



Local Government Act 1972

A Meeting of the Combined Fire Authority for County Durham and Darlington will be held in the Darlington Community Fire Station, St. Cuthberts Way, Darlington, DL1 5LN on Monday 24 September 2018 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 17 July 2018 (Pages 3 - 8)
3. Current Correspondence - Report of Assistant Chief Fire Officer - Service Support (Pages 9 - 10)
4. Notes of Audit and Risk Committee - Report of Chair (Pages 11 - 12)
5. Notes of Performance Committee - Report of Chair (Pages 13 - 20)
6. Joint Emergency Services Interoperability Principles (JESIP) Update - Report of Assistant Chief Fire Officer - Service Delivery (Pages 21 - 28)
7. Staffing Update - Report of Head of Workforce Development (Pages 29 - 32)
8. Performance Report Quarter One 2018/19 - Report of Area Manager Community Risk Management (Pages 33 - 40)
9. Cultural Survey - Report of Head of Workforce Development (Pages 41 - 68)
10. Apprentice Update Presentation
11. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration

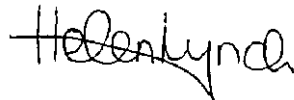
12. Any resolution relating to the exclusion of the public during the discussion of items containing exempt information

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).

13. Marauding Terrorist Firearms Attack (MTFA) Capability Update - Report of Assistant Chief Fire Officer - Service Delivery (Pages 69 - 74)
14. Update on the Fire Brigade Union's Pay Claim - Report of Chief Fire Officer (Pages 75 - 82)
15. 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, H Nicholson, C Potts, G Richardson, J Robinson, J Shuttleworth, M Simmons, W Stelling, F Tinsley, D Stoker and J Turnbull.

Darlington Borough Councillors:

Councillors S Harker, 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 **Tuesday 17 July 2018** at **10.00 am**.

Present:

Durham County Councillors:

Councillors B Avery, A Batey, D Bell, P Brookes, P Howell, A Laing, R Manchester (Substitute for C Carr), L Marshall, H Nicholson, C Potts, G Richardson, J Shuttleworth, W Stelling, F Tinsley, D Stoker and J Turnbull.

Darlington Borough Councillors:

Councillors B Jones, C Johnson and S Richmond.

Independent Standards Members:

-

Apologies for absence were received from Councillors J Bell, C Carr, A Gardner, D Hicks, J Robinson, M Simmons and B Dixon.

A1 Declarations of Interest

There were no declarations of interest.

A2 Minutes of the meeting held on 11 June 2018

The minutes of the meeting held on 11 June 2018 were confirmed as a correct record.

The Clerk requested approval for amendments to part B of the minutes to allow the publication of one full set of minutes which would not disclose any confidential information but would document any decisions taken. The amendments were agreed (for copy see file of minutes).

A3 Current Correspondence

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

A4 Notes of the Policy and Performance Review Committee

The Authority considered a report of the Chair of the Policy and Performance Review Committee, which provided an update on the discussions at the meeting held on 13 June 2018 (for copy see file of minutes).

Resolved:

That the contents of the report be noted.

A5 Member Champions, Member Buddy System and Affiliation with Fire Stations

The Authority considered a report of the Assistant Chief Fire Officer – Service Delivery which set out the two new Member Champion roles and confirmed the Senior Leadership Team contacts for the member buddy arrangements and the fire station affiliation list (for copy see file of minutes).

The Assistant Chief Fire Officer noted minor amendments to the member buddy and station affiliation lists to ensure the systems aligned to member champion contacts already in place.

Resolved:

- (i) That the new member champion roles were agreed for the next 12 months.
- (ii) That the member buddy and station affiliation list were noted.

A6 Performance Report Quarter Four 2017/18

The Authority considered a report of the Area Manager Community Risk Management which presented a summary of organisational performance at the end of the fourth quarter of the 2017/18 financial year (for copy see file of minutes).

Resolved:

That the contents of the report be noted.

A7 Member Attendance at Conference

The Authority considered a report of the Chair which gave feedback to members on Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Chiefs and Chairs' Conference held on 30 May 2018 (for copy see file of minutes).

Resolved:

That the contents of the report be noted.

A8 Firefighter Apprenticeship Scheme Update

The Authority considered a report of the Head of Workforce Development which provided an update on the firefighter apprenticeship scheme, the outcomes of the review undertaken and the progress of the current selection process (for copy see file of minutes).

Members commented positively on the progression of fire service cadets and apprenticeship retention.

Resolved:

That the contents of the report be noted.

A9 Building a Safer Future Independent Review of Building Regulations and Fire Safety: Final Report – Dame Judith Hackitt

The Authority considered a report of the Head of Community Risk Management which provided an overview of the final report following the review of building regulations and fire safety (the Hackitt Review) outlining the potential implications for the Service (for copy see file of minutes).

Members commented on the report and queried current procedure for houses in multiple occupation. The Assistant Chief Fire Officer confirmed that the properties were licensed and monitored by the local authority and were inspected by the fire and rescue service on exception only and when requested to do so.

Resolved:

That the contents of the report be noted and further updates received once additional information is known.

A10 Emergency Medical Response Update

The Authority considered a report of the Area Manager Community Risk Management which provided an update on the service position with emergency medical response (EMR) (for copy see file of minutes).

Members queried whether there had been any change to the FBU position nationally. The Area Manager Community Risk Management confirmed that the FBU were still in negotiations with the NJC.

Resolved:

That the contents of the report be noted.

A11 The Adrian Thomas Review

The Authority considered a report of the Assistant Chief Fire Officer – Service Support which provided an update on the progress of the action plan which was developed in response to the 'Independent review of conditions of service for fire and rescue staff in England'; The Adrian Thomas Review (for copy see file of minutes).

