



## **Local Government Act 1972**

**A Meeting of the Combined Fire Authority for County Durham and Darlington will be held in the Morton Room - County Durham and Darlington Fire and Rescue Service Headquarters on Tuesday 19 March 2019 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 22 February 2019 (Pages 3 - 10)
3. Current Correspondence - Report of Assistant Chief Fire Officer - Service Support (Pages 11 - 12)
4. Notes of Audit and Risk Committee - Report of Chair (Pages 13 - 14)
5. Notes of Performance Committee - Report of Chair (Pages 15 - 16)
6. Localism Act Pay Policy Statement 2019/20 - Report of Treasurer and Clerk (Pages 17 - 22)
7. Performance Report Quarter Three 2018/19 - Report of Area Manager Community Risk Management (Pages 23 - 32)
8. Subsidiary Companies Audit Exemption and Financial Guarantee - Report of Treasurer (Pages 33 - 34)
9. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration
10. 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).

11. Long Service and Good Conduct Medal - Report of the Chief Fire Officer  
(Pages 35 - 36)
12. Fire Fatality Presentation (Pages 37 - 46)
13. 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, P Brookes, C Carr, A Gardner, D Hicks,  
P Howell, A Laing, L Marshall, C Potts, G Richardson, J Robinson, J Shuttleworth, M  
Simmons, W Stelling, F Tinsley, D Stoker and J Turnbull.

**Darlington Borough Councillors:**

Councillors H Crumbie, C Johnson, B Jones and S Richmond.

At a **meeting** of the **Combined Fire Authority for County Durham and Darlington** held at Fire and Rescue Service Headquarters, Belmont Business Park on, on **Friday 22 February 2018** at 10.00 am.

**Present:**

**Durham County Councillors:**

Councillors A Batey, D Bell, J Bell, C Carr, D Hicks, P Howell, A Laing, R Manchester (substitute for F Tinsley), L Marshall, C Potts, G Richardson, J Robinson, J Shuttleworth, M Simmons, W Stelling, D Stoker and J Turnbull.

**Darlington Borough Councillors:**

Councillors H Crumbie, B Jones and S Richmond

Apologies for absence were received from Councillors B Avery, P Brooks, A Gardner, F Tinsley and C Johnson.

A minute's silence was held in memory of Cllr Nicholson.

**A1 Chief Fire Officers Commendations**

Chief Fire Officer Commendations were awarded to members of Newton Aycliffe DCP station for the rescue of a casualty from a significant fire in May 2018 and to blue watch Darlington & blue watch Control for the parts they played in a fire related incident which led to the successful rescue of a casualty in October 2018.

**A2 Declarations of Interest**

There were no declarations of interest.

**A3 Minutes of the meeting held on 18 December 2018**

The minutes of the meeting held on 18 December 2018 were confirmed as a correct record (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 of Finance Committee, which provided an update on the discussions at the meeting held on 29 January 2019 (for copy see file of minutes).

#### **Resolved:**

The contents of the report be noted.

#### **A6 Notes of the Performance Committee**

The Authority considered a report of the of the Performance Committee, which provided an update on the discussions at the meeting held on 10 December 2018 (for copy see file of minutes).

#### **Resolved:**

The contents of the report be noted.

#### **A7 Integrated Risk Management Plan Consultation Feedback 2019-2020**

The Authority considered a report of the Chief Fire Officer which informed Members with the details of the consultation feedback in response to the 2019 – 2020 Integrated Risk Management Plan (IRMP) Action Plan (for copy see file of minutes).

The Chair gave background to meetings that had been held and thanked Cllr Richard Bell and Cllr Heather Scott for lobbying the Conservative Party. The Chief Fire Officer tabled a letter received from Kevan Jones MP and noted his response.

Members thanked the Principal Officers for attending local parish council and residents' association meetings to explain the proposed changes and options.

#### **Resolved:**

- i. That the 2019/20 IRMP outcomes be noted;
- ii. The feedback received when considering the options outline in the ERR paper be considered (item 8 on the agenda).

#### **A8 Emergency Response Review Update**

The Authority considered a report of the Assistant Chief Fire Officer Service Delivery which updated Members on the changes to the Emergency Response (ER) arrangements which are set to be trialled from 1 April 2019, following the ER Review and the IRMP consultation carried out in 2018/19 (for copy see file of minutes).

Cllr Howell queried whether the FBU's position had been considered regarding accommodation proposals. The Chief Fire Officer confirmed that staff who may need to travel

during the trial would receive allowances and that the Service would continue to work with staff and the FBU to try to reach an agreement.

Cllr Simmons noted disappointment in the change to fire cover at Durham. The Chief Fire Officer noted the risk and demand data that had been used to develop the options and explained that after the 1 April, the trial would mean that 3 additional firefighters could be attending an incident in Durham City.

Cllr Stelling queried the obligations of the Service for world heritage sites, the Chief Fire Officer explained that heritage risk was considered as part of the review and that during the trial the resources committed to an incident at the castle or cathedral would not change.

The Chair and Vice Chair reiterated that that they would meet and work with the FBU throughout the trial.

**Resolved:**

- i. That the permanent introduction of the revised staffing system of 4 and 2 at Bishop Auckland and reduction of the Day Crewing plus staffing pool from 14 to 13 at Seaham and Newton Aycliffe from 1 April 2019 be agreed;
- ii. The 2019/20 Emergency Response Review trials be agreed of:-
  - a. Introducing a Day Crewing only shift system at Seaham and Newton Aycliffe from 1 April 2019;
  - b. Moving the second whole time Durham Appliance to Spennymoor from 1 April 2019;
  - c. Operating a 4 and 2 staffing system at Durham.
- iii. Further reports on the progress of the Emergency Response review options be received.

**A9 Budget 2019/20 report under Section 25 of the Local Government Act 2003**

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

**Resolved:**

That members have regard to this report when approving the budget and the level of council tax for 2019/20.

**A10 2019/20 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 2018/19 and proposals for the 2019/20 budget and medium-term

financial plan, the capital budgets for 2019/20 to 2022/23 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. Members acknowledged the professional approach adopted in preparing the budget and delivering the report and requested that thanked Tony Hope and his team for all their efforts.

**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 2019/20 settlement funding assessment and the uncertainty around the funding position from 2020/21 onwards.

**SECTION D – Efficiency Plan**

That the Authority notes the progress made in achieving the savings set out in the Efficiency Plan.

