



## Local Government Act 1972

**A Meeting of the Combined Fire Authority for County Durham and Darlington will be held in the Morton Room, Fire and Rescue Headquarters on Tuesday 17 March 2020 at 10.00 am to consider the following business:-**

### PART A

1. CFO Commendations
2. Declarations of Interest

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.

3. Minutes of the meeting held on 25 February 2020 (Pages 3 - 8)
4. Current Correspondence - Report of Assistant Chief Fire Officer - Service Support (Pages 9 - 10)
5. Notes of Audit and Risk Committee - Report of Chair (Pages 11 - 14)
6. Notes of Performance Committee - Report of Chair (Pages 15 - 16)
7. Localism Act Pay Policy Statement 2020/21 - Report of Treasurer and Clerk (Pages 17 - 22)
8. Integrated Risk Management Plan (IRMP) Consultation 2019-2020 Interim Results - Report of Policy Support Officer (Pages 23 - 26)
9. Performance Report Quarter Three 2019/20 - Report of Area Manager Emergency Response (Pages 27 - 40)
10. Equality Diversity and Inclusion Group Update - Report of Equality, Diversity and Inclusion Champion (Pages 41 - 44)
11. Evaluation of Charging for Unwanted Fire Signals Trial - Report of Assistant Chief Fire Officer Service Delivery (Pages 45 - 48)

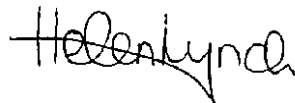
12. Evaluation of the Emergency Response Review Trial 2019/20 - Report of Assistant Chief Fire Officer Service Delivery (Pages 49 - 52)
13. Enabling Police and Crime Commissioners to sit and vote on Combined Fire and Rescue Authorities - Report of Chief Fire Officer (Pages 53 - 54)
14. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration
15. 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).**

16. Long Service and Good Conduct Medal - Report of Chief Fire Officer (Pages 55 - 56)
17. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration

**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, C Carr, D Freeman, D Hicks, A Laing, L Maddison, J Maitland, 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 in Morton Room, Fire and Rescue Headquarters, Belmont Business Park, Durham, DH1 1TW, on **Tuesday 25 February 2020** at 10.00 am.

### **Present:**

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

Councillors B Avery, A Batey, D Bell, J Bell, R Bell, C Carr, D Freeman, B Kellet (Substitute for C Carr), A Laing, L Maddison, J Maitland, R Manchester, L Marshall, C Potts, G Richardson, J Robinson, E Scott, J Shuttleworth, D Stoker, F Tinsley, and J Turnbull.

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

Councillor B Jones.

Apologies for absence were received from Councillors C Carr, D Hicks, H Crumbie, G Lee and A Scott.

### **Independent Person:**

N Johnson

Apologies were received from A Simpson.

### **A1 Chief Fire Officer Commendations**

Chief Fire Officer Commendations were awarded to FF Alex Donnison and FF Jonathan Hodgson for their outstanding and brave actions supporting the police during a violent attack on the night of 8<sup>th</sup> December 2019 in Church Street, Seaham.

The Chair noted thanks on behalf of the Authority to the Chief Fire Officer and all staff for their service during the poor weather conditions on 24 February 2020. It was agreed that a letter would be sent to Cleveland and Tyne and Wear FRS's to thank them for their support during the large incident at Peterlee.

The Chair welcomed Councillors J Maitland and B Kellet to the meeting.

### **A2 Declarations of Interest**

There were no declarations of interest.

### **A3 Minutes of the Meeting held on 19 December 2019**

Councillor L Maddison noted her attendance at the last meeting had not been documented and it was agreed that the minutes would be updated.

The minutes of the meeting held on 19 December 2019 were confirmed as a correct record and signed by the Chair (for copy see file of minutes).

#### **A4 Current Correspondence**

The Authority received an update from the Assistant Chief Fire Officer Service Support 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).

#### **A5 Notes of the Finance Committee**

The Authority considered a report of the Chair of the Finance Committee which provided an update on the discussions at the meeting held on 30 January 2020 (for copy see file of minutes).

##### **Resolved:**

That the contents of the report be noted.

#### **A6 Local Government Association (LGA) Subscription**

The Authority considered a report of the Chief Fire Officer which provided details of the LGA subscription for 2020/21 and sought a decision about continued membership (for copy see file of minutes).

##### **Resolved:**

The LGA subscription for 2020/21 was agreed.

#### **A7 Budget 2020/21 Report under Section 25 of Local Government Act 2003**

The Authority considered a report of the Treasurer which provided information on the robustness of the estimates and adequacy of reserves, so that members have authoritative advice available when making their budget decisions (for copy see file of minutes).

Councillor A Batey, as Chair of the Finance Committee confirmed support for the recommendations of the report.

##### **Resolved:**

- a) The Treasurer's assessment of the robustness of estimates and adequacy of reserves be noted.
- b) When approving the budget and the level of council tax for 2020/21 members have regard to this report.

## **A8 2020/21 Revenue Budget and Council Tax, Capital Programme and Medium-Term Financial Plan**

The Authority considered a report of the Treasurer and Chief Fire Officer which set out the revised revenue budget for 2019/20 and proposals for the 2020/21 budget and medium-term financial plan, the capital budgets for 2020/21 to 2023/24 and the Authority's council tax requirement (for copy see file of minutes).

The Treasurer took the Authority through each section of the report providing an outline of the key information and proposals.

Councillor A Batey, as Chair of the Finance Committee confirmed support for the recommendations of the report and thanked Tony Hope and the team for the work that had gone into the financial planning.

Councillor R Bell commented on the likely funding settlement position and possible outcomes from the Sir Thomas Winsor State of Fire and Rescue 2019 Report.

### **Resolved:**

#### **SECTION B – Consultation**

That Members take into account the views of those consulted as they consider the budget and Medium-Term Financial Plan proposals.

#### **SECTION C – Local Government Finance Settlement**

That the Authority notes the 2020/21 settlement funding assessment and the uncertainty around the funding position from 2021/22 onwards.

#### **SECTION D – Reserves Strategy**

That the Authority agrees to the policy for reserves, that the Authority will:

- i. Set aside sufficient sums in earmarked reserves as it considers prudent to do so.
- ii. Aim to maintain a general reserve of 5% of the net expenditure, currently £1.45m.

#### **SECTION E – Medium-Term Financial Plan**

That the Authority:

- (a) Agrees the Medium-Term Financial Plan.
- (b) Notes the Treasurer's comments on the robustness of the estimates, the adequacy of reserves and the risks in the budget, as set out in the separate report under Section 25 of the Local Government Act 2003.

#### **SECTION F – Revenue Budget**

That the Authority adopts the following resolutions:

- (a) That the revised revenue budget for 2019/20, as set out in Appendix A be approved.
- (b) That the Treasurer be authorised to make any proper accounting transactions that would be in the interests of the Authority in relation to the accounts for 2019/20.
- (c) That the revenue budget for 2020/21, as set out in Appendix A be approved.

## **SECTION G – Capital Strategy 2019/20 to 2023/24**

That the Authority approves the revised capital budget for 2019/20 and the capital budgets for 2020/21 to 2023/24.

## **SECTION H – Fire Authority Council Tax Requirement**

- (a) That the Authority determine the level of Council Tax for 2020/21.
- (b) Based on the Net Expenditure of £29,173,399 and a Band D Council Tax of £105.48 the Authority adopts the following resolutions for the year ending 31st March 2021:
  - i. That the 'council tax base' for the whole of the Authority's area be £175,071.30.
  - ii. That there be no Authority expenses relating to a part only of the Authority's area.
  - iii. That the 'basic amount of council tax' be £18,466,520.72 and the amount of council tax for each category of dwelling be as set out in table 15.
  - iv. That the Net Expenditure be £29,173,399 and that, after taking into account revenue support grant of £3,479,823 business rates income of £1,503,334, top up grant of £5,691,126, and a surplus on the collection fund of £32,596, precepts totalling £18,466,520.72 be issued to Durham County Council and Darlington Borough Council.

## **SECTION I – Prudential Code**

- (a) That the Authority notes the prudential indicators.
- (b) That the Authority approves the MRP Statement.
- (c) That the Authority approves the following limits for external debt in 2020/21:
  - i. Authorised Limit of £13.461m
  - ii. Operational Boundary of £12.237m

## **SECTION J – Treasury Management 2020/21**

- (a) That the Authority continues to adopt the key recommendations of the CIPFA code.
- (b) That the Authority notes the Annual Treasury Management Strategy as set out in Annex K3.
- (c) That the Authority sets an upper limit on its fixed interest rate exposures for 2020/21, 2021/22 and 2022/23 of 100% of its net outstanding principal sum.
- (d) That the Authority sets an upper limit on its variable interest rate exposures for 2020/21, 2021/22 and 2022/23 of 30% of its net outstanding principal sums.

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

The Authority considered a report of the Area Manager Training, Assets and Assurance which provided 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).

Councillor R Bell noted the positive comments regarding CDDFRS in the efficiency summary of Part 2 of the State of Fire and Rescue report and requested clarity around two of the key

headlines from Part 1 of the report; the role of fire sector needs greater clarity and Chief Fire Officers need operational independence.

The Chief Fire Officer explained that the FRS had not had an inspection scheme since 2014 and therefore services had been able to take their own direction. It was also noted that the headline around clarify of the role of the sector could be linked to the ongoing pay dispute.

**Resolved:**

That the contents of the report were noted, and further reports received as appropriate.

**A10 Grenfell Tower Inquiry: Phase 1 Report**

The Authority considered a report of the Assistant Chief Fire Officer Service Delivery which provided a brief on the contents and recommendations from the Grenfell Tower Inquiry: Phase 1 Report and associated implications for County Durham and Darlington Fire and Rescue Service (for copy see file of minutes).

**Resolved:**

That the contents of the report were noted and further reports received as appropriate.

**A11 Co-opted Governor of Belmont Community School**

The Authority considered a report of the Chief Fire Officer which sought permission to become a Co-opted Governor of Belmont Community School (for copy see file of minutes).

**Resolved:**

That the request from the Chief Fire Officer to become a Co-opted Governor of Belmont Community School be considered.

**A12 Any Other Business**

There was no other business.

**A13 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.

#### **B 14 Fire Fatality Presentation**

The Area Manager Emergency Response delivered a presentation to members in relation to a fire at Kelloe.

#### **B15 Options for the revision of the Service Leadership Team Structure following the early retirement of Assistant Chief Fire Officer**

The Authority considered a report of the Chief Fire Officer which set out options for members to consider in relation to the structure of the Service Leadership Team following the early retirement of the Assistant Chief Fire Officer.

#### **Resolved:**

- a) That approval of option three of the structure options.
- b) That the formation of the Appointments Panel to oversee the appointments process for a Deputy Chief Fire Officer be approved.

#### **Any Other Business**

The Chief Fire Officer provided an update on LRF and internal planning for corona virus.

#### **CLOSE OF MEETING**





**Current Correspondence: February 2020 – March 2020**

No correspondence received in the reporting period.

Release date	Subject	Summary	Action		
			CFA Report	CFA Response	Info

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## COMBINED FIRE AUTHORITY

17 MARCH 2020

### NOTES OF THE AUDIT AND RISK COMMITTEE HELD ON 18 FEBRUARY 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, L Marshall and G Lee

**Apologies:** Cllr E Scott

#### 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 18 February 2020.

#### Corporate Governance Action Plan Update

2. Members received an update on the progress being made in relation to the actions arising from the development of the Authority's corporate governance arrangements.