Resolved:

- (a) That the progress made against the action plan be noted and monitored.

- (b) That future reports be received.

A12 Developing the Fire and Rescue Service Inspections: Learning Report June 2018

The Authority considered a report of the Area Manager Training, Assets and Assurance which briefed members on the report published by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) entitled 'Developing the fire and rescue service inspections: Learning report', published in June 2018 (for copy see file of minutes).

Resolved:

That the contents of the report be noted.

A13 Government Response: Enabling Police and Crime Commissioners (PCCs) to sit and vote on Combined Fire and Rescue Authorities

The Authority considered a report of the Chief Fire Officer which informed members of the Government's response to the consultation entitled 'Enabling Police and Crime Commissioners (PCCs) to sit and vote on Combined Fire and Rescue Authorities' (for copy see file of minutes).

Resolved:

- (a) That the contents of the report and the Government's response to the consultation be noted.
- (b) That there will be further consultation in relation to the amendment of the combination schemes be noted.
- (c) That responsibility to consider and submit any further consultation responses that are required over the summer period be delegated to the Chief Fire Officer, following discussion with the Chair, Vice Chair and Clerk.

A14 AOB

There was no other business.

A15 Exclusion of the public

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

B16 Fire Fatality Presentation

The Area Manager Emergency Response presented details of a fatal fire incident in June 2018.

Members asked for their thanks to be passed onto the crews involved.

Resolved:

That the presentation be noted.

B17 Evenwood Fire Update Presentation

The Area Manager Training, Assets and Assurance presented details of a fire incident in June 2018.

Members asked for their thanks to be passed onto the crews involved.

Resolved:

That the presentation be noted.

B18 Estates Update

The Authority considered a report of the Head of Corporate Resources which provided an update on the latest position in relation to the Estates Improvement Programme (EIP) (for copy see file of minutes).

Resolved:

That the contents of the report be noted.

B19 Any Other Business

The Director of Corporate Resources and Treasurer confirmed that the Finance Committee meeting scheduled for Tuesday 24 July would be cancelled.

There was no other business.

CLOSE OF MEETING

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Current Correspondence: July 2018 – September 2018

Release date	Subject	Summary	Action		
			CFA Report	CFA Response	Info
17/07/2018	Letter from Zoe Billingham – Fire and Rescue Inspection Update	The letter provides an update on the work and preparations for the second tranche of inspection.			√
17/07/2018	Consultation Briefing from Stuart Harwood and Anne Floris, Fire Reform and Honours Team	The letter requests views on the Home Office's intention to create two additional UK-wide long service awards to recognise thirty and forty years' service in both fire and rescue and policing.			√
27/07/2018	Circular EMP/3/18	Letter to confirm the National Employers' suggestion that basic pay and continual professional development payments are uplifted by 2.0% with effect from 1 July 2018 while negotiations continue to put in place a longer term deal.	√		
27/07/2018	FBU Circular 2018HOC0382MW	Executive Council statement and recommendation following receipt of National Employers' letter regarding pay proposal.	√		
31/07/2018	Letter from the Security Minister and Policing Minister	Letter to record formal thanks for continued work in improving joint working between the emergency services and wider responders through the adoption of the Joint Emergency Services Interoperability Principles (JESIP).			√

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Safest People, Safest Places

County Durham and Darlington
Fire and Rescue Authority



COMBINED FIRE AUTHORITY

24 SEPTEMBER 2018

NOTES OF THE AUDIT AND RISK COMMITTEE HELD ON 26 JULY 2018

REPORT OF THE CHAIR OF THE AUDIT AND RISK COMMITTEE

Members Present: Cllr J Turnbull in the Chair
Cllrs B Avery, D Bell, C Johnson and R Manchester (Sub for Cllr L Marshall)

Apologies: Cllr L Marshall

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 26 July 2018.

Audit Completion Report for the year ended 31 March 2018

2. Members were presented with the audit completion report which summarised the audit conclusions and included a letter detailing the conclusion of pending matters. The Auditor informed members that he intended to issue an unqualified opinion on the Authority's 2017/18 accounts and an unqualified value for money conclusion for the 2017/18 financial year.

The Committee **noted** the report and the conclusion of pending matters letter.

Statement of Accounts year ended 31 March 2018

3. Members were presented with the Statement of accounts for the financial year ended 31 March 2018.

The Committee **approved** the Statement of Accounts for County Durham and Darlington Fire and Rescue Authority for the financial year ended 31 March 2018.

Annual Governance Statement 2017/18

4. The Committee were presented with the 2017/18 Annual Governance Statement. The approved Annual Governance Statement will be available on the Authority's website.

The Committee **approved** the 2017/18 Annual Governance Statement.

Statement of Assurance 2017/18

5. Members were presented with the 2017/18 Statement of Assurance.

The Committee **approved** the 2017/18 Statement of Assurance.

Annual Internal Audit Report 2017/18

6. The Committee received an update regarding work carried out by Internal Audit during 2017/18. Internal Audit had issued a moderate overall assurance opinion on the adequacy and effectiveness of internal control operating across the Authority in 2017/18.

The Committee **considered** the Annual Internal Report and the overall opinion provided on the adequacy of effectiveness of the Authority's control environment for 2017/18.

Annual Review of the System of Internal Audit

7. Members were presented with details of the annual review of the system of internal audit.

The Committee **considered** the findings and conclusions of the 2017/18 review of the effectiveness of the system of Internal Audit.

Internal Audit Charter

8. The Committee were presented with the revised Internal Audit Charter which would take immediate effect and be applied to all reviews undertaken as part of the Internal Audit Plans for 2018/19.

