Authority considered a report of the Area Manager, Community Risk Management which provided members with a precis of the Government's consultation on changes to the fire safety legislation and how it is proposed to implement the recommendations set out in the Grenfell Tower Inquiry Phase 1 report that require new legislation (for copy see file of minutes).

The Chair advised more information would be released after a national meeting with the Home Office which was taking place on 5 October 2020.

Cllr Lee re-emphasised a point he had previously made that fire officers are able to look at building drawings for houses of multiple occupancy rather than at the building stage.

Cllr Lee noted that some multi occupancy building owners do not carry out all the necessary fire precautions and who enforces. He continued to note that there should be re visitor registers and front doors.

K Wanley noted Cllr Lee's concerns noting the Fire Safety Bill is proposing to amend the Fire Safety Order. It will clarify that it will apply to structures and fire doors for example, therefore the Fire Authority will have greater powers of enforcement.

Cllr Maddison requested clarification on question 66. K Wanley advised that he would investigate the response and feedback to members.

**Resolved:**

- a) That the contents of the report be noted.
- b) Approve the draft response to the consultation attached as Appendix 1

#### **A11 Statement of Assurance 2019/20**

The Authority considered a report of the Deputy Chief Executive providing members with the 2019/20 Statement of Assurance (SoA) for approval prior to publication (for copy see file of minutes).

#### **Resolved:**

Members to approve the 2019/20 Statement of Assurance.

#### **A12 Arson Reduction Team Progress**

The Authority considered a report of the Area Manager, Community Risk Management following the introduction of the Arson Reduction Team (ART) in 2018, the purpose of the report is to inform members of the progress made by the ART and highlight the strategic benefits gained (for copy see file of minutes).

Councillor J Robinson wished the ART team all the best in the Police awards event.

#### **Resolved:**

That the contents of the report be noted.

#### **A13 Land at Fylands Bridge Bishop Auckland**

The Authority considered a report of the Head of Corporate Resources to seek Authority approval for the dedication of land adjacent to Bishop Auckland Community Fire Station to Durham County Council (DCC) for use as a public highway (for copy see file of minutes).

#### **Resolved:**

Members agreed to provide letter of dedication to be sent to DCC to enable the access road to be used as a public highway.

#### **A14 Any Other Business**

There was no other business.

Cllr J Robinson on behalf of himself, the Vice Chair Cllr Audrey Laing and all the CFA members, thanked Stuart Errington, Steve Helps, Tony Hope and all officers for continuing with "business as usual" despite the challenges brought about by the pandemic.

#### **A15 Exclusion of the public**

That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 and 4 of Part 1 of Schedule 12A to the said Act.

## **PART B**

### **B16 Impact of Covid-19 on Sickness Absence**

The Authority considered a report of the Head of People and Organisational Development and Head of Assets and Assurance which provided members with an overview of the Service's approach to absence due to Covid-19 (C-19) pandemic, the impacts and the support that has been given to our workforce (for copy see file of minutes).

Cllr Laing commented this was an excellent report. Cllr R Bell echoed Cllr Laing's comments.

Councillor Lee asked if we would get any money back from Government. TH outlined the funding that had been received from government in relation to Covid-19

#### **Resolved:**

That the contents of the report be noted.

### **B17 Staffing Arrangements at Seaham and Newton Aycliffe**

The Authority considered a report of the Deputy Chief Fire Officer which provided an update on the staffing arrangements at both Newton Aycliffe and Seaham, following the Evaluation of the Emergency Response Review Trial Report submitted to the Combined Fire Authority (CFA) in March 2020 (for copy see file of minutes).

#### **Resolved:**

- a) Approve the implementation of Day Crewing at Seaham and Newton Aycliffe on a permanent basis, in line with the 2020/21 IRP recommendation, providing a collective agreement can be negotiated with the FBU
- b) Should a collective local agreement not be successfully negotiated with the FBU, receive a further paper outlining the additional options and recommendation for the permanent crewing arrangements at Seaham and Newton Aycliffe.

### **B18 Public Service Pensions Consultation Update**

The Authority considered a report of the Assistant Chief Fire Officer to inform members of the Treasury's decision to lay before Parliament the consultation document 'Public service pension schemes: changes to the transitional arrangements to the 2015 schemes' which details proposals regarding public service pensions and an update on the implications for the Authority.