The following updates had been received since production of the report which would be included in the CFA budget report -:

- Settlement funding for 2020/21 had increased to 2.3%
- Confirmation had been received of the £1.5M pensions grant

The Committee **noted** the contents of the report and the ongoing work in relation to the corporate governance arrangements of the Authority.

#### Corporate Risk Register – Position at 31 December 2019

3. Members were presented with details of the corporate risk register as at 31 December 2019. There had been no changes from the previous quarter.

The Committee **considered** the corporate risk register report.

## Internal Audit Progress Report

4. Members received details of the work undertaken by Internal Audit between 1 April 2019 and 31 March 2020. It was noted that within the reporting period no limited assurance opinions had been provided. Six medium priority recommendations were overdue against original target implementation dates. S Carter noted that it was expected all outstanding work would be complete by April 2020.

The Committee **considered** the outturn position in delivering the internal audit plan for 2019/20 together with comments made by managers in responding to the work of internal audit to gain assurance on the adequacy and effectiveness of the internal control environment.

## Audit Plan 2020/21

5. Members received an overview of the Internal Audit Plan for the period 1 April 2020 to 31 March 2021.

The Committee **agreed** the Internal Audit Plan for 2020/21.

## Internal Audit Charter

6. Members received a report which sought approval to the Internal Audit Charter initially agreed in July 2019 to be applied to all reviews undertaken as part of the Internal Audit Plan for 2020/21. It was noted that there had not been any revisions to guidance and the content of the charter had not changed.

The Committee **agreed** that Internal Audit Charter.

## External Audit Progress Report

7. Members received an update on the progress made in delivering responsibilities as the Authorities external auditors. No significant matters were identified.

The Committee **noted** the report.

## Audit Strategy Memorandum

8. Members received a report which summarised the audit approach, highlighted significant risks, key judgement areas, value for money and fees. Key points from each area were discussed with the committee.

Discussion took place around a revised completion date and a likely increase in fees due to additional work and challenges from regulators since scale fees were set.

The Committee **noted** the report.

## Dates for 2020/21

9. The Chair informed members of the meeting dates for 2020/21.

## PART B

### Internal Audit Outstanding Actions Appendix 3

10. Members received details of the recommendations.

The Committee **noted** and **approved** the revised target dates

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## COMBINED FIRE AUTHORITY

17 MARCH 2020

### NOTES OF THE PERFORMANCE COMMITTEE HELD ON 2 MARCH 2020

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#### REPORT OF THE CHAIR OF THE PERFORMANCE COMMITTEE

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**Members Present:** Cllr C Carr (Chair)  
Cllrs B Avery, J Bell, R Manchester and G Lee

**Apologies:** Cllr D Stoker

#### Purpose of the report

1. The purpose of this report is to provide members with an update of the discussions of the Performance Committee held on the 2 March 2020.

#### Presentation – Deliberate Primary and Secondary Fires

2. Lee Aspery joined the meeting and gave a presentation which covered the following areas:-
  - The current position – deliberate primary fires (DPF)
  - Power BI: DPF loci/ type 21/05/2019
  - Power BI: DPF analytical picture 21/05/2019
  - Growth of DPF
  - Primary fires in vehicles
  - Vehicle fire decision making toolkit
  - Vehicle fire investigation outcomes
  - Deliberate Secondary Fires (DSF)
  - Power BI: DSF loci/ type 21/05/2019
  - Power BI: DSF analytical picture 21/05/2019
  - Turning the fire trend
  - Targeting young people
  - Arson reduction
  - Power BI: loci/ type and analytical picture 21/02/2020

Following discussion the Committee thanked Lee for an interesting presentation and recommended that a further presentation be prepared for the full Fire Authority.

The Committee **noted** the report.

## **Oracle Update**

3. This item was deferred to the next meeting.

## **Unwanted Fire Signal Trial**

4. Members received an update for the trial period. There had been a total of 604 unwanted fire signals and 406 chargeable incidents. 320 first warning letters had been sent and there had been 33 charges, 14 appeals with 8 upheld. There had been a total invoice sum of £15,481.00, £7,449 had been received, £4,540 was outstanding.

The Committee agreed a recommendation to the CFA for the trial to be implemented on a permanent basis.

The Committee **noted** the update.

## **Performance Report Quarter Three 2019/20**

5. The Committee received an update on the organisational performance indicators for quarter three of the 2019/20 financial year.

The Committee **noted** and **commented** on the report.

## **Sickness Absence Performance Quarter Three 2019/20**

6. The Committee received an update on sickness absence performance for the quarter and discussed the sickness for each staff group in detail.

The Committee **noted** and **commented** on the position regarding sickness absence performance for Quarter three

## **Letters of Appreciation**

7. The Committee considered the various letters of appreciation that had been submitted to the Service. In total 31 letters had been received for the quarter three period.

The Committee **noted** the report.

## **Part B**

### **Complaints**

8. Four formal complaints had been received by the Service in the reporting period. No complaints had been forwarded to the Local Government Ombudsman.

The Committee **noted** the report.





## COMBINED FIRE AUTHORITY

17 MARCH 2020

## LOCALISM ACT – PAY POLICY STATEMENT 2020/21

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### REPORT OF TREASURER AND CLERK

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#### Purpose of Report

1. The purpose of this report is to seek approval of the pay policy statement for 2020/21.

#### Background

2. Sections 38 to 43 of the Localism Act 2011 apply to the Fire and Rescue Authority as a relevant Authority. Section 38(1) requires relevant authorities to prepare pay policy statements.
3. Pay policy statements must be prepared for each financial year, be approved by a meeting of members and must also be published.

#### Guidance

4. The government has also issued guidance on the content of pay policy statements. The guidance “Openness and accountability in local pay” sets out the key areas that need to be included in a pay policy statement. Further supplementary guidance was set out in a letter from the Secretary of State for Communities and Local Government dated 20 February 2013.
5. The guidance has been considered in full when preparing the Authority’s pay policy statement for 2020/21.

#### 2020/21 Pay Policy Statement

6. The 2020/21 pay policy statement is attached at Appendix A.

#### Recommendations

7. Members are requested to:
  - (a) **approve** the 2020/21 pay policy statement as set out at Appendix A.
  - (b) **note** that the statement will be published on the Authority’s website.

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

### **Pay Policy Statement 2020/21**

#### **1. Background**

This document outlines the key principles of County Durham and Darlington Fire and Rescue Authority's (the Authority's) pay policy for 2020/21 aimed at supporting the recruitment and remuneration of the workforce in a fair and transparent way. The policy complies with the Government guidance issued under the Localism Act 2011 (the Act) and sets out:

- the approach towards the remuneration of the posts covered by the terms and conditions of the National Joint Council (NJC) for Brigade Managers of Fire and Rescue Services (Gold Book).
- the remuneration of the lowest paid employees.
- the relationship between the remuneration of Brigade Managers and the remuneration of employees who are not Brigade Managers.

County Durham and Darlington Fire and Rescue Authority is an equal opportunities employer and in setting the pay arrangements for the workforce seeks to pay salaries that are in accordance with the:

- National Joint Council (NJC) for Brigade Managers of Fire and Rescue Services, Constitution and scheme of conditions of service.
- national terms and conditions as set out in the National Joint Council for Local Authorities' Fire and Rescue Services, Scheme of conditions of service for other uniformed members of staff.
- national pay scales and the job evaluation procedure for non-uniformed employees.

#### **2. Posts covered by the NJC Terms and Conditions of Employment for Fire and Rescue Service Brigade Managers (posts defined within the Act as Chief Officers)**

The following four posts are covered by the NJC Terms and Conditions of Employment for Fire and Rescue Service Brigade Managers:

Chief Fire Officer  
Deputy Chief Fire Officer  
Assistant Chief Fire Officer  
Deputy Chief Executive

The Authority has responsibility for:

- appointing Brigade Managers.
- setting the level of pay for Brigade Managers.
- reviewing the pay of Brigade Managers.

### **Appointment of Brigade Managers**

Decisions on the recruitment of Brigade Managers are taken by the Fire Authority. An Appointments Panel is established for the purposes of undertaking a robust recruitment process. Decisions on appointing Brigade Managers are made by the Fire Authority taking account of recommendations from the Appointments Panel.

### **Principles of Brigade Managers Pay**

The principles for setting Brigade Managers pay are set out in the NJC Terms and Conditions of Employment for Fire and Rescue Service Brigade Managers.

The Salary Review Group makes recommendations to the Authority on the pay arrangements for Brigade Managers.

In doing so the Salary Review Group takes account of NJC Terms and Conditions of Employment for Fire and Rescue Service Brigade Managers and other factors including:

- The market in which the Authority operates.
- The Authority's short and long-term objectives.
- The Authority's relative size.
- The size of the senior team and responsibilities of individual posts.
- Required on-call arrangements as determined by the Executive Rota.
- The cost of the policy over the short, medium and longer term.
- The total remuneration package.
- The expectations of the community and stakeholders.
- Links with how the wider workforce is remunerated and national negotiating frameworks.

The Salary Review Group also has access to external independent advice on Brigade Managers pay which can be used to consider the context of pay decisions taking account of wider public and private sector pay levels.

### **3. Key Principles of the Brigade Manager Pay Policy**

- (i) The Brigade Manager pay policy is designed to be clear and transparent to those within the roles and key stakeholders. The structure and level of the pay arrangements enable the Authority to attract, motivate and retain key senior talent.
- (ii) The policy is based on spot salaries with clear differentials between levels of work/job size. This policy is reviewed on an on-going basis to ensure it remains fit for purpose and in line with the terms and conditions of Brigade Managers.
- (iii) The Authority's pay policy does not currently include provision for performance related pay, bonuses or other additions to basic salary based on individual or organisational performance.
- (iv) In setting the pay policy for Brigade Managers, a market position has been reached that aims to attract and retain the best talent available at a senior level. The qualifications, experience and calibre of the Brigade Managers employed are considered by the Authority to be amongst the best available in the country.

- (v) Roles at Brigade Manager level have been subject to an externally ratified job evaluation scheme that is transparent and auditable to ensure equality proofing of pay levels.
- (vi) Other terms and conditions for Brigade Managers are defined in the NJC Terms and Conditions of Employment for Fire and Rescue Service Brigade Managers. These terms and conditions set out the arrangements for national and local pay negotiations.
- (vii) On recruitment the Authority will consider and agree the conditions of employment and salary of the Chief Fire Officer, Deputy Chief Fire Officer, Assistant Chief Fire Officer and the Deputy Chief Executive. Consideration will be given to market forces, national government policy, local indicators and NJC guidance.
- (viii) The current individual salaries of Brigade Managers are as follows:

	<b>Annual Salary</b>
Chief Fire Officer	£144,103
Deputy Chief Fire Officer	£115,282
Assistant Chief Fire Officer	£108,077
Deputy Chief Executive	£102,842

- (ix) The statutory officer function of Treasurer to the Fire Authority is undertaken by the Deputy Chief Executive who reports to the Chief Fire Officer.
- (x) The statutory officer function of Clerk to the Fire Authority is provided by Durham County Council under a Service Level Agreement and the post is filled by the Head of Legal and Democratic Services. Details of the pay policy for this position are available in the Durham County Council pay policy.

#### **4. The policy relationship between Brigade Managers pay, the lowest paid workers and the wider workforce**

Employees that are conditioned to the “Grey Book” (National Joint Council for Local Authorities' Fire and Rescue Services, Scheme of conditions of service) are paid in accordance with national terms and conditions.