The Committee **agreed** the Internal Audit Charter for 2018.

PART B

No reports were submitted.



COMBINED FIRE AUTHORITY

24 SEPTEMBER 2018

NOTES OF THE PERFORMANCE COMMITTEE HELD ON 11 SEPTEMBER 2018

REPORT OF THE CHAIR OF THE PERFORMANCE COMMITTEE

Members Present: Cllr C Carr (Chair)
Cllrs D Hicks, H Nicholson and B Jones

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 11 September 2018.

Presentation – New Performance Report Format

2. An alternative report format was presented to the committee for consideration which is attached at Appendix A. Members commented that the new format allowed more in-depth data which was easier to understand.

The committee **recommend** the implementation of the new performance report format.

Performance Report Quarter One 2018/19

3. The organisational performance indicators for quarter one were presented to the committee. Overall 66% of the strategic PI's maintained or improved on performance compared to the previous year. Key areas of performance were discussed with an overview of actions plans and work carried out to drive improvement.

The Committee **noted** the report.

Letters of Appreciation

4. There had been a total of thirteen letters received. The Committee considered the various letters of appreciation that had been submitted to the Service.

The Committee **noted** the report.

Part B

Formal Complaints

5. The Committee were informed that there had been no formal complaints received by the service in the reporting period. No complaints had been forwarded to the Local Government Ombudsman.

The Committee **noted** the report.

Dominic Brown, Assistant Chief Fire Officer 0191 375 5610



PERFORMANCE, POLICY & REVIEW COMMITTEE

2019

Performance Report – Quarter One 2018/19

Report of Area Manager, Assurance and Assets

PURPOSE OF REPORT

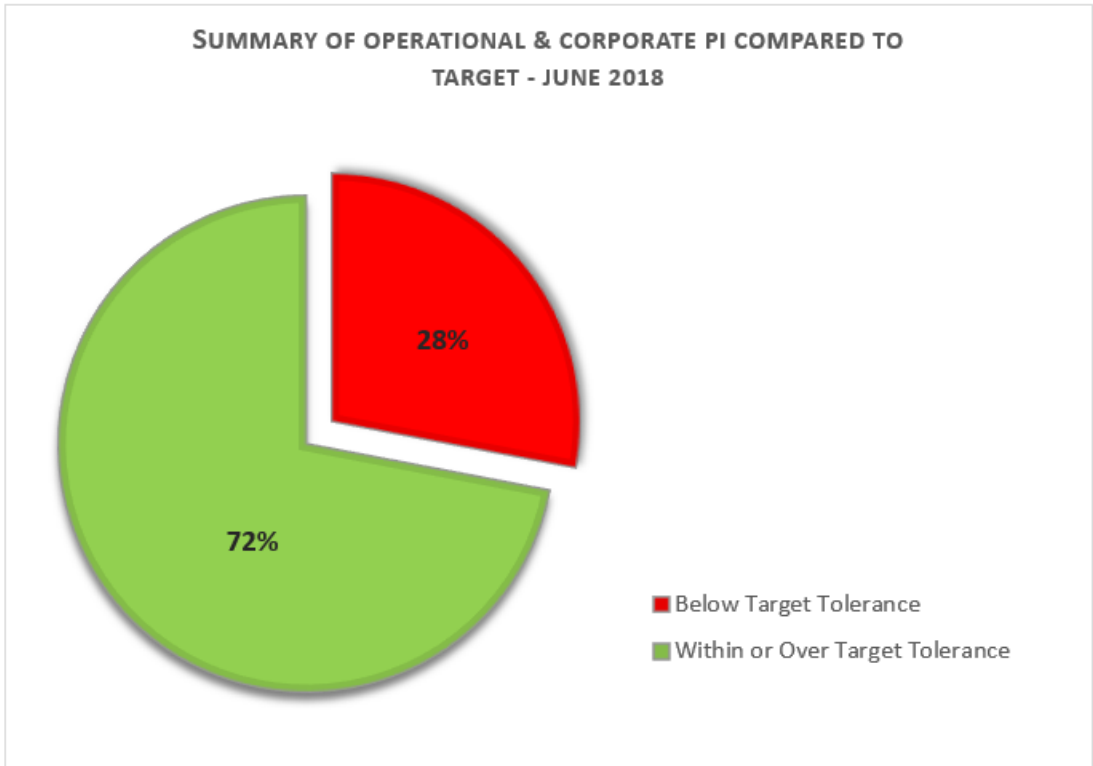
1. This report presents a summary of organisational performance at the end of the first quarter of the 2018/19 financial year.