#### **Resolved:**

That the contents of the report be noted.

## **B19 Review of the role of Police and Crime Commissioners**

The Authority considered a report of the Chief Fire Officer which outlined the review into the role of Police and Crime Commissioners (PCC's) and the potential implications for the Authority.

### **Resolved:**

- a) Note the report and the ongoing review into the role of PCC's
- b) Note the written submission made on behalf of the Authority to the key research questions.
- c) Receive further reports once the outcomes of the review are known.

## **B20 Any Other Business**

There was no other business.

## **CLOSE OF MEETING**





**Current Correspondence: September 2020 – November 2020**

| <b>Release Date</b> | <b>Subject</b>   | <b>Summary</b>   | <b>Action<br/>CFA<br/>Report</b> | <b>Action<br/>CFA<br/>Response</b> | <b>Action<br/>Info</b> |
|---------------------|--|--|----------------------------------|------------------------------------|------------------------|
| 15/9/2020           | Letter from Zoe Billingham with regards to HMICFRS Covid-19 Inspection | Inviting the Chief Fire Officer (CFO) to be interviewed with fellow CFO from their respective governance group to enable a national report to be produced on the sector’s overall response to the pandemic. Appendix A |                                  |                                    | √                      |

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Promoting improvements  
in policing and fire & rescue  
services to make everyone safer

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89 Eccleston Square, London SW1V 1PN  
Direct Line: 020 3513 0523  
Fax: 020 3513 0650  
Email: zoe.billingham@hmicfrs.gov.uk

**Zoë Billingham BA Hons (Oxon)**  
Her Majesty's Inspector of Fire and Rescue  
Services

Chief fire officers

15 September 2020

Dear colleague,

#### **HMICFRS COVID-19 FRS INSPECTION: MEETINGS BY GOVERNANCE GROUP**

I write to update you on our plans for our COVID-19 inspection. As outlined in the letter sent by Sir Thomas Winsor on 5 August 2020, the Home Secretary commissioned us to specifically consider the following:

- (a) what is working well and what is being learnt;
- (b) how the fire sector is responding to the COVID-19 crisis;
- (c) how fire services are dealing with the problems they face; and
- (d) what changes are likely as a result of the COVID-19 pandemic.

2. As part of this commission I would like to invite you to be interviewed with fellow chief fire officers within your respective governance group. The aim of these meetings is to understand the sector's overall response and how well it worked across boundaries and with other organisations. This will allow us to form a picture of the fire and rescue sector's overall response to the COVID-19 pandemic which we will capture in a national report. Our intention is to publish this national report alongside individual service ones in January 2021.

3. As the senior responsible officer for our inspections of fire and rescue services in England, I will conduct these meetings. A member of our fire and rescue service inspections portfolio team will take a record.

4. My executive assistant Steven Cieslewicz will be in touch to arrange these meetings, which will be held in the latter half of October 2020 at a time that is mutually convenient. It will be conducted entirely remotely as per our current inspection approach.

5. If you require any further information in the meantime, please contact Laura at [lauraalicegibb@hmicfrs.gov.uk](mailto:lauraalicegibb@hmicfrs.gov.uk).

Yours sincerely,

A rectangular box containing a handwritten signature in black ink. The signature reads "Zoë Billingham" in a cursive script.

**Zoë Billingham**  
HM Inspector of Fire and Rescue Services

County Durham and Darlington  
Fire and Rescue Authority



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## **Combined Fire Authority**

**12 November 2020**

### **Notes of the Audit and Risk Committee Meeting held on 28 October 2020**

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#### **Report of the Chair of the Audit and Risk Committee**

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**Members Present:** Cllr J Turnbull in the Chair

Cllrs B Avery, D Bell, R Manchester, E Scott and J Dulston

#### **Purpose of the report**

1. The purpose of this report is to provide members with an update on the discussions and recommendations of the Audit and Risk Committee held on 28 October 2020.

#### **External Audit Follow Up Letter**

2. Members were presented with details of the external audit follow up letter which summarised some minor changes to the audit conclusions and issues that are now fully resolved.