Other employee groups have their pay scales based on a nationally agreed job evaluation system that has been in place since 2008. This arrangement allows for incremental progression in pay for the wider workforce, based on national spinal column points and linked to service in post. This approach towards pay for the wider workforce, and the use of established job evaluation schemes, ensures a planned approach towards pay policy that is accountable, transparent and fair. Pay grades for staff are published as part of the Authority's pay and grading information and are available from the website.

In line with the policy for senior staff, no performance related pay arrangements or bonuses are currently in place for the wider workforce.

Pay multiples for staff based on the pay policy are set out in the table below:

<b>Firefighter multiple</b>	<b>£</b>
Chief Fire Officer salary	144,103
Basic Firefighter salary	31,144
Pay multiple	4.6

<b>Non-Firefighter multiple</b>	<b>£</b>
Chief Fire Officer Salary	144,103
Basic Non-operational salary	19,171
Pay multiple	7.5

The ratio between the pay of the Chief Fire Officer and the lowest paid firefighter is 4.6:1 and against the lowest paid workers that are employed is 7.5:1. Figures published by Government set out an expectation that the pay multiple should be below a ratio of 20:1 in local government.

## **5. The Approach towards Payment for those Officers Ceasing to Hold Office Under or be Employed by the Authority**

### **Termination of Employment**

The Authority has an agreed redundancy policy in relation to officers whose employment is terminated via either voluntary or compulsory redundancy. This policy provides a clear, fair and consistent approach towards handling early retirements and redundancy.

Decisions on early retirements and redundancy are made by the Finance Committee. Where the value of a severance payment exceeds £100,000 the decision is made by the Authority.

In setting this policy, the Authority does at this time retain its discretion to utilise the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales Regulations) 2006.

### **Policy towards the Re-employment of Principal Fire Officers (Brigade Managers) Previously Employed by the Authority.**

In accordance with the requirements of the 2018 Fire and Rescue Framework for England the Authority has a policy of not re-appointing principal fire officers (Brigade Managers) after retirement to their previous, or a similar, post except for in exceptional circumstances when such a decision is necessary in the interests of public safety.

Safest People, Safest Places

County Durham and Darlington  
Fire and Rescue Authority



## COMBINED FIRE AUTHORITY

17 MARCH 2020

## INTEGRATED RISK MANAGEMENT PLAN (IRMP) CONSULTATION 2019-2020 INTERIM RESULTS

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### REPORT OF POLICY SUPPORT OFFICER

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#### PURPOSE OF THE REPORT

1. To provide Members with information regarding the results of the IRMP Consultation which ended on 6 March 2020.

#### BACKGROUND

2. The Fire and Rescue Service National Framework document places a responsibility on all fire and rescue authorities to produce and consult on their IRMP. These documents direct fire and rescue authorities to:
  - be accountable to communities for the service they provide;
  - identify and assess the full range of foreseeable fire and rescue related risks their areas face;
  - make appropriate provision for fire prevention and protection activities and the response to fire and rescue related incidents;
  - develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse;
  - collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide.
3. The Service's three-year IRMP has been out to consultation from 13 December 2019 to 6 March 2020.

#### PROMOTION

4. In order to ensure that a wide range of views can be gathered a Consultation explanatory document and question and answer booklet were printed and circulated along with a link to an online survey. Online copies of these documents, together with the IRMP itself were made available and promoted on the Service website throughout the consultation.
5. The information regarding the Consultation and survey was sent to a range of partner organisations in sectors including Councils, Police, Health, Voluntary and Community, Education, Business, Faith and Housing. Colleagues shared the information to encourage participation.
6. Leaflets were printed highlighting the Consultation and advertising a series of events at the most affected stations (Durham, Newton Aycliffe, Seaham, Spennymoor, and Peterlee). These were delivered by crews from those stations to people receiving Safe and Well-being visits and left in community venues and local shops.

7. The Consultation was presented at various community meetings including at AAPs, and AAP Co-ordinators promoted the survey link to their contacts and on their Facebook pages where possible. Parish Council meetings, residents' groups, and partner meetings were also attended.
8. The consultation was promoted extensively on social media. Since 13<sup>th</sup> December we have posted about the IRMP Consultation 19 times on Facebook with an average reach of almost 5,000 people per post. On Twitter our tweets over the period averaged over 2,500 impressions per tweet.

## RESULTS

### Number of responses: 185

9. **Question 1** - Do you have any comments or suggested amendments to our three-year Integrated Risk Management Plan (IRMP) document?
10. Most respondents did not comment but where the mandatory free text box was completed in detail the following issues were raised:
  - Crewing arrangements were questioned by 13 respondents including that a second wholetime pump should be returned to Durham; previous arrangements at Spennymoor should be reinstated and Day Crewing Plus should be returned in Seaham and Newton Aycliffe.
  - Funding cuts by government were criticised by 5 respondents and worries expressed that this has adversely affected the Service.
  - 3 people raised that the structure of the Service Leadership Team may not require 2 Assistant Chiefs and could be cut back to make savings.
  - Riding fire appliances with 4 should not be considered.
  - An increase in rural resources should be considered.
11. Other individual comments:
  - Community rooms in stations are not being used to the detriment of community relations
  - Could ambulance and fire services be integrated as in France?
  - Tactical Response Vehicles should not be used.
12. **Question 2** - Following our trial, do you support our proposal to implement the day crewing arrangements at Seaham and Newton Aycliffe on a permanent basis from April 2020?
 

Yes	61%
No	39%
13. **Question 3** - Following our trial, do you support our proposal to implement the crewing arrangements at Durham and Spennymoor on a permanent basis from April 2020?
 

Yes	60%
No	40%



14. **Question 4** - We have maintained our response standards based on our historical approach to responding to incidents. Do you support our approach to maintain these standards or do you think we should carry out a review?

Maintain 47%  
Review 53%

15. **Question 5** - Given the increase in arson that we have experienced over the last few years do you support our intention to reallocate some resources into arson reduction initiatives?

Yes 79%  
No 21%

16. **Question 6** - Do you support our approach to continue to focus our safe and wellbeing visits on those people who are at greatest risk from fire?

Yes 92%  
No 8%

17. **Question 7** - Following our trial, do you support our proposal to introduce a charging system for certain businesses when we attend multiple unwanted fire signals to their premises?

Yes 91%  
No 9%

## RECOMMENDATIONS

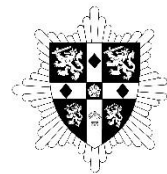
18. Members are requested to:

- (a) **consider** the survey results as part of their decision on allocation Service resources  
(b) **note** the survey outcomes

Alison Baxter, Policy Support Officer

Tel: 0191 3755571

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**Safest People, Safest Places**County Durham and Darlington  
**Fire and Rescue Authority****COMBINED FIRE AUTHORITY****17 MARCH 2020****PERFORMANCE REPORT – QUARTER THREE 2019/20**

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**REPORT OF AREA MANAGER, EMERGENCY RESPONSE**

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**Purpose of report**

1. This report presents a summary of organisational performance at the end of the third quarter of the 2019/20 financial year.

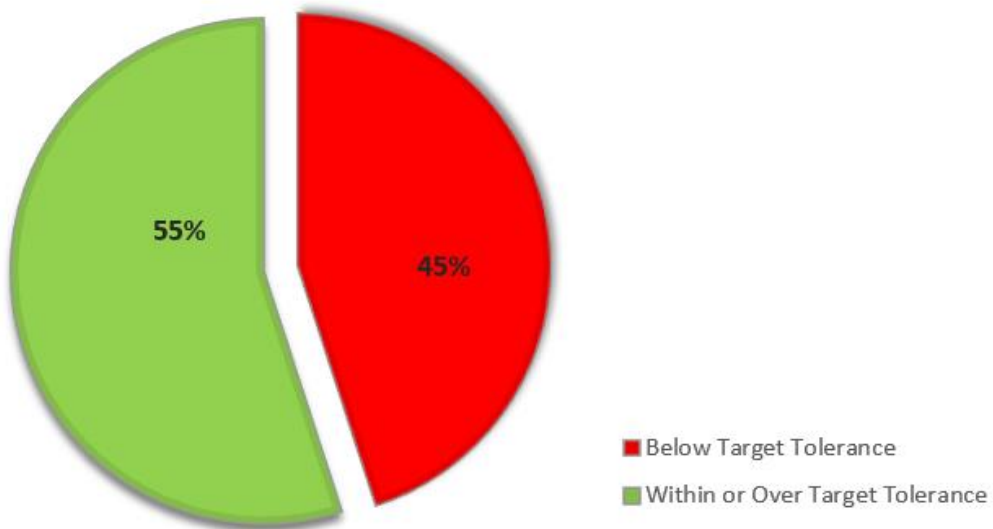
**Background**

2. Both operational and corporate performance is monitored and managed internally via the monthly Performance and Programme Board (PPB) and Service Leadership Team (SLT) forums. Members of the Combined Fire Authority (CFA) consider performance on a quarterly basis at meetings of the Performance Committee and the full CFA.
3. A comprehensive suite of Performance Indicators (PIs) are employed to measure both operational and corporate performance. Targets are set on an annual basis against SMART criteria and take account of longer-term trends and the potential for spikes in performance.
4. This robust approach to performance management enables action to be taken at an early stage if performance is not meeting expectations and provides assurance that resources are being directed towards the areas of greatest risk.
5. In addition to setting a target level for relevant PIs, the Service also employs a system of tolerance limit triggers that allow under or over performance to be highlighted to the PPB when the PI goes beyond set tolerances, which vary depending on the indicator. Each PI has a total of four tolerance limit triggers; two each for both under and over performance.
6. Performance is presented from two perspectives: by comparison against the annual target levels, and by comparison with performance at the same point last year.

**Overview of performance across all indicator categories**

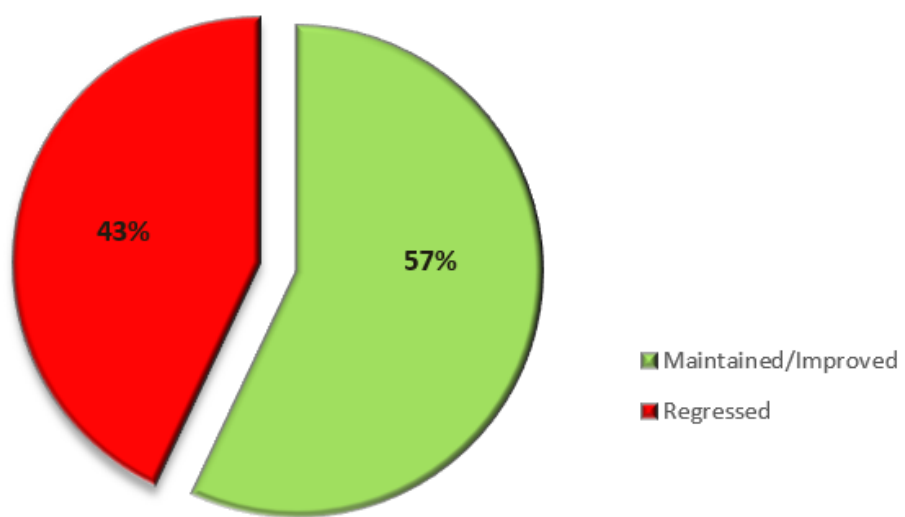
7. The tables overleaf provide an overview of how key performance indicators were performing at the end of quarter three 2019/20, across both operational and corporate areas of the Service.
8. The first pie chart over the page shows that 55% of the strategic PIs met or exceeded their target level.

**SUMMARY OF OPERATIONAL & CORPORATE PI COMPARED TO TARGET - DECEMBER 2019**



9. The next chart below shows that 57% of the strategic PIs either maintained or improved when compared to performance last year.