BACKGROUND

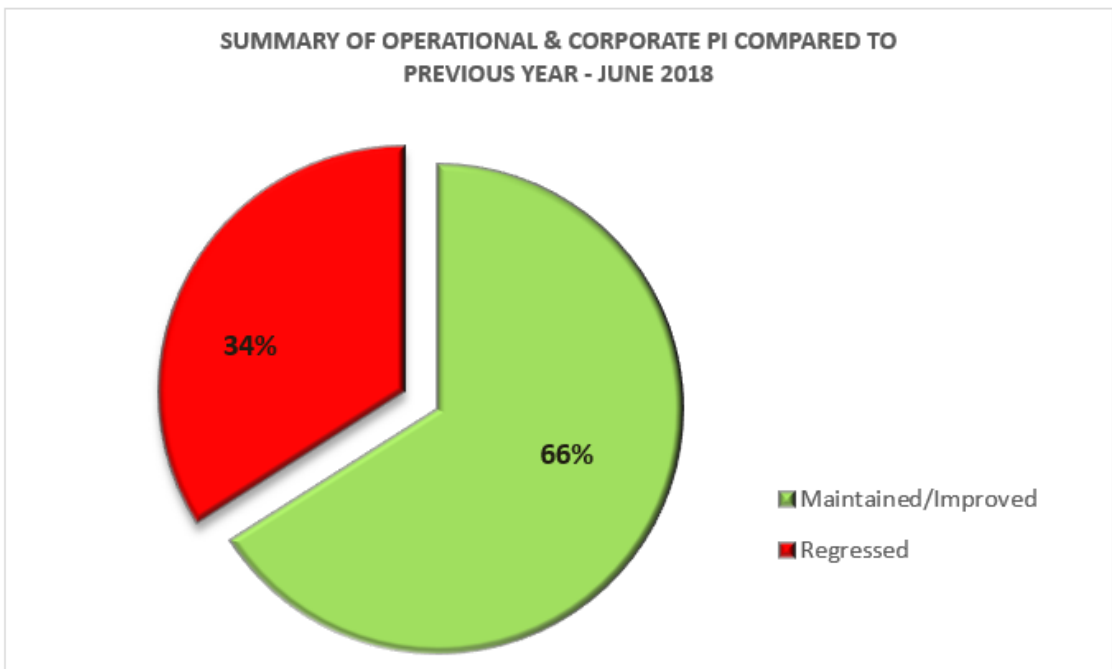
2. Both operational and corporate performance is monitored and managed internally via the monthly Performance & Programme Board (PPB) and Service Leadership Team (SLT) forums. Members of the Combined Fire Authority (CFA) consider performance on a quarterly basis at meetings of the Policy, Performance and Review (PPR) 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 one 2018/19, across both operational and corporate areas of the Service.
8. The first pie chart over the page shows that 72% 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.



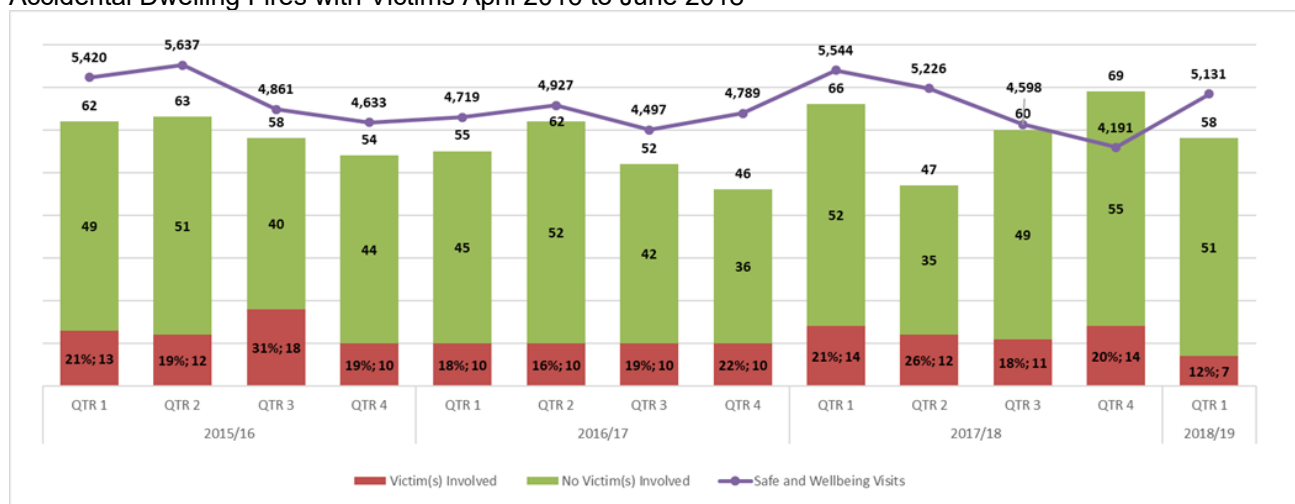
PERFORMANCE REPORTING BY EXCEPTION

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.

Performance Indicator	Objective	Q1 2018/19 Actual	Q1 Target	Actual vs Target	2017/18 Q1 Actual	Actual vs Previous Year
PI 01 - Deaths Arising from Accidental Fires in Dwellings	Down	0	0	0%	0	0%
PI 03 – Number of Accidental Dwelling Fires	Down	58	63	+7.9%	66	+12.1%
PI 04 - Injuries Arising from Accidental Dwelling Fires	Down	1	13	+92.3%	5	+80%
PI 07 – Number of Safe & Wellbeing Visits	Up	5131	4523	+13.4%	5544	-7.4%
PI 42 - Proportion of Safe & Wellbeing Visits to High Risk People/Properties	Up	82.4%	80%	+3.1%	82.3%	+0.2%

PI01 – No confirmed deaths reported YTD.