The Committee **noted and accepted** the letter.

#### **Statement of Accounts year ended 31 March 2020**

3. Members received a presentation on the audited Statement of Accounts for the financial year ended 31 March 2020.

The Committee **approved** the audited Statement of Accounts for County Durham and Darlington Fire and Rescue Authority for the financial year ended 31 March 2020.

### **Corporate Governance Action Plan Update**

4. Members were presented with an update to the Corporate Governance Action Plan which has been developed to address the high priority actions identified during the production of the Annual Governance Statement for 2019/20.

The Committee **noted** the report.

### **Corporate Risk Register**

5. Members were presented with an update on the Corporate Risk Register. There were eleven risks on the register at 30 September, an increase of 3 since the last update.

The Committee **noted** the report.

### **Internal Audit Progress Report**

6. The Committee were updated on work undertaken by Internal Audit since 31 March 2020. Progress against planned work, amendments to the annual audit plan and the audit recommendations were considered. It was noted that there were no reports issued with a limited assurance opinion and no unplanned work carried out this quarter.

The Committee **noted** the report.

### **Independent Review of Local Authority Financial Reporting and Audit**

7. Members were presented with information on the outcome of the Redman Review into the Oversight of Local Audit and the Transparency of Local Authority Financial Reporting.

The Committee **noted** the report.

### **Audit Committees: Practical Guidance for Local Authorities and Police 2018**

8. Members were presented with details of the CIPFA guidance on best practice for Audit Committees.

The Committee **noted** the report and agreed that an Independent Member should be appointed to the Audit Committee in line with CIPFA guidance.

## **PART B**

### **Internal Audit Outstanding Actions (appendix 3)**

9. Members **noted** the outstanding actions.

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County Durham and Darlington  
Fire and Rescue Authority



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**Combined Fire Authority**

**12 November 2020**

**Notes of the Finance Committee Meeting held on 29 October 2020**

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## **Report of the Chair of the Finance Committee**

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**Members Present:** Cllr A Batey in the Chair

Cllrs R Bell, J Shuttleworth, D Freeman, C Potts, Cllr H Crumbie

### **Purpose of the report**

1. The purpose of this report is to provide members with an update on the discussions and recommendations.

### **Revenue and Capital Out-turn or the year ended 31 March 2020**

2. Members were presented with details of the revenue and financial out-turn position following the approval of the accounts by the Audit and Risk Committee on 28 October 2020.

The Committee **noted** the report.

### **Short term investments Quarter 4 2019/20**

3. Members were presented with information on the Service's short-term investments for the period ending 31 March 2020.

The Committee **noted** the report.

### **Short term investments Quarter 2 2020/21**

4. Members were presented with information on the Service's short-term investments for the period ending 30 September 2020.

The Committee **noted** the report.

### **Forecast of Out-turn Quarter 2 2020/21**

5. Members were presented with a forecast of out-turn 2020/21 using estimates based on expenditure and income to 30 September 2020.

The Committee **noted** the report.

### **2021/22 Budget and Medium-Term Financial Plan**

6. Members were presented with information regarding the preparation of the 2021/22 budget and Medium-Term Financial Plan which highlighted the ongoing uncertainty in relation to national and local funding and the impact of this on the Service.

The Committee **noted** the report and **agreed** the recommendations.

County Durham and Darlington  
Fire and Rescue Authority



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**Combined Fire Authority**

**12 November 2020**

**Post Grenfell Tower: Actions Update**

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**Report of the Area Manager, Community Risk Management**

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**Purpose of Report**

1. This report provides members with an update on actions taken within County Durham and Darlington Fire and Rescue Service (CDDFRS) in response to national recommendations following the tragic fire at Grenfell Tower on 14 June 2017.

**Background**

2. Following the Grenfell Tower fire on 14 June 2017, a range of recommendations and national actions have driven change in the Fire and Rescue Service and other sectors, such as Local Authority Building Control, in relation to emergency response, building safety and regulation to improve the safety of our communities.
3. Dame Judith Hackitt conducted an Independent Review of Building Regulations and Fire Safety with a particular focus on their application to high-rise residential buildings (HRRBs) but also included other complex buildings. Her final report was published on 17 May 2018 and a paper was presented to members at the Combined Fire Authority (CFA) meeting on 17 July 2018, outlining the potential implications for the Service.
4. On 30 October 2019, the Rt Hon Sir Martin Moore-Bick published his Phase 1 report of the public inquiry into the fire at Grenfell Tower. A report was presented to members at the CFA meeting on 25 February 2020 providing an overview of the contents and recommendations and associated implications for the Service.