**SUMMARY OF OPERATIONAL & CORPORATE PI COMPARED TO PREVIOUS YEAR - DECEMBER 2019**



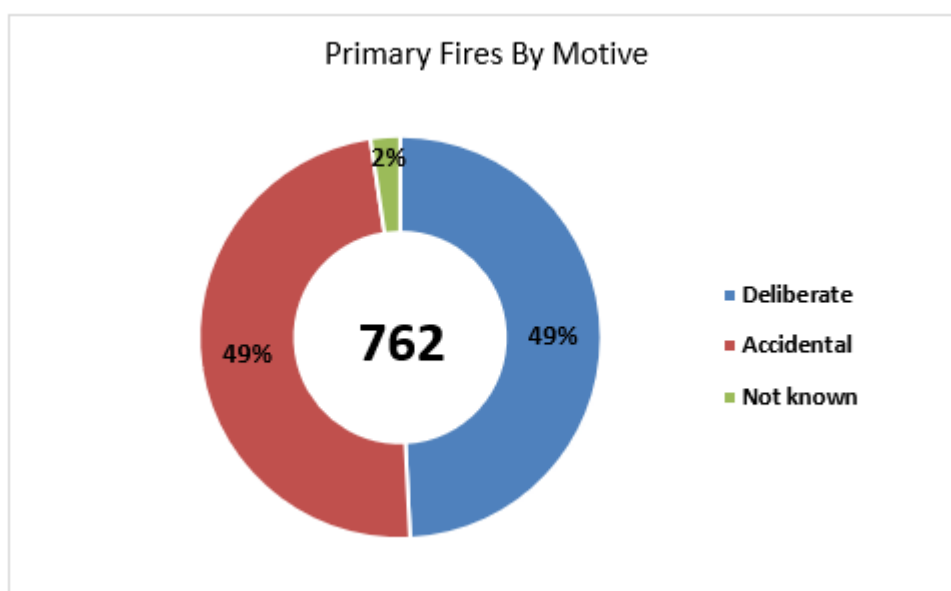
## Performance reporting by exception

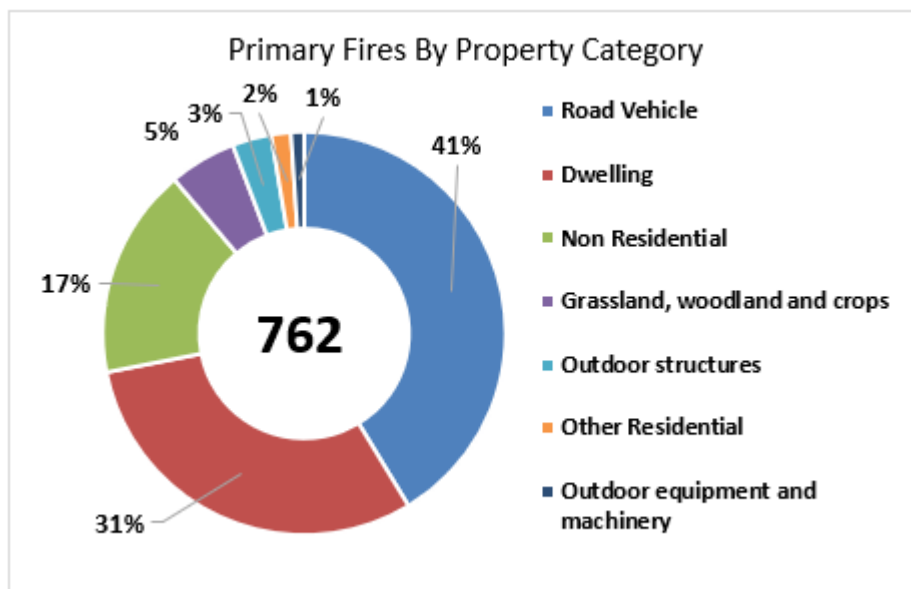
10. The following sections of the report present details of specific operational and corporate indicators where performance was notably strong or where additional work is required to secure improvement. An explanatory narrative is provided for each PI group along with information about how performance compares to the annual target and the previous year.

## Prevention

Performance Indicator	Objective	Q3 2019/20 Actual	Q3 Target	Actual vs Target	2018/19 Q3 Actual	Actual vs Previous Year
PI 02 Primary Fires	Down	762	726	5%	792	3.8%
PI 03 Accidental Dwelling Fires	Down	183	179	2.2%	184	0.5%
PI 04 Injuries Arising from Accidental Fires in Dwellings	Down	17	16	6.3%	10	70%
PI 05 Total Secondary Fires	Down	1813	2153	16%	2260	20%
PI 07 Number of Safe and Wellbeing Visits	Up	15046	13646	10.3%	15562	3.3%
PI 42 Percentage of Safe and Wellbeing Visits to High Risk People/Properties	Up	81.5%	80%	1.9%	83.1%	1.9%

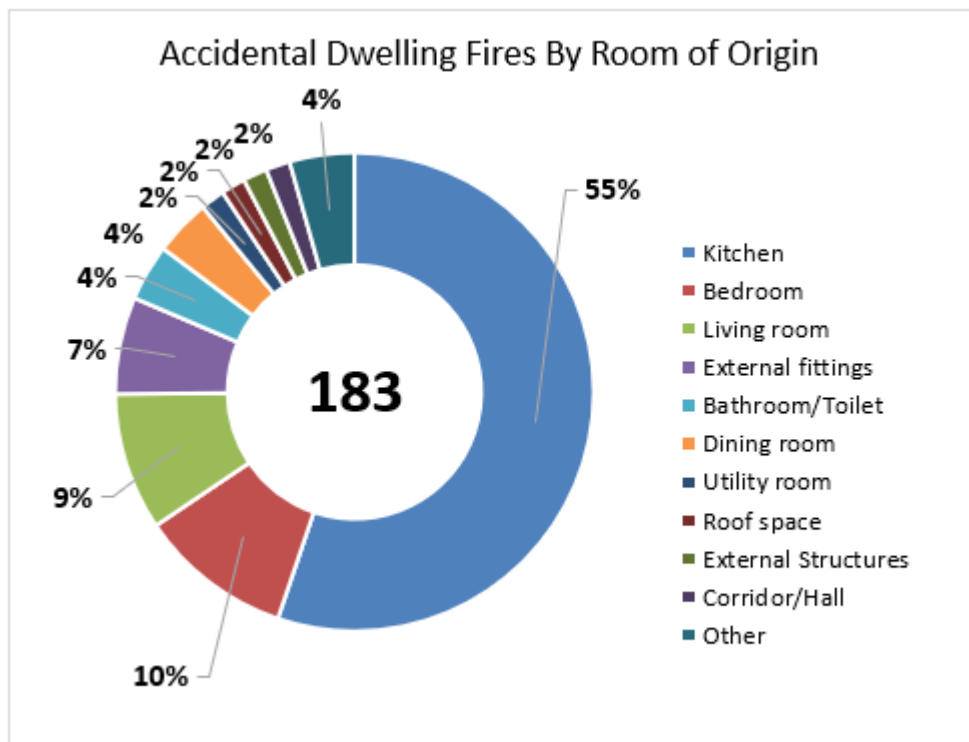
**PI 02** - Easington District continue to have the highest amount (22) with the two top stations being Peterlee and Wheatley Hill - 22 (44%). 66% of primary fires across the service being vehicle fires. Peterlee had 50% car fires across the service. Work in on-going to address the number of car fires in the Easington District. There is a link to local and wider organised making this more complex. Further initiatives are being trialled within the district which will be monitored for success. In addition, this issue will be raised further at the Safe Durham Partnership. At the end of Q3 we sit at a figure of 762 compared to target of 726. This is an increase of 36 incidents across the PI. Although over the predicted target for this year we have seen a reduction of 30 incidents compared to the same period last year.

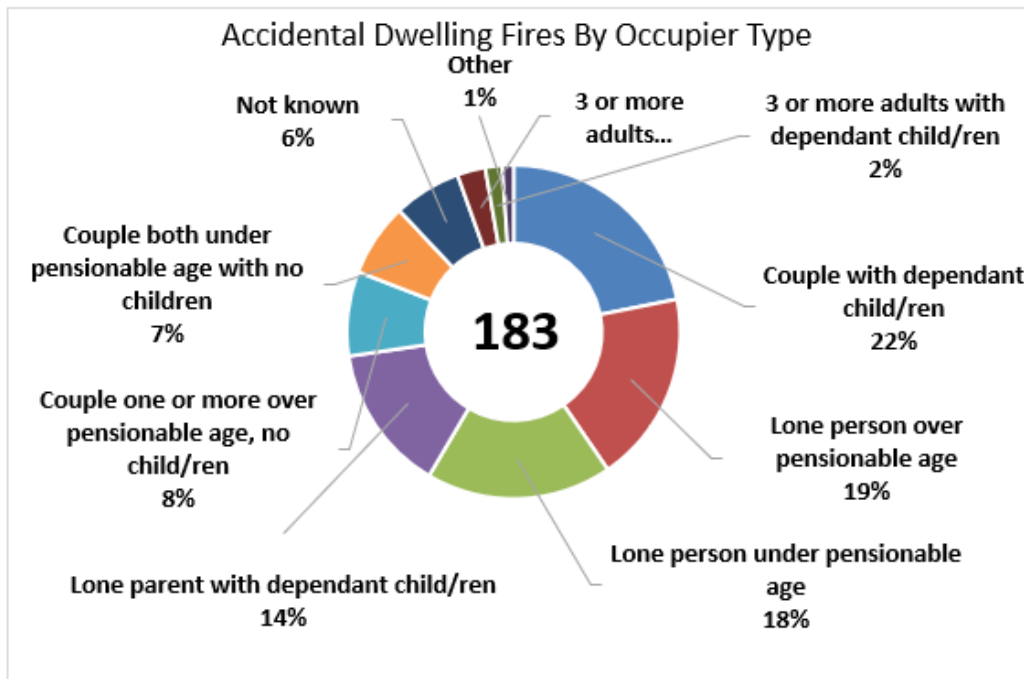




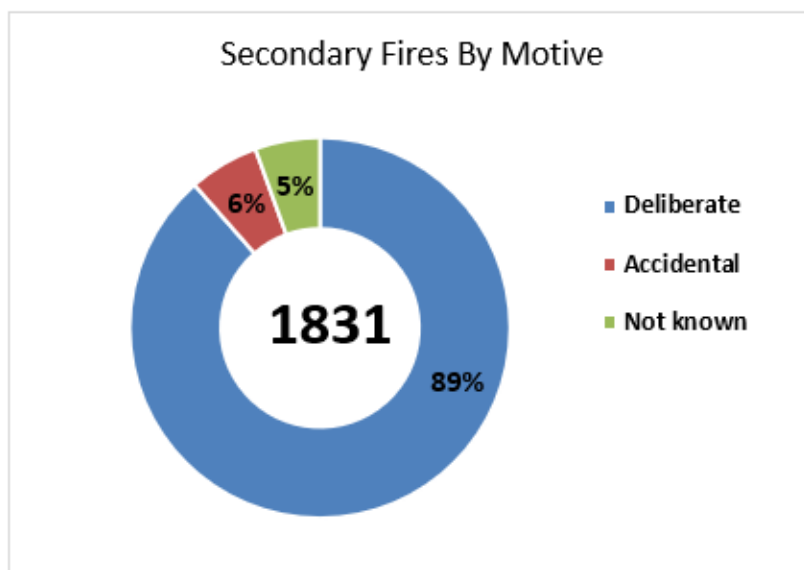
**PI 03** – There has been a slight reduction in the number of fires compared to the same period last year (-12%). 80% of premises had smoke alarms fitted. There are strong links to cooking related fires, lone persons (approximately 50%) and distraction.