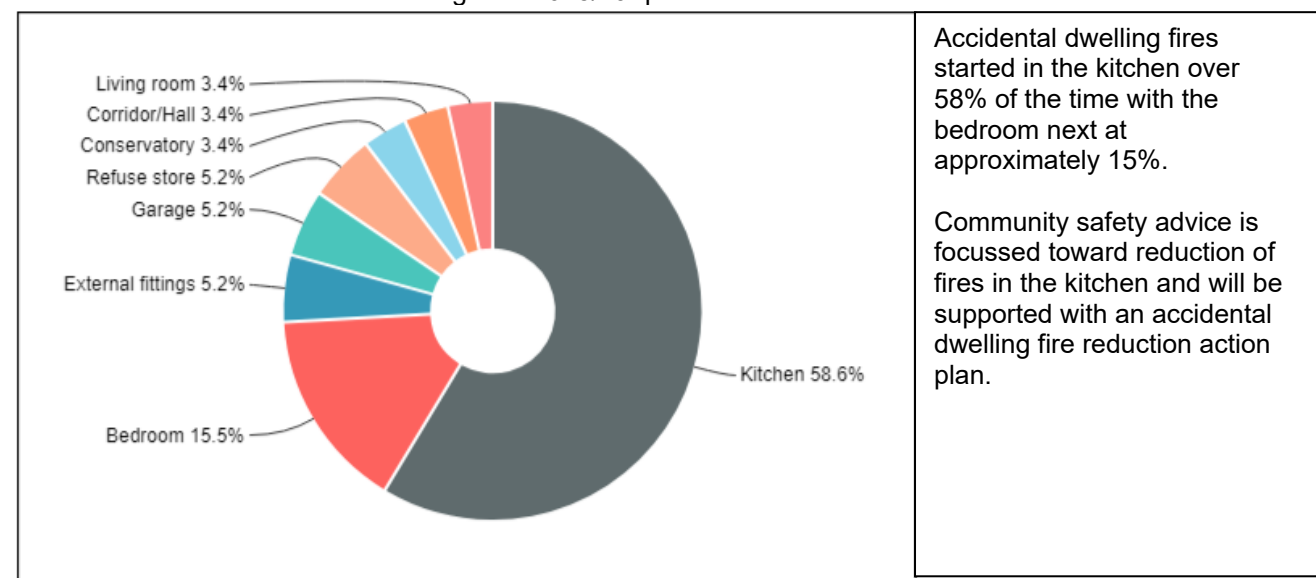
Accidental Dwelling Fires with Victims April 2016 to June 2018



Q1 2018/19

- shows a reduction in the number of accidental dwelling fires from the same period last year.
- The number of victims (injuries and fatalities) recorded is one of the lowest on record for CDDFRS.
- The number of safe and wellbeing visits [SAW] has increased from Q4 2017/18 and although less than the previous year, is still performing high against target. This is, in part, due to operational crews being more focussed in their targetting of SAW towards the more vulnerable members of the community.

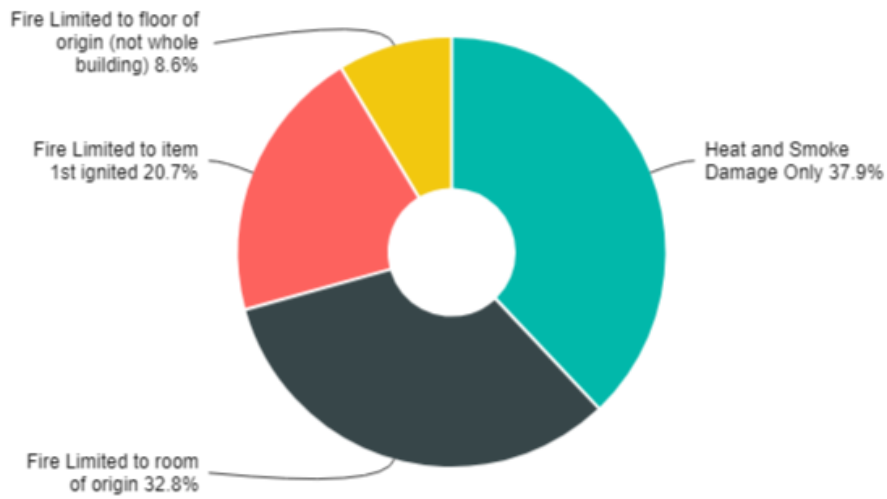
Fire start location – accidental dwelling fires 2018/19 quarter 1



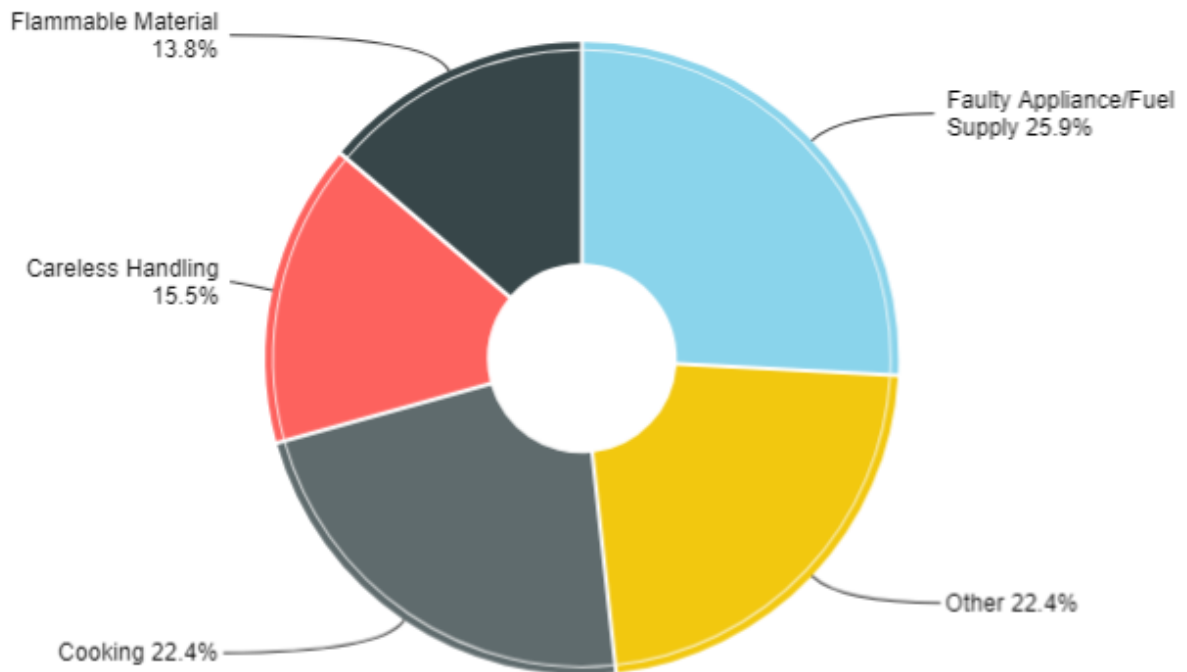
Accidental dwelling fires started in the kitchen over 58% of the time with the bedroom next at approximately 15%.