5. More recently, the government have conducted consultation on proposed changes to fire safety legislation and how it intends to implement the recommendations from the Grenfell Tower Inquiry Phase 1 report. There have also been three separate sources of grant funding provided to Fire and Rescue Services (FRSs) to support fire protection activities. Two papers were presented to members at the CFA meeting on 21 September 2020 to cover these matters.
6. This report will outline some of the actions taken by the Service either proactively or in response to the recommendations made that impact on CDDFRS and public safety.

### **Actions implemented by the Service.**

7. Prior to the recommendation from Dame Judith Hackitt being made, the Service commenced a comprehensive training programme to formally qualify staff to conduct fire safety audits and comply with the revised version of the 'Competency Framework for Fire Safety Regulators'. All new wholetime recruits and apprentices must complete the fire safety apprenticeship which qualifies them to a Level 3 certificate in business fire safety. In addition to this, two cohorts of crew and watch managers (CM/WM) have undergone or are ongoing with training to qualify them to Level 3 or Level 4 certificate. Below is the current position in October 2020, for fire safety qualifications and training:

#### **Central Business Fire Safety Team (7 personnel)**

- 1 x Level 4 certificate (qualified)
- 3 x Level 4 diploma (qualified)
- 2 x Level 4 diploma ongoing, will be completed by December 2020
- 1 x Level 5 in Fire Engineering and L4 diploma (qualified)

#### **Emergency Response**

- 11 x Level 3 certificate (qualified)
- 23 x Level 4 certificate (qualified)

#### **Training ongoing**

- 32 x CM/WM - Level 3 certificate due to qualify by April 2021
- 18 x wholetime trainees (courses 169 & 170) – Level 3 certificate due to qualify on various dates up to August 2023
- 26 x apprentices (cohorts 2, 3 & 4) - Level 3 certificate due to qualify on various dates up to June 2024

8. Some of the grant funding for protection has been used to partially cover costs for this training, it has also been used to cleanse the Community Fire Risk Management Information System (CFRMIS) database which is used to identify premises as part of the Service's risk based inspection programme for business fire safety audits.
9. Following the publication of the Grenfell Tower Phase 1 report by the Rt Hon Sir Martin Moore-Bick, a subgroup was formed to address the recommendations in the report. The group produced a 46-point action plan to ensure each of the recommendations were addressed. It's worth noting that in many cases, CDDFRS required no further action or the action required further national guidance to be produced before action could be taken. The following are some examples of actions which have been implemented.
10. A recommendation was made that all FRSs should be equipped with smoke hoods to assist in the evacuation of occupants through smoke filled exit routes. At the time of the recommendation, CDDFRS were already in the process of procuring smoke hoods which have now been issued to fire appliances. A smoke hood was recently used (October 2020) during an incident in High Northgate, Darlington involving a fire in flats where crews used a smoke hood to safely escort a resident from the property.
11. The action plan contains several recommendations aimed at improving co-operation between emergency services (ES) control rooms, including the need for each ES to communicate the declaration of a major incident to other category 1 responders as soon as possible. This requires clear lines of communications between ES control rooms and a single point of contact (SPOC) designated in each ES control room to facilitate this. CDDFRS Control procedures have been updated to establish this procedure and the Fire Control Manager is the designated SPOC during normal working hours with the duty control room OiC designated out of hours. An Airwave radio hailing channel is used for additional communications between ES control rooms.
12. CDDFRS have no high-rise residential buildings within the Service area, however multiple exercises were arranged during 2019 to improve interoperability and learning in relation to fires in high-rise residential buildings with neighbouring FRSs. Simulated exercises (no fire or water used) were conducted in premises in Sunderland with Tyne and Wear FRS and real fire exercises were conducted in derelict premises in a high-rise block of flats in Middlesbrough with Cleveland Fire Brigade. These exercises involved Flexible Duty Officers and Emergency Response crews from several stations with fire appliances and aerial ladder platforms from CDDFRS.