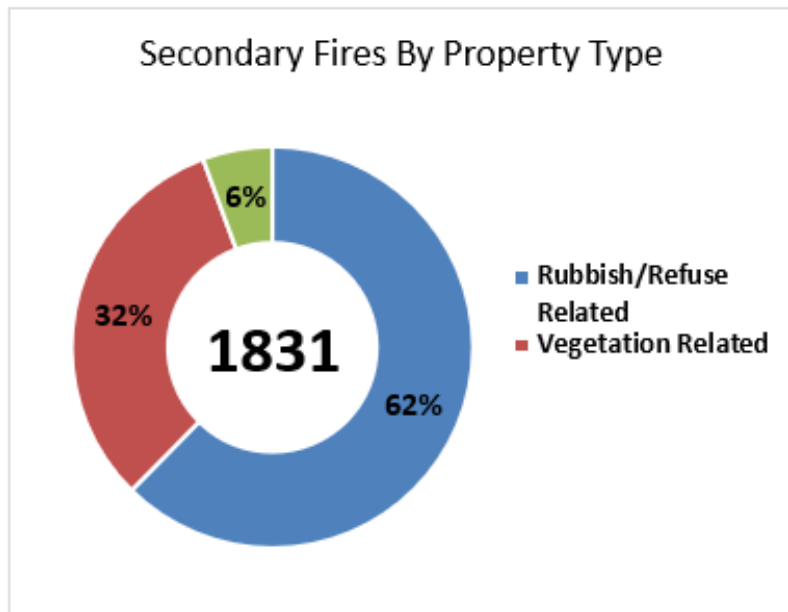
**PI 04** – We continue to see a low number of ADF recorded injuries during December and across Q3. In December we have seen two injuries recorded as being transported to hospital with minor injuries.





**PI 05** – Total for Dec – 120 compared to 93 for the same month last year. CDDFRS are still significantly lower in total compared to previous two years for the same period 1832 compared to 2260 a reduction of 19%. Easington District account for 32% of secondary fires across the service. Loose refuse accounted for 64% of secondary fires across the service in December (the total for the year is 54%). Over Q3 we have seen a significantly lower number of secondary fires across the service area. To put this in context in 2017/18 we saw 609 incidents, in 2018/19 543 incidents and for this reporting year 384; which equates to approximately a 37% reduction over the three-year Q3 figures.





**PI 07** – Although there have been less visits than the same period last year, we are still above target for SAW visits. Crews have been tasked to focus on higher risk revisits to ensure that we are concentrating on the most vulnerable members of the community based on data that suggests that they are at the highest risk from fire. This has included direction to focus on the quality of visits rather than purely quantity. Most partner referrals are for slips trips and falls which account for 38% of all referrals.

**PI 42** – Over Q3 we have remained consistently in the 81-82% range for SAW to high risk people or premises. Managers from the CRM team have all attended the recent NFCC person centred pathway workshops, this workstream is driven by the NFCC CPO with the aim of introduction of a common method for SAW national.



## Protection

Performance Indicator	Objective	Q3 2019/20 Actual	Q3 Target	Actual vs Target	2018/19 Q3 Actual	Actual vs Previous Year
PI 10b Primary Fires in Non-Domestic Premises (enforced under the FSO by CDDFRS)	Down	66	54	22.2%	N/A	
PI 13 Percentage of Building Regulations completed within required time period (15 working days)	Up	95.2%	100%	4.8%	N/A	
PI 14 False Alarms Caused by Automatic Fire Detection Apparatus	Down	555	616	9.9%	654	15.1%
PI 17 Number of Fire Safety Audits	Up	1544	1664	7.2%	1647	6.3%

**PI 10b** – Primary fires in non-domestic premises (enforced under the FSO by CDDFRS) – Actual 66 / Target 54 - A post fire audit at a premises in Darlington discovered issues with evacuation and raising the alarm during the incident and these were addressed by one of the business fire safety team. One other premises in Darlington is currently being investigated by Environmental Health following a fire.

**PI 13** – Building Regulations – 95.2% within 15-day timescale for December which has remained consistent over the last quarter although we have seen a slight increase from October onwards through to December. We still have staff in the process of completing the Level 4 FS diploma which will give us some additional capacity around building regulations going forward.

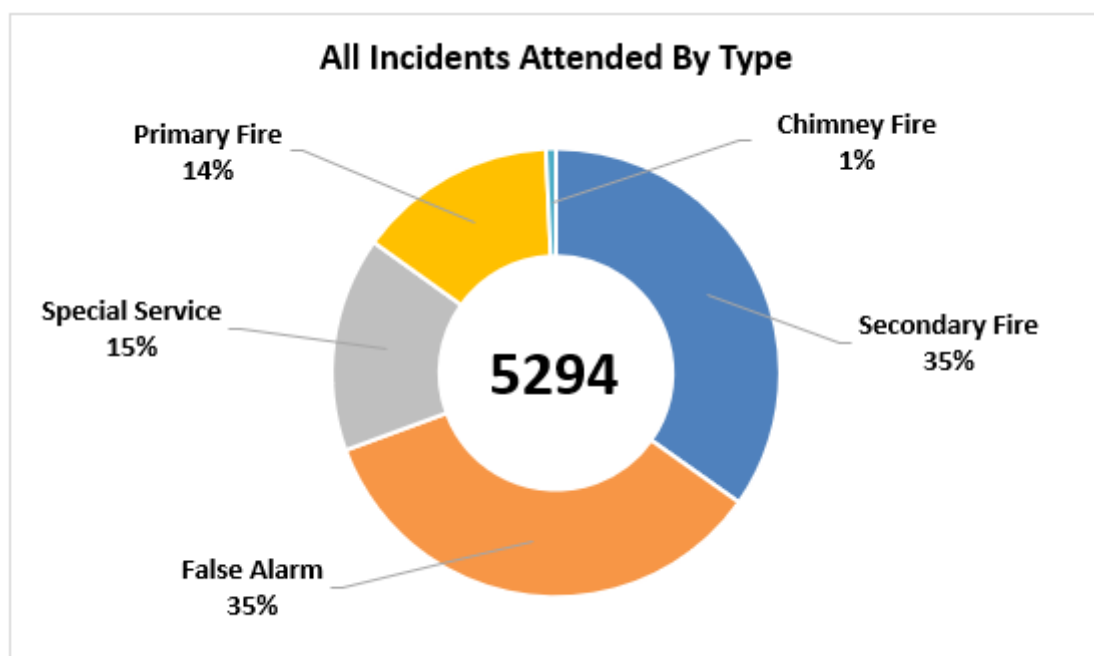
**PI 14** - False alarms caused by automatic fire detection apparatus – Actual 555 / Target 616. These figures have remained consistent over the quarter and under target. The number of chargeable UwFS YTD to December 31st – 336. Number of cost recovery letters sent – 31 (2 sent in December).

**PI 17** – Global figures – Actual 1544 / Target 1664, Stations – Actual 1360 / Target 1411, Central FS - Team Actual 184 / Target 228. The central team have been asked to focus on making up the shortfall in these numbers which should be noticeable in future reports. There has been a knock-on effect of one of the business fire safety team being off on long term sickness absence following an operation.

## Response

Performance Indicator	Objective	Q3 2019/20 Actual	Q3 Target	Actual vs Target	2018/19 Q3 Actual	Actual vs Previous Year
Total Emergency Calls Received (including EMR)		11475			12377	7.3%
Total Incidents (excluding EMR)		5294			5953	11.1%
Total Fires		2629			3084	14.8%
Total False Alarms		1842			1938	5%
Total Special Services (excluding EMR)		820			931	11.9%
Total Road Traffic Collisions		230			267	13.9%
Total Emergency Medical Response (EMR)		23			18	27.8%
PI 06 – Number of Response Standards Met	Up	4	6	33%	4	0%
PI 12 – % Retained Availability on Stations	Up	69.7%	90%	22.6%	70.6%	1.3%
PI 08a Dwelling Fires Attended within 8 Minutes	Up	71.7%	70%	2.4%	69.2%	4%
PI 11a Fire Control Calls Received and Mobilised within 90 Seconds	Up	87.5%	90%	2.8%	88	0.6%
PI 16a Availability of on call appliances - 1st pump	Up	74.6%	90%	17.1%	N/A	
PI 16b Availability of on call appliances - 2nd pump	Up	37.7%	90%	58.1%	N/A	
PI 70 Number of Hydrant Inspections	Up	4281	4599	6.9%	4604	7%

### Total incidents (excluding EMR)



**PI 06** – We continue to meet 4 out of 6 PIs under PI06, the two areas we have not achieved are response to non-domestic premises and largely due to geographical locations of incidents. Work is also underway to give response vehicles priority over the traffic lights at Barnard Castle to improve response times.

**PI 12** – Overall availability for December 64.5% influenced by the current AL policy relating to RDS, this is currently under review as part of the RDS project. Retained support officer now in role. RDS Support Project will report to PPB on progress.

**PI 11a** - This indicator remains static at around 88%-89%. Control continue to monitor these calls on a monthly basis. Watch Managers continue to report to the FCM on these calls on a monthly basis.

**PI 16a** - 1st appliance availability in December 70.2 %. This figure does not reflect the 'pure availability' of the first appliance as it incorporates, RDS Detachments, OCC and Casual hours incurred. Work ongoing to investigate a data set to separate. RDS Support Project will report to PPB.

**PI 16b** - 2nd appliance availability for December down to 27.2 %. Barnard Castle 34.5% and Crook 19.9%. RDS Project will report to PPB.

**PI 70** – There is a project underway to implement a replacement for the Hydra system. Current underachievement is mainly due to problems with the hardware on station. The Emergency Response Team aim to ensure all hydrants are checked in-line with the annual programme however this PI may not accurately reflect the inspections completed until the introduction of the new system.

## Workforce

Performance Indicator	Objective	Q3 2019/20 Actual	Q3 Target	Actual vs Target	2018/19 Q3 Actual	Actual vs Previous Year
PI 40 - All Staff Sickness	Down	5.99	4.50	33.1%	6.63	9.7%
PI 41 All Staff Sickness Wholetime and Control Personnel	Down	5.58	4.50	24%	4.65	20%
PI 38 All Staff Sickness Excluding Retained Personnel	Down	5.25	4.50	16.7%	4.59	14.4%
PI 69 Number of Accidents to Personnel	Down	13	10	30%	16	18.8%
PI 71 Number of Vehicle Accidents	Down	20	14	42.9%	22	9.1%
PI 81 Percentage of Operational Staff Maintaining Competence	Up	93.8%	100%	6.2%	100%	6.2%
PI 80 Number of workplace assessments being undertaken by the training team	Up	56	45	+24%		
PI 82 Percentage of risk critical personal development plans actioned within 6 weeks	Up	92%	100%	8%		
PI 86 Number of training courses cancelled (Core Risk Critical)	Down	31	18	72.2%		
PI 87 Number of Student Places Not Taken Up Due to Programmed Courses (core risk critical) Running Under Optimum Capacity	Down	162	110	47.3%	149	+8.7%

**PI 40** – Current figures indicate absence above target for this year however many personnel who had previously been absent throughout quarter 3 have returned to duty, resulting in shifts lost to absence being reduced when compared to the previous months in quarter 3. There is no further planned absence within this category of staff moving into quarter 4 of the current reporting period.