Community safety advice is focussed toward reduction of fires in the kitchen and will be supported with an accidental dwelling fire reduction action plan.

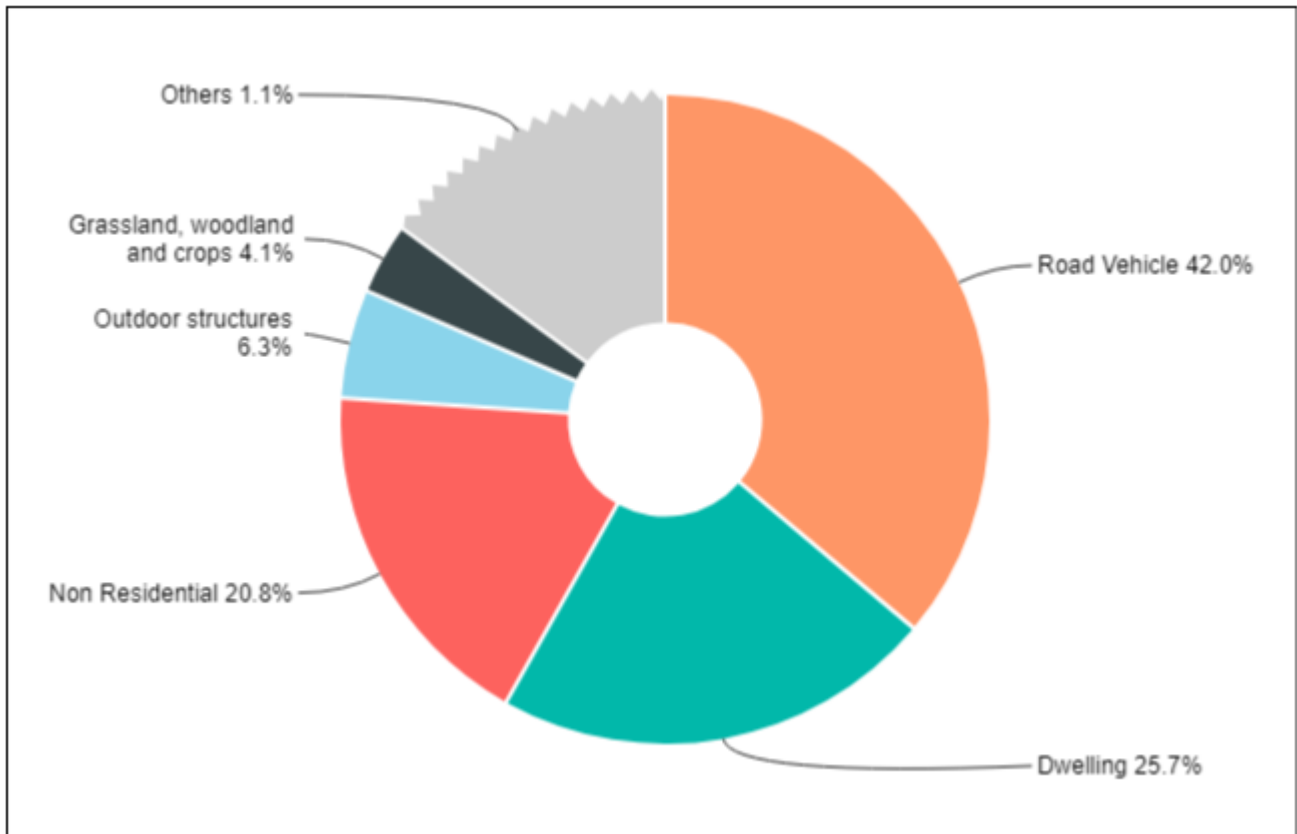
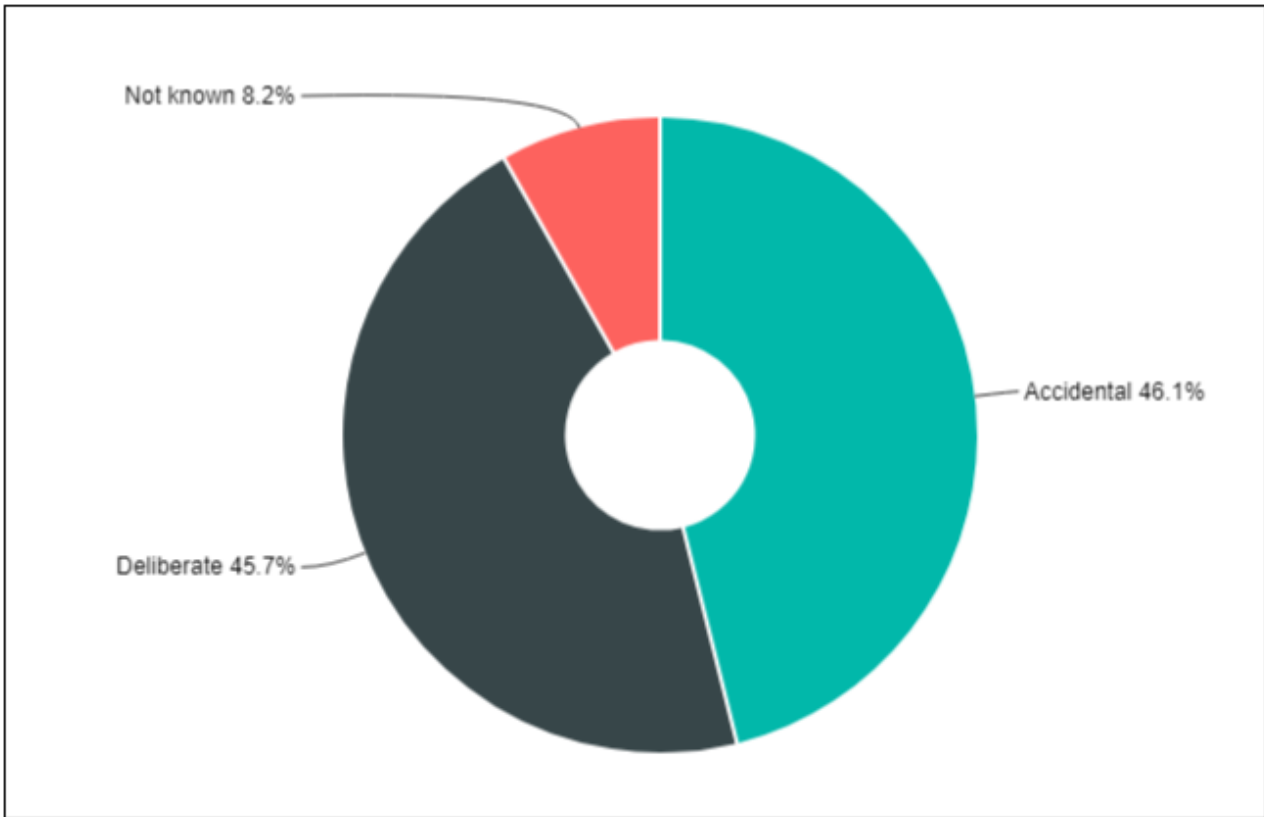
Fire size on arrival – accidental dwelling fires 2018/19 quarter 1