**SECTION E – 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 £1.425m.

**SECTION F – 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 G – Revenue Budget**

That the Authority adopts the following resolutions:

- (a) That the revised revenue budget for 2018/19, as set out in Appendix B 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 2018/19.
- (c) That the revenue budget for 2019/20, as set out in Appendix B be approved.

**SECTION H – Capital Strategy**

That the Authority approves the revised capital budget for 2018/19 and the capital budgets for 2019/20 to 2022/23.

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

- (a) That the Authority determine the level of Council Tax for 2019/20.
- (b) Based on the Net Expenditure of £28,409,200 and the Band D Council Tax of £103.50 the Authority adopts the following resolutions for the year ending 31st March 2020:
  - i. That the 'council tax base' for the whole of the Authority's area be £172,612.50.
  - ii. That there be no Authority expenses relating to a part only of the Authority's area.
  - iii. That the Authority increases Council Tax by 2.95% to £103.50 for a Band D property.
  - iv. That the Net Expenditure be £28,409,200 and that, (after taking into account revenue support grant of £3,424,035 business rates income of £1,408,885, top up grant of £5,599,886, and a surplus on the collection fund of £111,000, precepts totalling £17,865,393.75 be issued to Durham County Council and Darlington Borough Council.

## **SECTION J – 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 2019/20:
  - i. Authorised Limit of £11.701m
  - ii. Operational Boundary of £10.637m

## **SECTION K – Treasury Management**

- (a) That the Authority formally adopts the key recommendations of the CIPFA code.
- (b) That the Authority notes the Annual Treasury Management Strategy.
- (c) That the Authority sets an upper limit on its fixed interest rate exposures for 2019/20, 2020/21 and 2021/22 of 100% of its net outstanding principal sum.
- (d) That the Authority sets an upper limit on its variable interest rate exposures for 2019/20, 2020/21 and 2021/22 of 30% of its net outstanding principal sums.

### **A11 Charging for Unwanted Fire Signals**

The Authority considered a report of the Area Manager, Community Risk Management, which detailed a proposal to trial to charge for repeated Unwanted Fire Signals (UwFS) in premises that the Regulatory Reform (Fire Safety) Order 2005 (FSO) applies to (for copy see file of minutes).

#### **Resolved:**

- i. Authority to be delegated to the Chief Fire Officer to take into consideration the outcome of the consultation process and commence a trial from 1 April 21019 for a 12-month period was agreed;
- ii. Receive further reports as the trial progresses was agreed.

**A12 Fire and Rescue Authorities: Incident Statistics: Bulletin for England April 2017 to March 2018**

The Authority considered a report of the Area Manager, Community Risk Management, which provided a comparative analysis of key operational performance indicators (PIs) within County Durham and Darlington Fire and Rescue Service (CDDFRS) against national reports published annually by the Home Office (for copy see file of minutes).

**Resolved:**

The contents of the report be noted.

**A13 Fire and Rescue Service Inspections 2018/19**

The Authority considered a report of the Area Manager, Training Assets and Assurance, which provided members with a summary of the findings from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) tranche one inspections and an update on the next steps in the inspection process.

**Resolved:**

The contents of the report be noted.

**A14 Safer Futures "Live" (School Safety Carousel)**

The Authority considered a report of the Member Champion for Community Safety which provided members with an update on the Safer Futures 'Live' organised by the Service and to encourage members to continue to promote the benefits of the event.

Members commented on the importance of this event and encouraged members to attend.

**Resolved:**

The contents of the report be noted.

**A15 AOB**

There was no other business.

**A16 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.

**B17 Fire Fatality Presentation**

This item was deferred to the next meeting on Tuesday 19 March.

**B18 AOB**

There was no other business.

**Significant Dates**

Saturday 2 March – Blues and Twos Ball

Next CFA meeting Tuesday 19 March

**CLOSE OF MEETING**

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**Current Correspondence: February 2019 – March 2019**

Release date	Subject	Summary	Action		
			CFA Report	CFA Response	Info
27/2/19	Letter from HMI Zoe Billingham	Fire and Rescue Service Inspections update including proposed dates for tranche 3.			√

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## COMBINED FIRE AUTHORITY

19 MARCH 2019

### NOTES OF THE AUDIT AND RISK COMMITTEE HELD ON 28 FEBRUARY 2019

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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, C Johnson, M Simmons and L Marshall

**Apologies:** None

### Purpose of the report

1. The purpose of this report is to provide members with an update of the discussions and recommendations of the Audit and Risk Committee held on 28 February 2019.

### Corporate Governance Action Plan Update

2. The Committee were updated with the progress being made in relation to the actions arising from the corporate governance action plan. The plan was developed to progress the high priority actions identified during the production of the Annual Governance Statement (AGS) as part of the final accounts for 2017/18. Members considered and discussed the findings and associated risks within the plan.

The Committee **noted** the report.

### Corporate Risk Register update

3. Members were presented with the details of the corporate risk register as at 31 January 2019. There were ten risks on the risk register. Changes to the register were summarised and discussed.

The Committee **considered** and **noted** the report.

### Internal Audit Progress Report

4. The committee were updated on work undertaken by Internal Audit between 01 April 2018 and 31 March 2019. Progress against planned work, amendments to the annual audit plan and the audit recommendations were considered. It was noted that there were no outstanding management responses to draft reports, no reports issued with a limited assurance opinion and no unplanned work this quarter. The summary of agreed target performance indicators was also considered and discussed.

The Committee **noted** the report.

## External Audit Progress Report

5. The Committee received a progress update from the Authority's external auditors. There were no significant matters identified. The Committee noted the proposal to move to group financial statements and the savings both in terms of time and audit fees.

The Committee **noted** the report and **agreed** to support the proposed move to group financial savings when the item is discussed at the CFA meeting on 19 March.

## Audit Strategy Memorandum

6. Members were presented with the Audit Strategy Memorandum for 2018/19. The document summarised the audit approach and highlighted significant audit risks, key areas of judgement and value for money. The key points were discussed with the committee.

The Committee **noted** the report.

## Dates for 2018/19

7. Proposed meeting dates were circulated following the meeting.

## PART B

### Internal Audit Recommendations

8. The five medium priority recommendations overdue against the original target implementation dates were discussed and considered by the committee. Revised target dates were noted.

The Committee **noted** the report.