**PI 38** - Corporate absence increased throughout December when compared to previous months. This was predominately due to long term absence relating to mental health, muscular skeletal [MSK] and flu issues. Some personnel who have been long term absent are expected to return to duties on phased return throughout quarter 4 with a view to returning to full duties. There were a low number of shifts lost to short term absence throughout December relating to gastrointestinal and cold issues. All personnel have now returned to duty.

**PI 41** – Within the wholetime category of staff December saw an increase in short term absence when compared to the previous month of November. This was primarily due to gastrointestinal issues; cold, flu and respiratory problems. All personnel have now returned to full operational duties. Long term absence continued at the same rate as previous months with personnel being absent due to varied MSK related issues, as well as neurological concerns. MSK issues are relating to knee; shoulder; and hip. Wholetime rider absence is within target for the reporting period. Absence levels within the FDO and DD category of staff are above target for the year. Control absence remained low throughout December with only 7 shifts lost to absence. Control absence is within target for the reporting period.

**PI 69** – No personal accidents during the month of December meaning that the total number of incidents (YTD) stays at 13, which is lower than the previous year of 17. December is the first month in the 2019/20 reporting period where the Service have not recorded a personal accident.

**PI 71** – There were 3 vehicle accidents in the month of December. The Manitou received minor damage whilst being used to move a car at STC, an appliance caused minor damage when manoeuvring between two double parked vehicles and an FDO impacted the rear of a 3rd party vehicle resulting in damage to both vehicles. All 3 incidents have been investigated respectively and recommendations have been made to help reduce the likelihood of any similar incidents in the future. This takes the Service to a YTD total of 20 vehicle accidents of which 4 were classed as 3rd party fault and 10 occurred in the first 2 months meaning that we have had 6 (driver fault) vehicle accidents in the last 7 months. This compares to the previous year of 24 (no 3rd party fault incidents).

**PI 81** – Of the 287 WT personnel, 269 of these are maintaining competence (93.7%). In relation to the 172 RDS personnel, 152 of these are maintaining competence (91.3%). Training are working with DM teams to ensure where possible all staff attend courses that are available and where necessary more dates are provided. Those out of competence are mainly linked to being on modified duties when returning from sickness absence.

**PI 80** – There were 2 trainer observations, 2 driver trainer workplace assessments and 2 Dip Sampling assessments undertaken this month.

**PI 82** – There were a total of 14 submitted PDPs throughout October, November and December 2019. 13 of these PDPs were actioned with 6 weeks (92%).

**PI 86** – Delivery: 2, Driver Training: 2.

2 HMEPU Driving courses were cancelled due to students not having the correct pre-requisite/qualifications to enable them to complete the training. There were also 2 Driver Training courses that were rescheduled: 1 EFAD revalidation was rescheduled due to student availability. 1 FDO Revalidation was rescheduled as the student was attending a risk critical course on the same day.

## Finance & Governance

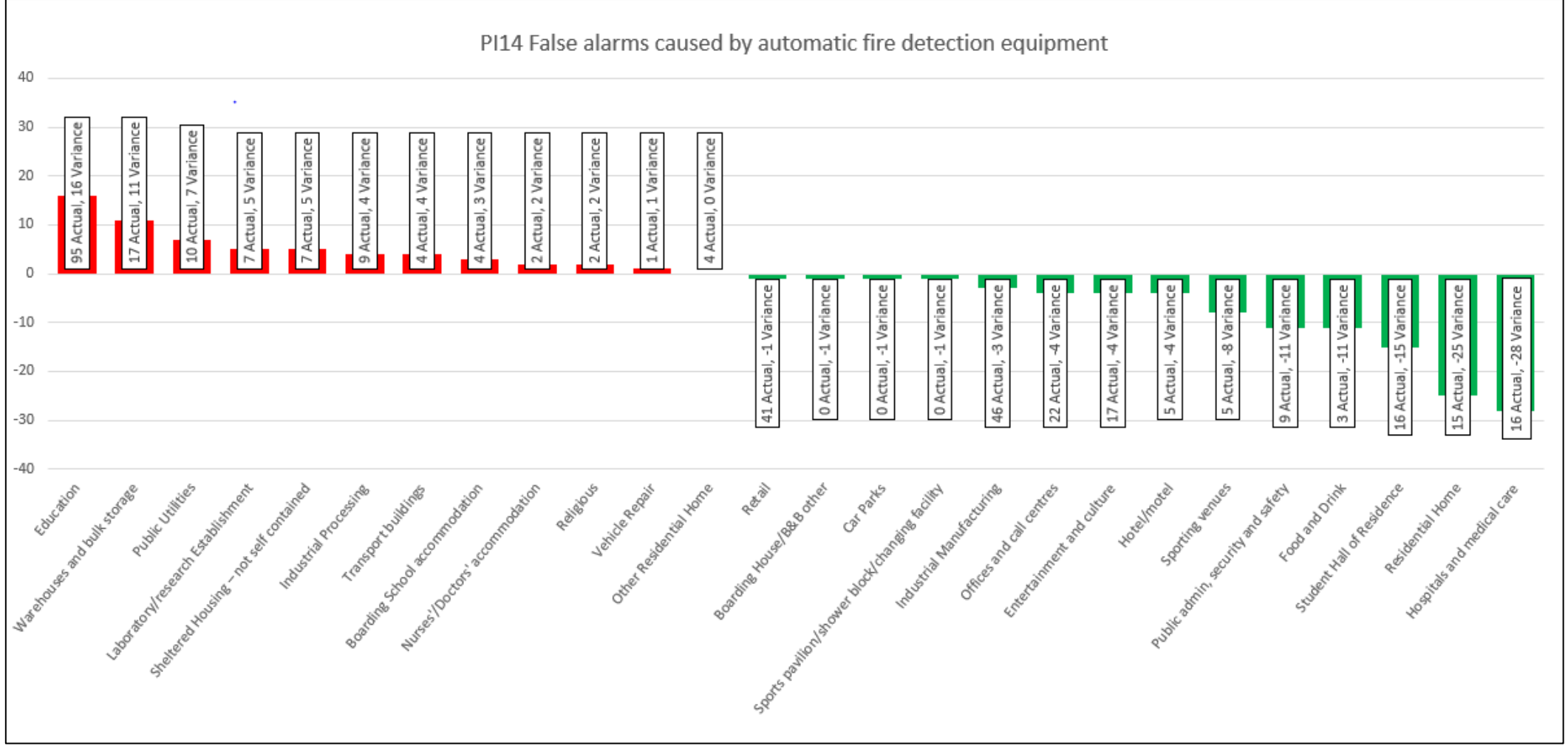
Performance Indicator	Objective	Q3 2019/20 Actual	Q3 Target	Actual vs Target	2018/19 Q3 Actual	Actual vs Previous Year
PI 34 - % of Invoices paid within 30 days	Up	98.6%	97%	1.6%	98.8%	0.2%
PI 24 % of Freedom of Information Completed and Responded to within 20 Working Days	Up	98.7%	100%	1.3%	98%	0.7%
<p><b>PI 34</b> – Finance staff are continuing to support the process due to issues with Oracle access and continue to have two clerks undertaking these duties on a regular basis. New access to the system is being tested with ICT and DCC with work on-going.</p> <p><b>PI 24</b> - The performance relates to a single FOI - received in June. This was a complicated request involving PDAs and availability.</p>						

## RECOMMENDATIONS

11. CFA members are requested to:

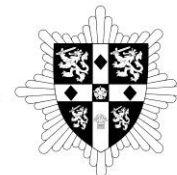
- a. **Note** the content of the report;
- b. **Comment** on the reported performance.

Appendix A – PI 14 Variance in False Alarms caused by automatic fire detection equipment



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## **COMBINED FIRE AUTHORITY**

**17 MARCH 2020**

## **EQUALITY, DIVERSITY AND INCLUSION GROUP UPDATE**

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### **REPORT OF EQUALITY, DIVERSITY AND INCLUSION CHAMPION**

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#### **Purpose of Report**

1. To provide members with an overview of the work carried out by the Service's Equality Diversity and Inclusion Group (EDIG).

#### **Background**

2. As part of the approach to developing the Authority's services and improving engagement with stakeholders, the Authority has sought to 'champion' particular areas of work through the Combined Fire Authority (CFA) Member Champion roles.
3. The Member Champion roles provide the Service with an opportunity to work closely with individual members to help develop the services provided and to engage with local communities, staff, councillors and other stakeholders through a closely aligned officer and member relationship.
4. Since appointment to the Equality, Diversity and Inclusion (EDI) Member Champion role, Councillor Batey has been supported by Assistant Chief Fire Officer (ACFO): Service Support in her capacity as strategic lead for the development of EDI across the organisation.

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

5. County Durham and Darlington Fire and Rescue Service (CDDFRS) has an EDI Strategy and action plan. The EDI Working Group is a subgroup of the EDIG and is responsible for delivering the objectives of the action plan. The EDIG monitors progress against the action plan.
6. At the last meeting of the EDIG in January, an update was received from Area Manager Training, Assets and Assurance on Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service's (HMICFRS) report, in particular the 'People Pillar' and the areas that required improvement. The Service was disappointed with some of the findings reported in the 'People Pillar' of our inspection, in particular the attitudes of some staff towards EDI and the Firefighter Apprenticeship programme. In response an action plan has been developed to drive improvement in these areas which are outlined in section 21 of this report.
7. Following submission, the Service achieved 280<sup>th</sup> place out of 503 submissions on the Stonewall Workplace Equality Index (WEI) after achieving 174<sup>th</sup> place out of 445 submissions last year. Although disappointing that we regressed in our position, the Service did encounter issues when completing the online submission meaning the full evidence was not available for marking. Feedback from Stonewall has been received with the actions recorded in the EDI strategy action plan. Stonewall made comment in our feedback session that due to the

problems with the submission our result did not reflect the amount of positive work the Service has undertaken.

8. The Equality Act 2010 lists 9 protected characteristics and protects people against discrimination. Each protected characteristic is assigned a member of the Service Leadership Team (SLT) and a member of the EDIG in the role of Equality Champions outlined in Table 1 below. The Equality Champions take responsibility to promote and support the work of the Service in their allocated strand. An apprentice from Cohort 3 has been assigned to each strand of equality to assist in the design and development of initiatives in support of the Equality Champions.

**Table 1**

Protected Characteristic	Equality Champions
Age	Keith Lazzari & Sarah Litt
Disability	Steve Wharton, Mandy Dixon & Vanessa Davies
Gender Reassignment	Keith Carruthers & Lindsay Blake
Marriage & Civil Partnership	Tony Hope & Steve Smith
Pregnancy and Maternity	Rob Cherrie & Tracy Ridley
Race	Sarah Nattrass & Gavin Meisuria
Religion or Belief	Keith Wanley & Lee Brown
Gender	Robin Turnbull & Sharon Lewin
Sexual Orientation	Stuart Errington & Sue Dolding

9. Continuous Professional Development (CPD) sessions are to be introduced at each EDIG meeting. Each Equality Champion will deliver an educational session to refresh the knowledge and understanding of the members of the EDIG.
10. The Service's website contains business and home fire safety information in various languages. Videos have been produced in English, Polish, Arabic and with sign language and all video content intended to deliver specific messaging is designed to be easy to understand without the need for language or noise.
11. Members of the EDIG attended the Ability not Disability and the Black, Asian and Minority Ethnic (BAME) conferences hosted by Tyne and Wear FRS and the Asian Fire Services Association (AFSA) Annual Conference hosted by South Yorkshire FRS entitled 'Diversity is a reality, inclusion is a choice for the fire and rescue service'.
12. ACFO: Service Delivery, Cllr Batey and members of the EDIG and Service Football Team attended the 'Tackling Homophobia in North East Football 2019 Conference at the Stadium of Light, Sunderland. The conference was jointly organised by Durham Football Association and Durham Pride UK with the aim of improving opportunities for the Lesbian, Gay, Bisexual and Transgender (LGBT) community to take an active part in grassroots football and also to raise awareness for those already participating.
13. The Equality Champions for Disability hosted the first meeting of the Autism Support Network in January and are currently exploring training to increase autism awareness across the Service.
14. Darlington ARQ was a community-based organisation which provided a support network for the LGBT community. They notified the Service that the organisation was ceasing to exist in February and thanked us for the support we have given them through attendance at events such as Transgender Day of Remembrance, Pride and Young People of Pride (YPOP).