Just under 33% of accidental dwelling fires are limited to the room of origin and damage is due to heat and smoke only (no direct burning) which indicates that a significant number of the fires attended are of a more minor nature. In addition, damage from 20% of fires was confined to the item first involved with no fire spread at all.



Primary fires



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Safest People, Safest Places

County Durham and Darlington
Fire and Rescue Authority



COMBINED FIRE AUTHORITY

24 SEPTEMBER 2018

JOINT EMERGENCY SERVICES INTEROPERABILITY PRINCIPLES (JESIP) UPDATE

REPORT OF ASSISTANT CHIEF FIRE OFFICER – SERVICE DELIVERY

Purpose of Report

1. To provide members with an update on the Service's approach to the introduction, adoption and embedding of the Joint Emergency Services Interoperability Principles (JESIP).

Background

2. The Civil Contingencies Act 2004 and corresponding statutory guidance places a duty on the blue light services to cooperate and the outcomes from the Pitt Review into the 2007 floods, coroners' inquest reports into the 2005 London bombings and the 2010 Cumbria shootings all made clear that the emergency services carry out their individual roles efficiently and professionally, however, there were some common themes relating to joint working where improvement was needed. JESIP was established in 2013 to address these issues.
3. A centrally funded, tri-service JESIP team was established to help blue light services adopt and embed JESIP, design and develop training material and provide the initial round of training to blue light services. Governance is provided by an Interoperability Board made up from key strategic stakeholders such as the blue light services, Local Government Association (LGA) and Home Office (HO). The Interoperability Board is currently chaired by the National Fire Chiefs Council (NFCC) Chair, Roy Wilshire.
4. At the heart of JESIP is a Joint Doctrine which provides a common way of working together with saving life and reducing harm at its core. The key components of the Joint Doctrine are:
 - a. Principles for Joint Working - the principles we expect commanders to follow when planning a joint incident response;

- b. M/ETHANE – a common method for passing incident information between services and their control rooms;
 - c. Joint Decision Model (JDM) - A common model used nationally to enable commanders to make effective decisions together.
5. In 2015, Ministers commissioned an Her Majesty’s Inspectorate of Constabularies (HMIC) led tri-service review of how well JESIP is being adopted across the country. In response to the review, the JESIP national strategic leads for Ambulance, Fire and Police set out a series of objectives to address the recommendations and in January 2017 all blue light services were written to updating them on the current national progress and informing them of organisational assurance visits that were to take place throughout 2017 to provide the evidence for the next tri-service progress report.

JESIP Assurance Visit

6. On 31 March 2017 the Service received a JESIP Assurance visit from the central team which looked at Doctrine and Policies, Training, Testing and Exercising and Joint Organisational Learning (JOL). Verbal feedback was received on the day of the visit and a ‘JESIP Assurance Visit Executive Summary’, based on this verbal feedback, was received by the Service in May 2017. The executive summary was used to assist the JESIP team in preparing a sector report highlighting the progress of embedding JESIP across Ambulance, Fire and Police along with any trends and notable practice.
7. Overall the report was a positive reflection of the work the Service has undertaken to embed JESIP across the organisation and stated;
- “Overall Durham and Darlington FRS’s approach to JESIP implementation appears to be solidly competent and there appears to be an effective and positive working relationship with the police and from the discussions with the staff we met, there appeared to be a good level of senior level management support for embedding JESIP. Representatives we met demonstrated the expected levels of awareness of JESIP given their respective roles and the Delivery Lead/JOL Single Point of Contact (SPoC) has a very wide understanding of JESIP.”*
8. The report made 9 observations and 6 suggestions to the Service (Appendix A). Although these were only in an advisory capacity the Service has adopted these suggestions and has integrated them all into its approach to embedding JESIP.