## COMBINED FIRE AUTHORITY

19 MARCH 2019

### NOTES OF THE PERFORMANCE COMMITTEE HELD ON 7 MARCH 2019

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

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**Members Present:** Cllr C Carr (Chair)  
Cllrs D Hicks and B Jones

**Apologies:** Cllrs J Bell and D Stoker

#### Purpose of the report

1. The purpose of this report is to provide members with an update of the discussions of the Policy and Performance Review Committee held on the 7 March 2019.

#### Fire and Rescue Incident Statistics: England, April 2017 – March 2018

2. A report, previously presented at the CFA meeting on 22 February 2019, was highlighted by K Wanley. There were no further questions on the document and the Committee thanked Keith for a comprehensive report which had been well received by all members.

The Committee **noted** the report.

#### Performance Report Quarter Three 2018/19

3. The organisational performance indicators for quarter three were presented to the committee. Overall 66% of the strategic PI's maintained or improved on performance compared to the previous year. The key areas where performance was strong or where additional work is required to secure improvement were discussed with the members.

The Committee **noted** the report.

#### Sickness Report Quarter Three 2018/19

4. Members were given an update on sickness absence for the first nine months of the reporting year. Overall, KPIs for sickness are above target at this point in the year and performance has regressed in comparison with this point last year. Levels of sickness across the RDS, although they remain relatively high, have seen a decrease of 34% this reporting period and one RDS station has no absence at all. Significant decreases in absence levels for the WT category have been made when compared with Q2. Non-uniformed staff absence has seen an increase of 28% on Q2 however it is anticipated that

improvement will be seen in Q4. Control has seen a decrease in absence of 41% on the same period last year and performs strongly when compared with other services.

The Committee noted that the service continues to perform reasonably well nationally being in the lower quartile for most categories of sickness absence.

The committee **noted** and **commented** on the position regarding the sickness absence performance.

## **Letters of Appreciation**

5. There had been a total of 15 letters received. The Committee considered the various letters of appreciation that had been submitted to the Service. The members highlighted that it was good to see that letters received continued to be for personnel and sections from across the Service.

The Committee **noted** the report.

## **Part B**

### **Complaints**

6. The Committee were informed that there had been no formal complaint 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

19 MARCH 2019

## LOCALISM ACT – PAY POLICY STATEMENT 2019/20

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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 2019/20.

#### 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 2019/20.

#### 2019/20 Pay Policy Statement

6. The 2019/20 pay policy statement is attached at Appendix A.

#### Recommendations

7. Members are requested to:
  - (a) **approve** the 2019/20 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 2019/20

### 1. Background

This document outlines the key principles of County Durham and Darlington Fire and Rescue Authority's (the Authority's) pay policy for 2019/20 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;  
Assistant Chief Fire Officer Service Support;  
Assistant Chief Fire Officer Service Delivery;  
Director of Corporate Resources.

Government guidance requires the approval of the Fire Authority for all salary packages of £100,000 or more. Currently, the only posts which fall into this category are the Chief Fire Officer and the Assistant Chief Fire Officers.

### **3. Governance Arrangements**

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.

### **4. 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, Assistant Chief Fire Officers and the Director of Corporate Resources. 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	£141,277
Assistant Chief Fire Officers	£105,958
Director of Corporate Resources	£89,900

- (ix) The statutory officer function of Treasurer to the Fire Authority is undertaken by the Director of Corporate Resources 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.

## **5. 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	141,277
Basic Firefighter salary	30,533
Pay multiple	4.6

<b>Non-Firefighter multiple</b>	<b>£</b>
Chief Fire Officer Salary	141,277
Basic Non-operational salary	18,795
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.

## **6. 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.



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

**Safest People, Safest Places**

## **COMBINED FIRE AUTHORITY**

**19 MARCH 2019**

### **PERFORMANCE REPORT – QUARTER THREE 2018/19**

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#### **REPORT OF AREA MANAGER, COMMUNITY RISK MANAGEMENT**

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

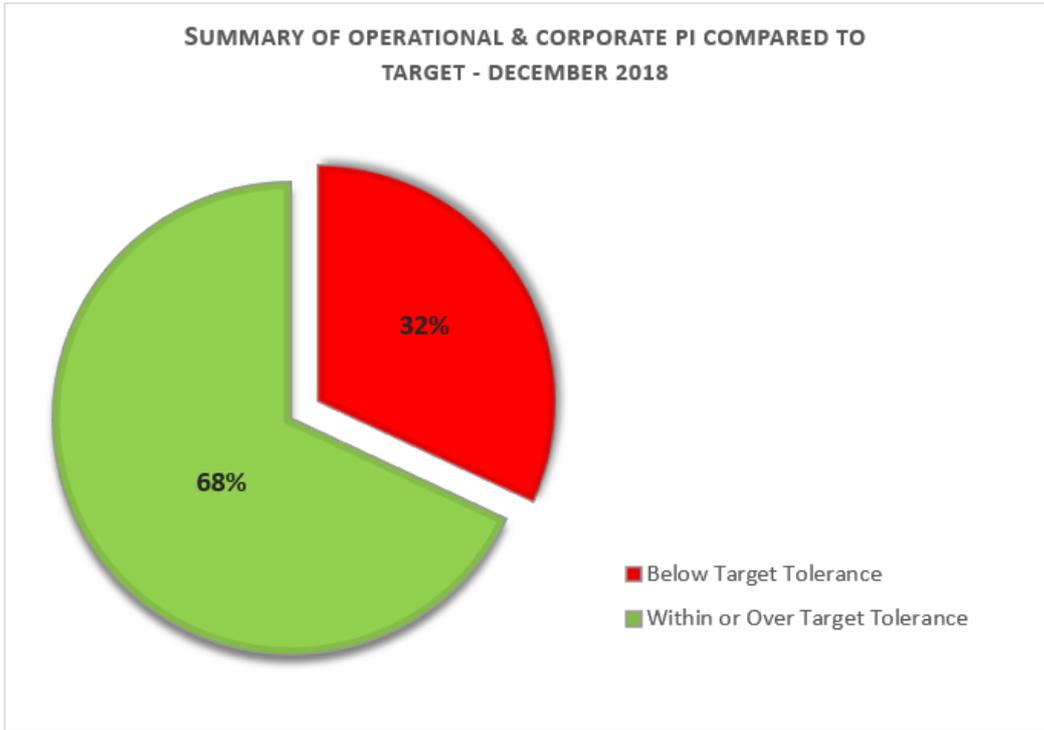
1. This report presents a summary of organisational performance at the end of the third quarter of the 2018/19 financial year.