15. The Service has registered to become a corporate member of 'Women in the Fire Service (WFS) UK'. Membership of the organisation gives a clear indication to our employees that we value the women within our organisation, and we have made a commitment to support them. WFS can provide training and development opportunities and support mechanisms.
16. The SLT Equality Champion for Gender attended the #HeForShe conference at Humberside FRS. The Service is already accredited to the movement to create a gender equal world and will use social media to further promote this. The Service is progressing accreditation to the White Ribbon campaign to support ending domestic violence against women.
17. The Equality Champions for LGBT and Gender Reassignment are currently involved in the consultation and planning for Durham and Darlington Pride events to be held later this year.
18. ACFO: Service Support represented the Service at a poignant ceremony of remembrance to mark Holocaust Memorial Day at the Queen Elizabeth Sixth Form College, Darlington. The ceremony was held in conjunction with the Darlington Hebrew Congregation and Celebrating Communities Darlington.
19. ACFO: Service Support attended two focus groups in January hosted by LGA research on behalf of the NJC led Inclusive Fire Service Group (IFSG), to capture the experiences of employees working within the FRS and from underrepresented groups. The first was a female firefighter focus group and the second was for EDI leads to review the IFSG strategies and progress made.
20. The Service will promote International Womens Day on 8 March via social media, the theme for 2020 is 'An equal world is an enabled world'.

## **Next Steps**

21. The EDIG will continue to drive EDI across the organisation and in our communities with the aim to assist in the improvement of our performance in the 'People Pillar' of the HMICFRS framework. Specific actions to be taken include:
  - A strategy will be developed to provide clarity, improve understanding and the action that is to be taken with regard to positive action. We will continue to undertake positive action initiatives to increase the diversity of the workforce and to promote CDDFRS as an employer of choice. The Service has recently undertaken a regional recruitment process for wholtime firefighters which delivered 27 candidates for CDDFRS, 2 of which are female. A Trainee Course will commence on 6 April 2020 with a fourth cohort of apprentices beginning their careers with the Service in September.
  - In collaboration with Durham University Business School, our third culture survey will be launched in May. The survey will gather responses from staff on the impact of workplace factors on employees, in particular perceptions of fairness and how this affects service delivery to the public. The aim of the survey is to ascertain how key measures used have changed since the last survey in 2018 and to investigate factors that are having an impact on our staff and which were identified in the HMICFRS report, to identify priorities for action. The survey will expand the demographic information collected on respondents with the aim of increasing the understanding of the results to enable the implementation of targeted improvements. A communications plan will be developed prior to the launch to increase confidence and understanding of the survey.

- Employee relations procedures will be reviewed to ensure they remain fit for purpose and are viewed as open, transparent and fair to increase staff confidence in their application.
- Training will be delivered to all personnel in a leadership capacity at the Leadership Forums in March on the recently implemented appraisal process to provide clarity on what the process is trying to achieve. The appraisal process is based on the Service's values and behaviours framework and provides the foundation for effective performance management and career progression. Providing leaders with the skills to conduct an honest and robust appraisal will help develop a positive culture in line with our expected values and behaviours.

## **Recommendation**

22. Members are requested to:

- a) **Note** the content of the report.

Sarah Natrass, Assistant Chief Fire Officer Service Support, 0191 375 5587

Safest People, Safest Places

County Durham and Darlington  
Fire and Rescue Authority



## COMBINED FIRE AUTHORITY

17 MARCH 2020

### EVALUATION OF CHARGING FOR UNWANTED FIRE SIGNALS TRIAL

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#### REPORT OF ASSISTANT CHIEF FIRE OFFICER SERVICE DELIVERY

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#### Purpose of the report

1. This report evaluates the 12-month trial which commenced on 1 April 2019, to charge for repeated Unwanted Fire Signals (UwFS) in premises that the Regulatory Reform (Fire Safety) Order 2005 (FSO) applies to. Due to the success of the trial, it also recommends that Members approve the implementation of this process on a permanent basis.

#### Background

2. A paper detailing the arrangements for a trial to charge for repeated UwFS in premises that the FSO applies to was presented to the Combined Fire Authority (CFA) on 22 February 2019 at which, Members approved the trial to commence from 1 April 2019 for 12 months. Progress of the trial has been reported to the Performance Committee on a quarterly basis.
3. County Durham and Darlington Fire and Rescue Service (CDDFRS) categorise calls to a fire, where on attendance, there is found to be no fire as 'False Alarms'. These calls include:
  - calls from individuals which are made with genuine intention but turned out to be incorrect are recorded as a 'false alarm - good intent';
  - calls from individuals deliberately providing false information are recorded as 'false alarm – malicious';
  - automatic fire alarm and detection systems may be activated deliberately by a person for either good intent or malicious reasons, however, where alarms operate due to a mechanical or electrical fault, or false activation by non-fire conditions e.g. cooking fumes, dust, cigarette smoke etc. and the fire service attend, these are recorded as UwFS.
4. The Localism Act 2011 introduced amendments to the Fire and Rescue Services Act 2004 which enabled a Fire Authority to recover costs for attending repeated UwFS.

5. CDDFRS recognises the value of fire detection in protecting people from fire and reducing the numbers of fire deaths and injuries. CDDFRS's objective through this cost recovery process was to reduce the number of UwFS by encouraging the correct use and management of these systems and ensuring that those responsible have a suitable system with appropriate management processes in place.
6. Fire alarms which actuate when there is no fire can be an indication of poor fire safety management in the premises, those false alarms that result in an attendance by CDDFRS have a significant impact on the availability of operational resources.

### **Application of cost recovery charges for repeated UwFS**

7. During the trial, the charge for attending an UwFS is based on the rate that CDDFRS levy for a chargeable special service, which is currently £291 per appliance, per hour or part thereof. The special service charge is reviewed regularly by the Service and is based on recovering salary costs for the crew and other associated costs such as fuel and wear and tear to the vehicle.
8. Cost recovery is applied to all non-domestic premises where the FSO applies, these being:
  - all workplaces and commercial premises;
  - all premises the public have access to;
  - the common areas of multi-occupied residential buildings.
9. The following alarm actuation causes do not generate a charge under the cost recovery process:
  - false alarm incidents resulting from the testing of the system;
  - false alarm incidents resulting from the activation of a break-glass call point.
10. The responsible person for the premises receive a letter after one UwFS in a rolling 12-month period stating the charging policy. To allow time for improvement, a charge is applied to a premises on the third and any subsequent UwFS generated over a rolling 12-month period.
11. The responsible person for the premises can appeal against the charge if they feel there are circumstances which need to be considered by the Area Manager for Community Risk Management and the Business Fire Safety Manager. If the appeal is upheld, the charge is removed on that occasion and the invoice is cancelled.

### **Evaluation of the trial**

12. The data in relation to the trial between 1 April 2019 to 31 January 2020 is as follows:
  - Number of UwFS 604
  - Number of chargeable incidents 406
  - Number of first letters sent 320
  - Number of charging letters sent 33
  - Number of appeals lodged 14
  - Number of appeals upheld 8
  - Total sum of invoices raised £15,481 (Excl. VAT)
  - Total paid £7,449 (Excl. VAT)

- Total unpaid / outstanding £4,540 (Excl. VAT)
- Total cancelled following appeal £3,492 (Excl. VAT)

13. Table 1 below shows the figures for performance indicator (PI) 14 which measures all false alarms caused by automatic fire detection systems (including good intent, malicious and UwFS). The figure for each year only includes those incidents between 1 April and 31 January to ensure they are comparable:

**Table 1: PI 14 False alarms caused by automatic fire detection systems**

Year	2015/16	2016/17	2017/18	2018/19	2019/20
<b>PI14 figure</b>	606	626	663	708	604

14. The figures in table 1 above show a year on year increase in PI 14 for the previous four years, however following the introduction of cost recovery charges for repeated UwFS, a significant reduction has been seen during 2019/20.
15. The purpose of introducing the cost recovery process was also to encourage improvements in fire safety management practises in premises. Below are two examples which demonstrate the positive impact of the trial in this area.
16. A School and Sixth Form Centre  
The school had 3 chargeable UwFS within 2 days in September 2019. This equated to the 3rd, 4th and 5th actuations in all. The school appealed the charges stating that they were going to replace the fire alarm system and had instructed a company to do the work following these UwFS and the charges that the Service applied. The school requested the Service to waive the charges so they could put them money toward the new fire alarm system as it was costing in excess of £25,000. The Service agreed to this as the school was improving fire safety in the premises by upgrading the fire alarm system and had shown a desire to minimise any future alarm activations. No further activations have been recorded for these premises.
17. NHS Properties  
For many years the Service has asked the NHS to consider initiating a 5-minute delay to the call out of the fire service following an alarm activation. This would not delay any evacuation but would allow investigation time on site to ascertain if there was a fire and allow the alarm to be reset without our attendance if there was not. This was always rejected in the past by the NHS / Hospitals, however the introduction of the cost recovery charge resulted in the NHS Trust looking at the amount of attendances the fire service had made in the past and the resulting costs that would be incurred. A 5-minute delay has now been introduced and this has reduced the UwFS to a point where no charge has yet been raised.
18. The reduction in false alarms caused by automatic fire detection systems recorded in PI14 and the positive improvements in fire safety in premises resulting from the implementation of the charge for repeated UwFS, both demonstrate the success of this process.
19. The results of the Integrated Risk Management Plan (IRMP) consultation on the trial to introduce a charging system for certain businesses when we attend multiple unwanted fire signals at their premises, showed 91% supported the proposal for this to be implemented on a permanent basis. Due to the positive impact this is having, it is recommended that this process is implemented on a permanent basis from 1 April 2020.

## Recommendations

20. CFA members are requested to:

- a) **note** the content of the report;
- b) **approve** the implementation of the cost recovery process for repeated UwFS in premises that the FSO applies to, on a permanent basis from 1 April 2020.

Keith Wanley, Assistant Chief Fire Officer – Service Delivery, 0191 3755630



Safest People, Safest Places

County Durham and Darlington  
Fire and Rescue Authority



## COMBINED FIRE AUTHORITY

17 MARCH 2020

### EVALUATION OF THE EMERGENCY RESPONSE REVIEW TRIAL 2019-20

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#### REPORT OF ASSISTANT CHIEF FIRE OFFICER – SERVICE DELIVERY

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##### Purpose of the report

1. This report evaluates the Emergency Response (ER) review trial which commenced on 1 April 2019 and recommends the next steps for the Combined Fire Authority (CFA) to consider.

##### Background

2. In 2017-18, a comprehensive review of the Service's ER arrangements was undertaken which considered a wide range of data in relation to demand and risk.
3. Various options were discussed and developed with Members at the CFA planning days on 10 May and 8 October 2018 and then with staff at two Leadership Forums in November 2018 and during a round of station visits by the Service Leadership Team (SLT).
4. The proposed options were included in the Integrated Risk Management Plan (IRMP) public consultation which ran from November 2018 to February 2019. The results of the consultation were presented to the CFA on 22 February 2019 with the final options for the ER trial for approval. Members approved the trial which commenced on 1 April 2019.