### **Future Impact and Next Steps**

13. Due to the far reaching recommendations made by Dame Judith Hackitt and Sir Martin Moore-Bick, some are still under consideration by the Government, while others are in the process of being addressed through changes in legislation proposed in the Building Safety Bill and the Fire Safety Bill.

14. The full impact of future changes in the FRS's legislative duties and workloads is still not fully known, however the Service will continue to monitor proposed legislation to ensure we remain flexible and responsive to fulfil any new duties.

### **Recommendations**

15. CFA members are requested to:

- a. **note** the content of the report;
- b. **agree** to receive further updates as appropriate.

AM Keith Wanley, 0191 3755630

County Durham and Darlington  
**Fire and Rescue Authority**



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## **Combined Fire Authority**

**12 November 2020**

### **Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Action Plan Update**

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#### **Report of the Area Manager Assets and Assurance**

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##### **Purpose of Report**

1. The purpose of this report is to provide members with an update on the current position of the Action Plan resulting from County Durham and Darlington Fire and Rescue Service's (CDDFRS) inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

##### **Background**

2. The HMICFRS inspection of CDDFRS was completed on 19 July 2019 with the final report published on 17 December 2019.
3. The inspection assessed how effectively and efficiently CDDFRS prevents, protects the public against and responds to fires and other emergencies. It also assessed how well it looks after the people who work for the Service.
4. An action plan to address all improvement areas identified in the report was developed. The action plan highlights all the areas formally highlighted in the report as needing improvement and also any text in the report which identifies where the Service is not as good as it could be.
5. In total there were 57 actions across the three pillars of Effectiveness, Efficiency and People.

## **Progress against the Action Plan**

6. Progress against the plan is reported monthly to the Performance and Programme Board and quarterly to the Service Leadership Team.
7. The action plan with updates recorded against all actions is attached as Appendix 1. To date 22 actions have been completed, with 35 ongoing.
8. Due to Coronavirus, several actions have had their dates adjusted. Additionally, some actions have had their dates revised due to the solution being more involved than originally expected. These changes of date are included in the comments section to ensure an appropriate audit trail.

## **Recommendations**

9. Members are requested to:
  - a. **note** the contents of this report;
  - b. **receive** further reports as appropriate.



| 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  | <b>Update Feb 2020:</b><br>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.<br><b>Update Sept 2020:</b><br>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  | <b>Update Feb 2020:</b><br>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.<br><b>Update Sept 2020:</b><br>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      | <b>Update Feb 2020:</b><br>Strategies are being developed by Heads of Service with an expected publication date of 1 April 2020.<br><b>Update Aug 2020:</b><br>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  | <b>Update Feb 2020:</b><br>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.<br><b>Update Sept 2020:</b><br>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  | <b>Update Feb 2020:</b><br>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.<br><b>Update Sept 2020:</b><br>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  | <b>Update Feb 2020:</b><br>Plans for this action are being scoped.<br><b>Update Sept 2020:</b><br>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  | <b>Update Feb 2020:</b><br>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.<br><b>Update Sept 2020:</b><br>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.  |

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| 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><b>Update Feb 2020:</b><br/>A national paper (expected around April/May 2020) should inform this decision around targeting vulnerable people.</p> <p><b>Update Sept 2020:</b><br/>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.<br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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 &amp; 9).<br/>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><b>Update Feb 2020:</b><br/>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><b>Update Aug 2020:</b><br/>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><b>Update Feb 2020:</b><br/>Road safety and evaluation will be included within the Prevention strategy 2020/21-2022/23. This will be completed by April 2020.</p> <p><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update May 2020:</b><br/>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><b>Update Feb 2020:</b><br/>ISO practice note to be reviewed and published.</p> <p><b>Update Sept 2020:</b><br/>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>   |