##### **Background**

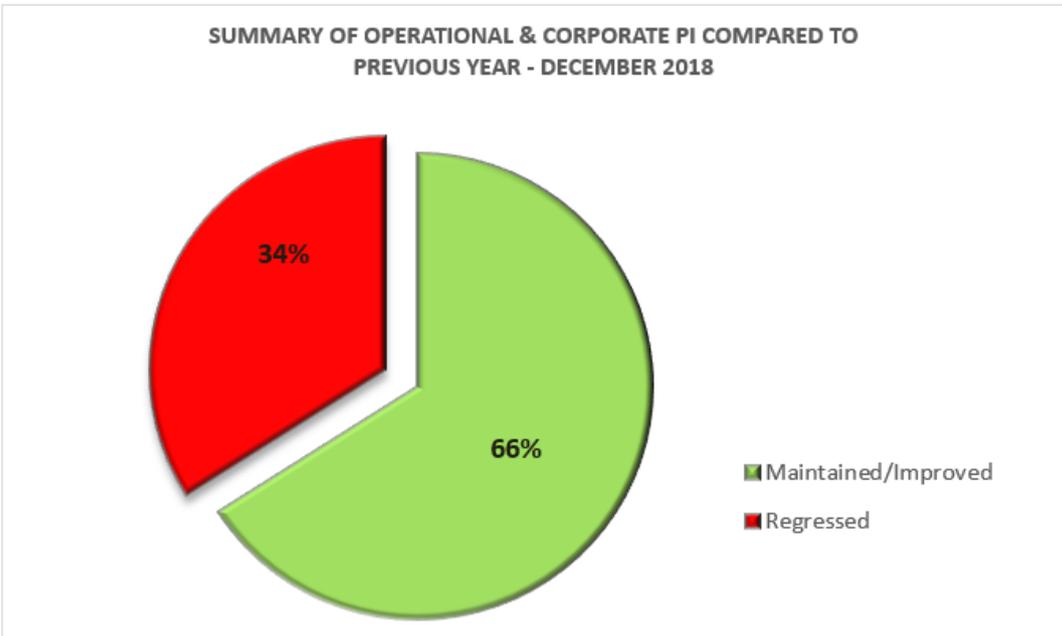
2. Both operational and corporate performance is monitored and managed internally via the monthly Performance & Programme Board (PPB) and Service Leadership Team (SLT) forums. Members of the Combined Fire Authority (CFA) consider performance on a quarterly basis at meetings of the Performance Committee 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 2018/19, across both operational and corporate areas of the Service.
8. The first pie chart over the page shows that 68% of the strategic PIs met or exceeded their target level.



9. The next chart below shows that 66% of the strategic PIs either maintained or improved when compared to performance last year.



**Performance reporting by exception**

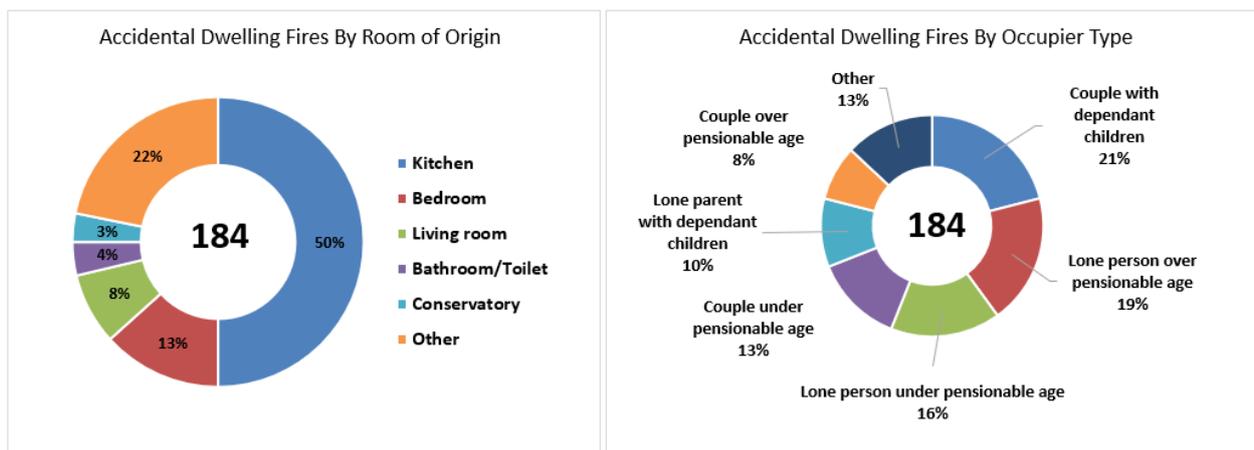
10. The following sections of the report present details of specific operational and corporate indicators where performance was notably strong or where additional work is required to secure improvement. An explanatory narrative is provided for each PI group along with information about how performance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

## Prevention

Performance Indicator	Objective	Q3 2018/19 Actual	Q3 Target	Actual vs Target	2017/18 Q3 Actual	Actual vs Previous Year
PI 01 - Deaths Arising from Accidental Fires in Dwellings	Down	1	0	-100%	0	-100%
PI 02 – Primary Fires	Down	792	716	-10.6%	840	+5.7%
PI 03 – Number of Accidental Dwelling Fires	Down	184	179	-2.8%	172	-7%
PI 04 - Injuries Arising from Accidental Dwelling Fires	Down	10	16	+37.5%	14	+28.6%
PI 05 - Total Secondary Fires	Down	2259	1850	-22.1%	2312	+2.3%
PI 07 – Number of Safe & Wellbeing Visits	Up	15539	13517	+15%	15365	+1.1%
PI 42 - Proportion of Safe & Wellbeing Visits to High Risk People/Properties	Up	83.4%	80%	+4.2%	81.4%	+2.4%