##### Summary of the ER Trial 2019-20

5. Pre-trial, wholtime (WT) firefighters at Seaham and Newton Aycliffe fire stations were working day crewing plus which involved staff working a 24hr shift system providing 12 positive hours work between 07:00hrs to 19:00hrs, then 12 hours standby in the accommodation block next to the station between 19:00hrs to 07:00hrs. It was necessary to change this system due to the outcome of the employment tribunal involving the Fire Brigade Union (FBU) and South Yorkshire Fire and Rescue Authority, which ruled this shift system did not comply with the Working Time Regulations without a collective agreement with a trade union, supported by an appropriate risk assessment.
6. The ER trial involved the WT staff at these stations working a day crewing only shift system which provided 12 positive hours between 07:00hrs to 19:00hrs, Monday to Sunday. Outside of these hours the station is covered by staff working the retained duty system (RDS).

7. Pre-trial, Spennymoor WT appliance was working a day crewing system which provided positive hours between 08:00hrs to 17:00hrs, Monday to Friday only. For the trial resources were reallocated from Durham station which enabled Spennymoor to be increased to a WT four shift system providing 24hr WT cover, Monday to Sunday. The increased WT appliance availability would provide the benefit of support back into Durham station area if required, but it also provided improved cover into the North of Newton Aycliffe and Sedgfield station areas after 19:00hrs when the WT day crew at Newton Aycliffe went off duty.
8. Pre-trial, Durham station had two WT fire appliances staffed riding 4 + 4 WT firefighters. To enable reallocation of resources to Spennymoor, this was reduced to one WT fire appliance and one WT Targeted Response Vehicle (TRV) crewed with a total of 6 WT firefighters.
9. The analysis of these changes predicted an improvement in response standards to dwelling fires and a reduction in response standards to non-domestic premises and road traffic collisions, with the overall net effect being a slight improvement. The changes to staffing arrangements would also generate an efficiency saving in the Service's budget of £450,000.

### **Evaluation of the ER Trial**

10. The software system 'Power BI' was used to create a dashboard of information to understand the impact of the ER trial, for example, this included data to show the number and type of incidents attended, the time and day of the week they occurred, which vehicles were being used and the number of standby moves required. The analysis in this report refers to the data between 1 April 2019 and 29 February 2020.
11. The Metrics Manager software system which is used as the Service's performance indicator platform was also used to analyse the impact on response standards compared to the previous year.
12. Data from the ER trial has been presented and discussed at the monthly Senior Management / FBU meetings, it has also been presented at the Leadership Forums to staff and progress was presented to Members at the CFA planning day on 11 October 2019.
13. The reduction of the second WT fire appliance at Durham station has resulted in the first WT fire appliance attending more incidents. It has also highlighted the benefit of providing Durham station with a WT crewed Targeted Response Vehicle (TRV) as it has attended 130 secondary fires and 170 false alarms which on many occasions has allowed the D06P1 fire appliance to remain available for incidents involving life risk. The TRV has also supported D06P1 on a range of other incidents which provided six firefighters at the scene rather than five on a single fire appliance.
14. Due to the change at Seaham and Newton Aycliffe to WT day crewing, there has been a greater demand for standby appliances to cover when the RDS appliance is unavailable in the early hours of the morning before the WT crew come on duty at 07:00hrs. The appliance impacted most by this has been D04P2 from Peterlee standing by at Seaham. Newton Aycliffe has been provided with cover from several surrounding stations. In both Seaham and Newton Aycliffe station areas, 62% of incidents have occurred between the day crewing hours of 07:00hrs to 19:00hrs.

15. Spennymoor's WT fire appliance D09P1 has been the second busiest appliance for providing standby cover, there has also been an increase in the use of this appliance for incidents due to its increased availability.
16. When assessing the impact on Service response standards they are broadly as predicted in the pre-trial analysis. Figure 1 below shows the response standards at the end of February 2020 compared to the previous year.

**Figure 1 – Response Standards**

<b>PI 08a Dwelling Fires Attended within 8 Minutes</b> Actual 71.0% Previous Year 67.2%	<b>PI 08b Dwelling Fires Attended within 11 Minutes</b> Actual 92.0% Previous Year 87.6%
<b>PI 08c Non Domestic Property Fires Attendance within 8 Minutes</b> Actual 61.2% Previous Year 72.6%	<b>PI 08d Non Domestic Property Fires Attended within 11 Minutes</b> Actual 83.8% Previous Year 89.3%
<b>PI 08e Road Traffic Collisions Attended within 11 Minutes</b> Actual 84.1% Previous Year 85.8%	<b>PI 08f Road Traffic Collisions Attended within 15 Minutes</b> Actual 95.2% Previous Year 96.2%

17. Deeper analysis of the response standards compared to the previous year show that although Durham have failed 5 more times in their first response standards, Spennymoor have reduced their failure rate by 9, this provides an overall positive impact on response standards. Seaham have increased their failed first response standards by 1 and Newton Aycliffe by 3. This shows an overall neutral net effect, as there has been an improvement of 9 by Spennymoor and a combined reduction of 9 between the other three stations.
18. The overall analysis of the ER review trial concludes that the reallocation of resources from Durham to Spennymoor with the introduction of a WT crewed TRV at Durham station provides a more efficient staffing model and it has had an overall positive impact on response standards.
19. The change to day crewing at Seaham and Newton Aycliffe was necessary due to the employment tribunal ruling, but this has created greater demand on other appliance to provide standby cover in the early hours of the morning which is less efficient. This has also had a slight impact on response standards which is mitigated by the improvements in Spennymoor.

### Next Steps

20. The results of the Integrated Risk Management Plan (IRMP) consultation on the trial crewing arrangements at Durham and Spennymoor fire stations, showed 60% supported the proposal for this to be implemented on a permanent basis. Due to the positive impact of the trial at Durham and Spennymoor, it is recommended to introduce this staffing model on a permanent basis from April 2020.

21. The Service's preferred position has always been to maintain day crewing plus at both Seaham and Newton Aycliffe but to achieve this a collective agreement would need to be in place. In terms of demand neither Seaham or Newton Aycliffe warrant a wholetime four shift system station and financially this is unachievable without making cuts to other higher demand stations.
22. The ER trial outcomes support the return to day crewing plus at both of these stations in terms of achieving the response standards and the disruption to other appliances being required to provide standby cover. It has, however, not been possible to persuade the FBU to enter into a collective agreement with the Service to achieve this.
23. At Seaham and Newton Aycliffe the staff have informed the Service that they are extremely keen to continue to work the day crewing plus shift system and due to this many have joined the Fire Officers Association (FOA) with a view to FOA entering into a collective agreement with the Service to reintroduce this. To allow time for this to be explored, it is recommended that the trial at Seaham and Newton Aycliffe is extended for six months then reassessed.

### **Recommendations**

24. CFA members are requested to:
  - a) **note and discuss** the content of the report;
  - b) **approve** the implementation of the trial staffing arrangements at Durham and Spennymoor fire stations on a permanent basis from April 2020;
  - c) **approve** the extension of the trial at Seaham and Newton Aycliffe fire stations for six months, then receive a further report to update Members of the current position and reconsider the longer-term position.

Keith Wanley, Assistant Chief Fire Officer – Service Delivery, 0191 3755630

**Safest People, Safest Places**County Durham and Darlington  
**Fire and Rescue Authority****COMBINED FIRE AUTHORITY****17 MARCH 2020****ENABLING POLICE AND CRIME COMMISSIONERS (PCCs) TO SIT AND VOTE ON COMBINED FIRE AND RESCUE AUTHORITIES**

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**REPORT OF CHIEF FIRE OFFICER**

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**PURPOSE OF REPORT**

1. The purpose of this report is to make members aware that the Government has published a statutory instrument (S.I.) enabling Police and Crime Commissioners (PCCs) to sit and vote on Combined Fire and Rescue Authorities (FRA's).

**BACKGROUND**

2. On 27 November 2017 the Home Office launched a consultation entitled 'Enabling Police and Crime Commissioners (PCCs) to sit and vote on Combined Fire and Rescue Authorities'. The consultation proposed to take forward one of the strands of governance change, 'the representation model', introduced by the Policing and Crime Act 2017. The representation model enables PCCs to be represented on a Fire and Rescue Authority (FRA) and treated as a member of that authority with voting rights where the FRA agrees.
3. The Authority agreed a draft response to the consultation at its meeting on 21 December 2017. The Government published their response in May 2018 although it was not communicated to fire authorities until 13 June 2018.
4. As two fire authorities (Cleveland and Dorset & Wiltshire) objected to the proposals to amend their combination order via a S.I. the Government commissioned an independent enquiry into the concerns raised. The enquiry was implemented under the provisions of the Fire and Rescue Services Act 2004, to better understand their concerns and to help come to a view on whether to make the proposed amendments to their respective combination schemes. The enquiry was undertaken by Jim Barron CBE, a former senior civil servant who worked for the Cabinet Office for 27 years. He published his findings on 11 July 2018, and this was communicated to fire authorities on 26 November.
5. The enquiry concluded that the objections presented did not carry sufficient strength to prevent the provisions from being made and therefore the Government would amend the combination schemes of those two fire authorities to enable the PCCs to sit on the fire authorities as a member with voting rights, where the FRA agrees to such a request.
6. The enquiry by Jim Barron made two recommendations to the Government relating to proportionality and the appointment of deputies. Both recommendations were accepted by the Government who subsequently wrote to Cleveland and Dorset & Wiltshire to offer a solution to their objections.

7. The Government have subsequently drafted a S.I. to amend the combination schemes of all combined fire authorities. This aligns the rules around PCCs applying to be a member of a fire authority across Combined, County and Metropolitan FRAs. A copy of the S.I. and accompanying explanatory memorandum are available at:  
  
[www.legislation.gov.uk/uksi/2020/168/contents/made](http://www.legislation.gov.uk/uksi/2020/168/contents/made)
8. The S.I. was laid before parliament on 26 February 2020 and comes into effect on 18 March 2020. This follows the provision made in section 7 of the Policing and Crime Act 2017 which enables PCCs to be represented on all types of FRA.
9. The instrument amends the combination scheme of County Durham and Darlington Fire and Rescue Authority (CDDFRA), enabling the PCC to sit on the fire authority as a member with voting rights, where the Authority agrees to the request.

### **IMPLICATIONS FOR THE AUTHORITY**

10. Locally, the previous Police Crime and Victims Commissioner (PCVC), Ron Hogg, wrote to the Chair and Vice Chair stating that he had no intention of pursuing a change to governance for the fire and rescue service nor does he wish to become a member of the Authority. The interim PCVC (Steve White) has followed the strategic direction set by Ron Hogg, however, PCC elections are due to take place on 7 May 2020 with the new PCVC taking up post from 14 May.
11. The new PCVC may have a different view on their involvement or not in the governance of the Service. The Chair and Vice Chair will request an early meeting with the new PCVC to discuss this position and wider collaboration opportunities.
12. Should the newly elected PCVC request a seat on the Authority members are duty bound to consider this request.

### **RECOMMENDATIONS**

13. The Authority is requested to:
  - (a) **note** the contents of the report and the publication of the S.I. which amends the combination order for CDDFRA with effect from 18 March 2020;
  - (b) **note** that the Chair and Vice Chair will seek an early meeting with the newly elected PCVC to discuss governance arrangements and collaboration.

Stuart Errington, Chief Fire Officer, 0191 3755553

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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