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| 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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>Plans being developed to reinstate the Business Liaison Group during 2020.</p> <p><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>Outcomes from NFCC risk based inspection programme to be reviewed to establish national best practice.</p> <p><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>Currently scoping the future impact of this action and CDDFRS way forward to identify new and existing premises.</p> <p><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>The availability of specialist skills are currently being reviewed.</p> <p><b>Update Sept 2020:</b><br/>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.<br/>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><b>Update Feb 2020:</b><br/>New ways to improve evaluation being developed. These will include electronic surveys following audits.</p> <p><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>End of the trial for the unwanted fire signal is April 2020. Evaluation will occur at the end of the trial.</p> <p><b>Update April 2020:</b><br/>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>  |

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| 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     | <b>Update Feb 2020:</b><br>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.<br><b>Update Aug 2020:</b><br>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     | <b>Update Feb 2020:</b><br>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.<br><b>Update May 2020:</b><br>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     | <b>Update Feb 2020:</b><br>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.<br><b>Update April 2020:</b><br>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.<br>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.<br>Review the recording of these decisions through the debriefing system. | AM Assets & Assurance | SM Training Development Manager             | Mar-21 | Ongoing | <b>Update Feb 2020:</b><br>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.<br>Plans are being developed to incorporate checks of logbooks during operational debriefs.<br><b>Update Sept 2020:</b><br>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     | <b>Update Feb 2020:</b><br>A renewed ER strategy is in development and will take cognisance of the issues noted in the report.<br><b>Update Aug 2020:</b><br>The action was delayed due to Coronavirus with the target date adjusted from April to August 2020.<br>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     | <b>Update Feb 2020:</b><br>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.<br><b>Update June 2020</b><br>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     | <b>Update Feb 2020:</b><br>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.<br><b>Update April 2020:</b><br>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     | <b>Update Feb 2020:</b><br>Call handling times are now published on the service web site ( <a href="https://www.ddfire.gov.uk/control-calls">https://www.ddfire.gov.uk/control-calls</a> ) and are automatically updated on a daily basis.<br>The Service will continue to develop these published statistics.<br><b>Update May 2020</b><br>Call handling times are now published on the Service website and updated regularly.  |

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| 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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update April 2020:</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update April 2020</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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>  |

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| 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><b>Update Feb 2020:</b><br/>The IRMP is currently being consulted with an expected publication date of 1 April 2020.</p> <p><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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.<br>Through PSG ensure all plans are tested on a risk basis.            | AM Assets & Assurance       | SM Assurance                                | Dec-20 | Ongoing | <p><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>Task and finish group established to review document processes. Recommendations from this group due in February 2020.</p> <p><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>A review of the staff who require training and the level of training is ongoing.</p> <p><b>Update Sept 2020</b><br/>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><b>Update Feb 2020:</b><br/>New iPads have been piloted and a project is ongoing to roll these out across the Service.</p> <p><b>Update Sept 2020:</b><br/>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>  |

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| 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.<br>Implement a quality assurance process to ensure timely investigations and effective completion of any identified learning. | AM Assets & Assurance                         | SM Assurance                                  | Jul-20 | Yes     | <b>Update Feb 2020:</b><br>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.<br><b>Update July 2020</b><br>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.<br>Implement a quality assurance process to ensure timely investigations and effective completion of any identified learning. | AM Assets & Assurance                         | SM Assurance                                  | Jul-20 | Yes     | <b>Update Feb 2020:</b><br>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.<br><b>Update July 2020:</b><br>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     | <b>Update Feb 2020:</b><br>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.<br><b>Update July 2020:</b><br>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 | <b>Update Feb 2020:</b><br>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.<br><b>Update Sept 2020:</b><br>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 | <b>Update Feb 2020:</b><br>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.<br><b>Update Sept 2020:</b><br>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 | <b>Update Feb 2020:</b><br>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.<br><b>Update Sept 2020</b><br>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.<br>Measure these areas during the staff survey.<br>Take action following the findings of this engagement.  | ACO Service Support                           | Organisational Development Manager            | Jul-21 | Ongoing | <b>Update Feb 2020:</b><br>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.<br><b>Update Sept 2020:</b><br>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.   |

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| 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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>A communications plan will be developed prior to the release of the next survey.</p> <p><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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><b>Update Feb 2020:</b><br/>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><b>Update Sept 2020:</b><br/>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>  |



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of the Local Government Act 1972.

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