### Home safety indicators (PIs 01, 03, 04, 07 & 42)

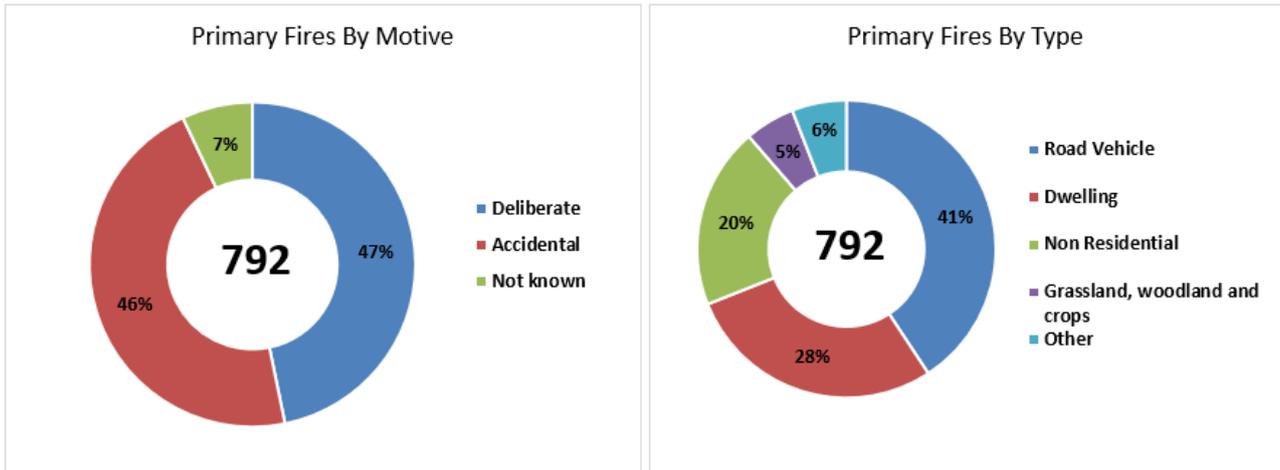
There is one confirmed fatality from an accidental dwelling fire (ADF) in June 2018 which involved a 76yr old female and the coroner has confirmed the cause of death was due to smoke inhalation. There have been two further fatalities, one in December 2018 involving a 7yr old girl and one in January 2019 involving a 55yr old man, both incidents are still waiting to go to inquest. There is commonality in that the source of ignition in all three incidents were attributable to smoking materials. The fire risk from smoking materials will be promoted via social media and emphasised by crews and Community Risk Officers during Safe and Wellbeing Visits (SWVs) and referrals made for support with smoking cessation where the resident consents. There were also seven ADF injuries during Q3, three were cooking related, two were due to candles and two were smoking related. Although the number of injuries in Q3 was higher than other quarters, the overall total of 10 is still performing better than predicted and better than the previous year.



Half of the ADFs this year are still starting in the kitchen and are cooking related; Darlington and Peterlee had the highest number during this quarter followed by Bishop Auckland. The Performance and Programme Board are calling in those districts with higher rates of ADFs to look at what additional support can be provided to improve performance in these areas. There are also two main occupier types involved in these fires, these being people who live alone or parents with children. The Service's risk targeting tools for our SWVs uses National Health Service Exeter data for those who are over 65 years old and census data for the occupancy of the property, this ensures that the District Management teams (DMTs) can proactively target resources and SWVs based on those most at risk and continually develop their local risk profile. The Community Risk Management (CRM) team continue to work with both the DMTs and the Communications team to promote home safety with the focus being on the kitchen and the fire risk from smoking materials. The ADF campaign continues to run and Flamin Nora is being used to promote home safety messages. The SWVs are currently being reviewed in terms of their content with a plan to further enhance information on kitchen safety. Moving

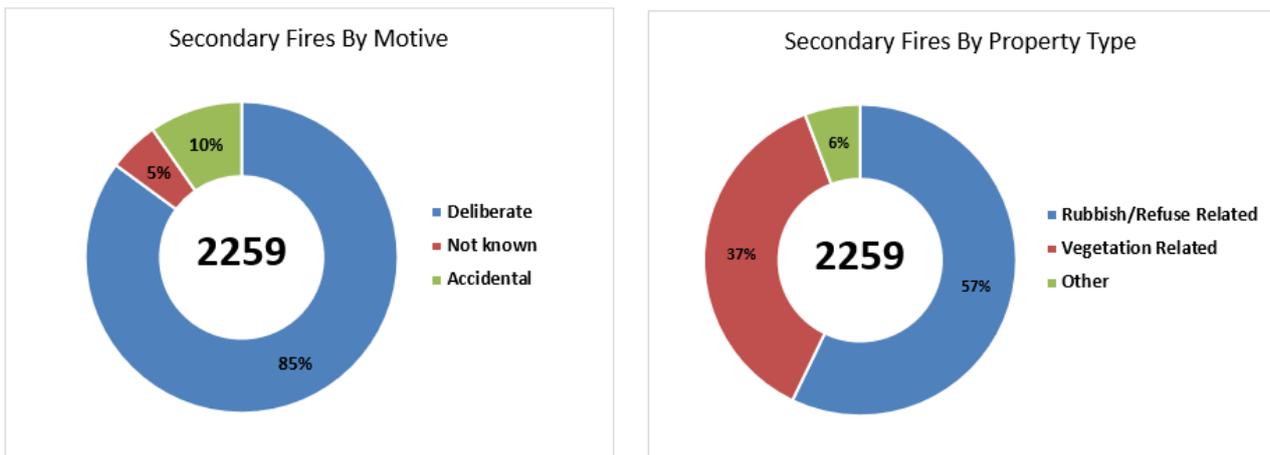
forward CRM will be developing home safety videos linked to the prevalent areas of concern that can be shown during SWVs.

**PI02 – Primary fires**



There were 123 deliberate primary fires (DPFs) during this quarter compared to 143 this time last year. Peterlee had 32, 24 of which were vehicles, Consett had 18, 11 of which were vehicles and Bishop Auckland had 12 with 8 of these also vehicles. The trend of deliberate vehicle fires remains at a high level which is why the CRM and DMTs are working closely with the police to understand the criminality aspect of these incidents as well as gain a better understanding of any trends that are occurring. The CRM team are meeting with DMTs monthly to discuss issues with arson and how they can assist with prevention. The second main category for primary fires involves accidental dwelling fires which is covered in the comments above.

**PI05 – Secondary Fires**



Darlington has seen an increase in deliberate secondary fires which is linked to an increase in fly tipping. The CRM Arson Reduction team have established links with Street Scene (Darlington) and Durham County Council who have contracts for removing fuel.

The Community Risk Officers (CRO) and Emergency Response crews have been gathering intelligence on fly tipping and are reporting it direct to the Local Authorities as they encounter it. CRM have also created an arson reduction email for the referral of information and intelligence to them that may assist in the identification of trends.

During October and November bonfire night and fireworks campaigns were delivered by the districts, this was supported by the CRM Arson Reduction team creating a new SharePoint page to supply central resources

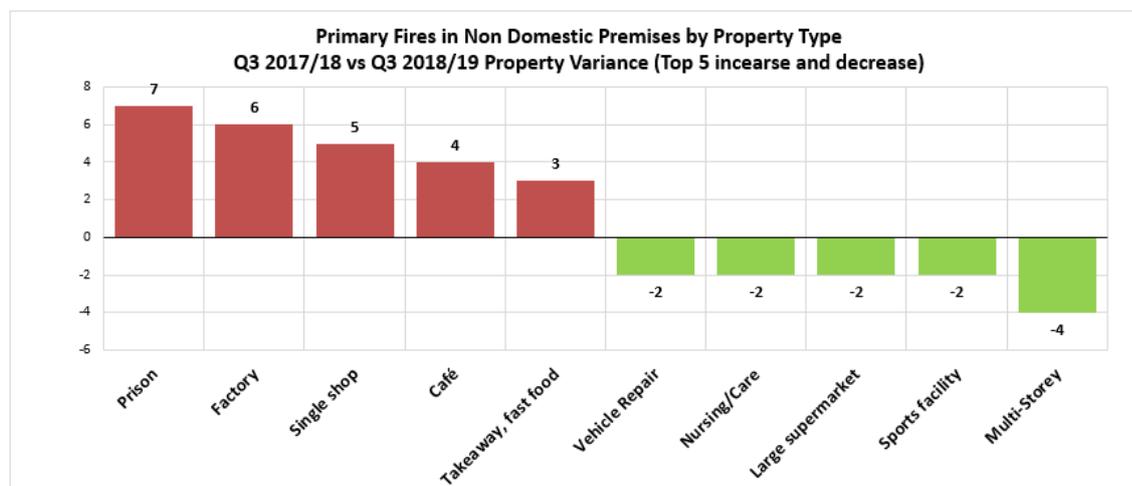
where personnel could download presentations and videos to deliver to schools in the immediate build-up to the bonfire and firework period, which delivered a consistent message across all districts. This is an on-going programme and will be developed further.

The DMTs in their respective areas continue to address localised problems with partners and via the multi-agency problem solving (MAPS) process. Of note we have seen an improved position in the Easington district with a good reduction in the numbers of deliberate secondary fires at the end of Q3 against the same point last year.

## Protection

Performance Indicator	Objective	Q3 2018/19 Actual	Q3 Target	Actual vs Target	2017/18 Q3 Actual	Actual vs Previous Year
PI 10 - Primary Fires in Non-Domestic Premises	Down	70	62	-12.9%	53	-32.1%
PI 14 - False Alarms Caused by Automatic Fire Detection Equipment	Down	654	587	-11.4%	609	-7.4%
PI 17 – Number of Fire Safety Audits	Up	1641	1619	+1.4%	1619	+1.4%

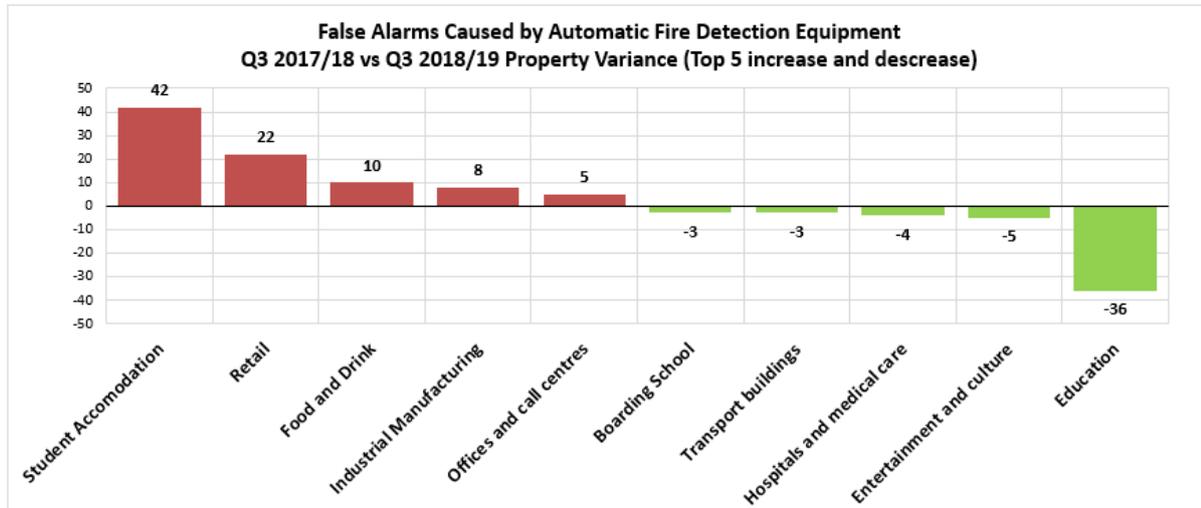
### PI10 – Primary Fires in Non-Domestic Premises



The top five property types in which non-domestic property fires are occurring are prisons, single shops, factories, cafes and takeaways/fast food establishments. These top 5 locations represent 50% (35) of the total fires which occurred in quarter 3. These top 5 locations have also seen the largest change in absolute values compared to quarter 3 in 2017/18. The chart above displays the top 5 properties types with the largest increase as well as the largest decrease. Prisons are the most common property type for fires in non-domestic premises with 14% (10) of all fires in quarter 3, however it should be noted that although we provide advice and work closely with the prisons, we have no regulatory powers under the Fire Safety Order, as they are Crown premises.

The Business Fire Safety team and Emergency Response crews continue to work closely with businesses to offer advice, conduct fire safety audits (PI 17) and take enforcement actions where appropriate. An example of this includes an audit in a care home in the Derwentside area which showed a limited number of compartmentation issues where services had been installed and not correctly sealed. The Responsible Person has been notified using a minor deficiencies letter and a follow up inspection will be conducted to ensure that work has been completed to rectify the problem. Also, following a fire in a tumble drier in a hotel in the Durham area, advice was offered during the post fire audit to prevent any re-occurrence.

**PI14 – False Alarms Caused By Automatic Fire Detection Equipment**

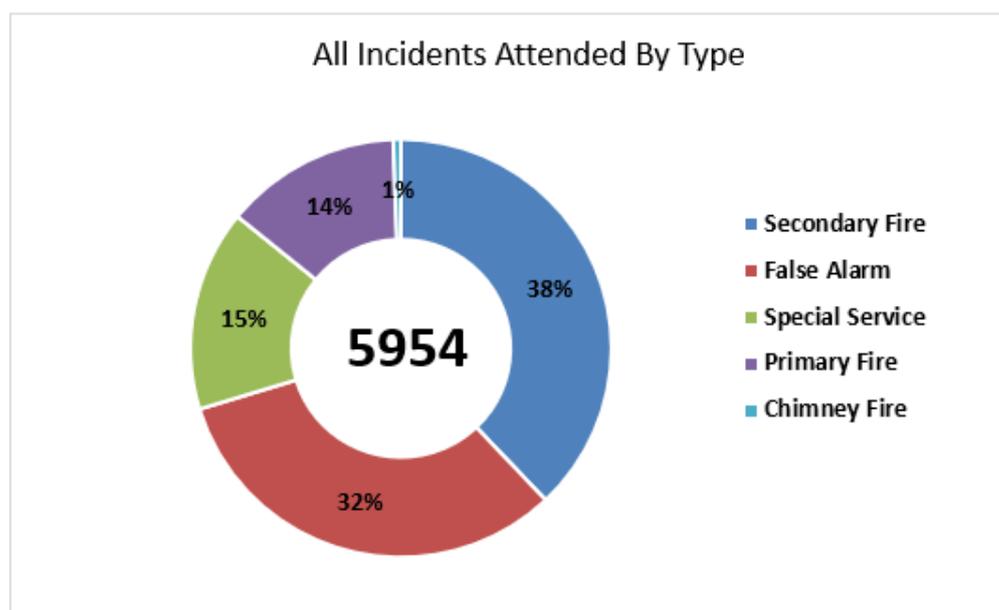


70% of false alarms can be attributed to the top 5 property types. These are education, industrial manufacturing, retail, medical care including hospitals, residential homes and student accommodation. Education alone accounts for 19% of all false alarms and is the property type with the highest number of false alarms, however, this category has also seen the largest decrease in terms of absolute values (36) following substantial work to make appropriate adjustments to risk assessments during 2018. The chart above displays the property types that have had the largest variance compared to quarter 3 last year, both in terms of the largest increases and decreases. Student accommodation continues to be the largest growing area for unwanted fire signals due to the increase in this type of accommodation. Business Fire Safety will continue to work with landlords of student accommodation to try and reduce false alarms from these premises. Also, from April 2019, the Service will be introducing two trials, one using alternative arrangements to respond to AFAs which will reduce the impact on Service resources, and the second involving introducing a charge where the Service respond to repeated unwanted fire signals which should encourage improved management of fire alarm systems.

## Response

Performance Indicator	Objective	Q3 2018/19 Actual	Q3 Target	Actual vs Target	2017/18 Q3 Actual	Actual vs Previous Year
Total Emergency Calls Received (including EMR)		12377			13660	+9.4%
Total Incidents (excluding EMR)		5954			5953	0%
Total Fires		3083			3199	+3.6%
Total False Alarms		1938			1842	-5.2%
Total Special Services (excluding EMR)		931			912	-2.1%
Total Road Traffic Collisions		267			263	-1.5%
Total Emergency Medical Response (EMR)		18			706	N/A
PI 06 – Number of Response Standards Met	Up	4	6	-33.3%	5	-20%
PI 12 – % Retained Availability on Stations	Up	70.6%	90%	-21.6%	72.2%	-2.3%

### Total incidents (excluding EMR)



The breakdown of total incidents attended is broadly similar to those attended at the end of Q3 the previous year.

**PI 06 Number of Response Standards Met** - We finish Q3 achieving 4 out of 6 response standards but with slight improvements when compared to Q2. We continue to perform slightly under target for both the 8 and 11 minute response standard to dwellings fires, with our 8 minute standard achieving 69.2% against a target of 70%, however this is an improvement on Q2 which achieved 67.3%. The 11 minute standard for dwellings achieving 88.7% against a target of 90%, which again is an improvement on Q2 which achieved 88.1%. We are extremely close to achieving all 6 standards.

Of note we have seen good performance at the following stations which are achieving all the respective response times (6/6) at the end of the quarter: Newton Aycliffe, Seaham, Durham, Bishop Auckland and Stanhope. We continue to experience issues achieving dwelling fire response standards with some of our On-Call appliances, however, the DMTs are aware of this issue and scrutinise each response time failure to gain further clarification from the respective officer in charge of the appliance on the reason why.

**PI 12 Percentage of retained availability on stations** - Cumulative RDS/On-Call availability for all appliances has seen a balanced position across Q3 with October 71.8%, November 71.4% and December 70.6% being achieved across the Service. This is a slight reduction on the same period in 2017/18 and around 5% lower than 2015/16 and 2016/17.

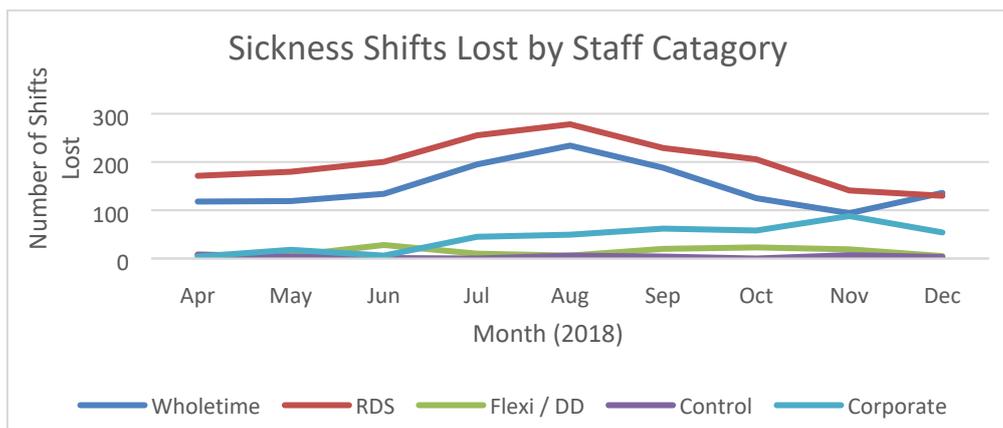
We face pressures and challenges with RDS/On-Call crewing although it is important to note that these are reflected across most Fire and Rescue Services (FRSs) in the UK. A significant issue affecting our RDS/On-Call stations now is the loss of staff to other FRSs who are undergoing recruitment campaigns, this has affected Sedgefield, Newton Aycliffe and High Handenhold.

The main challenges continue to be those appliances achieving under 50% availability which include the second appliances at Crook, Spennymoor, Bishop Auckland and Barnard Castle. To attempt to address some of these ongoing issues, the Emergency Response section has commenced a two-year plan which has been presented to SLT and covers a range of areas to try and increase recruitment, retention and ultimately appliance availability. As part of this plan we are currently consulting with the Fire Brigades Union and staff at two stations to potentially commence a trial starting in April 2019 of a completely new and innovative way of working based around contract flexibility to see if we can achieve tangible improvements and this will

## Workforce

Performance Indicator	Objective	Q3 2018/19 Actual	Q3 Target	Actual vs Target	2017/18 Q3 Actual	Actual vs Previous Year
PI 40 - All Staff Sickness	Down	6.63	4.50	-47.3%	4.91	-35%
PI 69a – Number of Accidents to Personnel	Down	16	9	-77.8%	8	-100%
PI 71 – Number of Vehicle Accidents	Down	22	15	-46.7%	22	0%

### PI 40 – All staff sickness



The WT rider category has seen a 42% reduction in absence in Q3 when compared to Q2 of this reporting period. This is due to several personnel who had been long term absent returning to full operational duties. However there has been an increase in absence in December when compared to

November, primarily due to absence which will not cease until personnel retire in Q4. Performance at Peterlee, Durham, Newton Aycliffe, Bishop Auckland and Darlington are all below target for the year. The Flexible Duty Officer (FDO) /Day Duty (DD) category of staff has seen a 30% increase in absence in Q3 when compared to Q2. The increase in absence was due to 1 long term absence.

The RDS category has seen a 34% reduction in absence in Q3 when compared to Q2 although absence remains high overall. This is due to a combination of long and short-term absence. On a positive note Wheatley Hill have had zero absence in Q3 Durham; Newton Aycliffe and Middleton in Teesdale all remain below target.

Cases are being managed by line managers supported by HR business partners. Most of the long term absent personnel are expected to continue into Q4 with several cases being resolved in the coming months.

**PI 69a Accidents to personnel** - There have been 6 reported accidents this quarter, the majority of these are of a minor nature. No significant trends have been noted this year, however a very slight increase of minor hand injuries has been observed. Further reminders and information are being distributed to operational personnel to help mitigate further occurrences. Overall, we have seen an increase in personnel accidents this year and the Service is working on initiatives to deliver the most effective ways of reducing these numbers moving forward.

**PI 71 Vehicle accidents** – There have been 6 vehicle accidents reported this quarter which is one less than the same period last year. Most vehicle accidents have occurred at slow speed and not on operational incident response. In December there were two vehicle accidents on response which were weather related.

The trend of incidents occurring during slow speed manoeuvres continues, to help reduce these the monthly health and safety update to staff is covering vehicle manoeuvring which follows national guidance on influencing human behaviour and the new risk assessment mnemonic ARC (Access/Risk Assessment/Control Measures) which should be followed prior to all slow speed manoeuvres. We have asked all crews to report severe cases where limited access would prevent a fire appliance from being able to attend an incident due to the restricted access caused by parked vehicles as a 'Notification Only' via OSHENS and the Service is working with the Local Authorities to try and rectify such issues.

## Finance & Governance

Performance Indicator	Objective	Q3 2018/19 Actual	Q3 Target	Actual vs Target	2017/18 Q3 Actual	Actual vs Previous Year
PI 34 - % of Invoices paid within 30 days	Up	98.8%	95%	+3.9%	99.3%	-0.6%
<p><b>PI 34</b> – Another good quarter. Finance are liaising with suppliers to ensure that invoices are being sent directly rather than through budget holders - this gives us greater visibility of issues and therefore a timelier response when solving them. There are some companies that we are writing to as they continue to send invoices elsewhere.</p>						

## Recommendations

11. Members are requested to:

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

Keith Wanley, Area Manager Community Risk Management, Tel: 0191 3755630



## **COMBINED FIRE AUTHORITY**

**19 MARCH 2019**

### **SUBSIDIARY COMPANIES AUDIT EXEMPTION AND FINANCIAL GUARANTEE**

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#### **REPORT OF TREASURER**

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

1. The purpose of this report is to:
  - a) Notify members of a change to the Authority's accounting and audit arrangements to include group financial statements incorporating the subsidiary companies Vital Fire Solutions Limited (VFS) and County Durham and Darlington Fire and Rescue Community Interest Company (CIC).
  - b) Seek members approval for the provision of parent undertaking guarantees for both VFS and the CIC.

##### **Background**

2. Currently the accounts of VFS and the CIC are subject to separate audits which are undertaken by Mazars on an annual basis. Following discussions with Mazars around the amount of audit input and the associated fees it was suggested that this could be reduced if the Authority decided to produce group financial statements. This would eliminate the requirement for separate audits of the accounts of VFS and the CIC if the Authority agreed to provide a financial guarantee on behalf of the two companies.

##### **Group Financial Statements**

3. It is proposed that the Authority produces group financial statements which consolidate the accounts of VFS and the CIC with those of the Fire Authority on an annual basis commencing with the 2018/19 financial year. Whilst this will involve an element of additional work for the finance team this will be more than offset by the time saved in responding to audit queries and the financial saving resulting from the reduction in audit activity.

##### **Audit Arrangements**

4. Mazars will be responsible for the audit of the group financial statements which will result in an increase of £1,475 in the Authority's 2018/19 audit fee to reflect the additional work. This will be offset by a saving of £5,800 in the audit fees for the two companies resulting in a net saving of £4,325.

## Parent Undertaking Guarantee

5. In order to qualify for audit exemption for VFS and the CIC, in accordance with the requirements of the Companies Act 2006 Pt 16, Section 479C, the Authority is required to provide a declaration of guarantee to Companies House on an annual basis. The terms of the guarantee are as follows:
  - a) the Authority guarantees all outstanding liabilities to which the subsidiary company is subject at the end of the financial year to which the guarantee relates, until they are satisfied in full and
  - b) the guarantee is enforceable against the Authority by any person to whom the subsidiary company is liable in respect of those liabilities.
6. Previously the Authority has provided similar assurance to Mazars in relation to VFS and the CIC around its intention to provide ongoing financial support to the companies should the need arise albeit this was not a legally binding commitment.

## Recommendations

7. Members are requested to:
  - (a) **note** the change to the Authority's accounting and audit arrangements to include group financial statements which consolidate the accounts of VFS and the CIC with those of the Fire Authority.
  - (b) **Delegate authority** to the Treasurer to provide parent undertaking guarantees for 2018/19 and subsequent years on behalf of VFS and the CIC to Companies House as set out in paragraph 5 above.

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

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