Minister's Correspondence

9. In July 2018 all blue light services received a joint letter from the Minister of State for Security and Economic Crime and the Minister of State for Policing and the Fire Service. (Appendix B). The letter thanked them for the continued work in improving joint working between the emergency service and wider responders and asked for a number of key actions in relation to JESIP.

10. Table 1 lists these actions and the Service's current position in relation to them.

Table 1

<p>1. Deliver a JESIP structure locally which includes a strategic lead, a training or delivery lead, and JOL lead, ensuring that a process is in place to maintain these positions as normal practice.</p>	<ul style="list-style-type: none"> • JESIP Strategic lead – ACFO D Brown • JESIP Training Lead – SM L Brown • JESIP SPoC – SM R Sillito • JOL Strategic lead – ACFO S Natrass • JOL SPoC – GM R Turnbull
<p>2. Establish a formal process locally with all Local Resilience Forum partners to share multi-agency lessons and notable practice as standard onto JOL Online.</p>	<ul style="list-style-type: none"> • JESIP / JOL are a standard item on each of the LRF group agendas. • All LRF debrief forms capture JOL • LRF JOL SPoC identified. • Process in place for all LRF JOL to be signed off at the Tactical Business Group (TBG) chaired by ACFO S Natrass.
<p>3. Subscribe to JESIP peer review arrangements outside of statutory inspections.</p>	<ul style="list-style-type: none"> • This is being progressed and will be actioned through the LRF.
<p>4. Continue to deliver multi-agency training and awareness packages and have a written commitment to do so. Training should be received at all levels – up to and including Chief Officer level – and continue throughout careers.</p>	<ul style="list-style-type: none"> • All new starters receive JESIP training. • JESIP awareness is now part of all Emergency Response (ER) training courses. • A written commitment to JESIP will be added to the Workforce Development / Training Strategy. • JESIP will form a part of ER continuous personal development at all levels.

11. On 23 August, ACFO Brown, ACFO Natrass and SM Sillito attended a multi-agency JESIP Embedding Workshop at Durham Constabulary's HQ. This was part of a series of workshops delivered by the JESIP central team. It was stated that the central JESIP team will be disbanded in March 2019 and all further work to embed JESIP across the emergency responders will need to be driven by the sector. An action plan is being formulated from the learning received from this workshop which will be used to further develop the Service's approach to embedding JESIP.

Conclusion

12. JESIP was introduced to help improve how the police, fire and ambulance services work together at the scene of a major or complex incident. However, emergency response is a multi-agency activity and will usually involve collaboration with a variety of other responders and so JESIP is being ever more widely adopted across all responding agencies and groups such as the Military, Voluntary Organisations and Local Resilience Forums.

13. Recently the UK has experienced an unprecedented number of major incidents which required a multi-agency response, including a number of terrorist attacks and the Grenfell Tower fire. These incidents highlighted the importance of JESIP for all emergency responses and demonstrated that, when the JESIP principles are used effectively, the response is more effective.

14. How well CDDFRS has embedded JESIP will be a key line of enquiry for Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) during their inspection in 2019. The Service remains committed to fully embedding JESIP across the organisation and will continue to work closely with all responding agencies and groups to ensure our ability to jointly respond to emergencies remains as professional and effective as it can be.

Recommendation

15. Members are requested to:

- a. **note** the contents of the report and agree to receive further updates as appropriate.

Dominic Brown, Assistant Chief Fire Officer – Service Delivery, 0191 3755610

JESIP Assurance Visit – Observations (May 2017)

1. **Doctrine / Policy** Doctrine appears to be well embedded. County Durham & Darlington Fire and Rescue Service (CDDFRS) are changing plans to a more IT based system. Your doctrine team are considering using hyperlinks in your doctrine to link to national products. We would encourage this practice as we have seen that this adds value in other organisations.
2. From the policies and procedures that were displayed to the JESIP team, CDDFRS appear to use and have embedded the JESIP models. M/ETHANE is in use in the Control room. It is of note that the Service stated M/ETHANE wasn't used as a single service informative message, but all of the focus group members were able to describe M/ETHANE in full.
3. The fact that CDDFRS' doctrine is available on staff mobile devices is very good practice as it enables staff to review doctrine from the incident ground should they need to. It also helps staff to review doctrine in down time should they wish.
4. Work has been undertaken with the Police to amend their Command and Control system drop down menu to reflect Fire Service practice.
5. **Training:** Crew and watch managers are put through the initial JESIP operational command courses. The team felt this was one of the reasons JESIP has been so well embedded.
6. CDDFRS are moving from Red Kite to Fire Watch and it is thought that this will give them resilience with the tracking of officers' training and exercising compliance. This is work in progress at the moment.
7. It is good that the strategic exercises are looking at consequence and recovery and not just response. At the moment there does not appear to be any formal way of tracking exercises attended however Fire Watch could potentially resolve this.
8. **JOL:** CDDFRS clearly have a very positive attitude towards operational and organisational learning and have made many JOL entries. For the size of the service, CDDFRS are one of the leading services for JOL submissions.

JESIP Assurance Visit – Suggestions (May 2017)

1. CDDFRS need to consider how command refresher training is conducted going forwards. **(Complete)** The JESIP team felt the half day JESIP course and exercise is very good and we would suggest that CDDFRS refer to the JESIP Learning Outcomes framework to further inform this. **(Ongoing through LRF)**

2. Control room managers do not appear to have been on a Control room manager's supervisor's course or the general command course. The JESIP team note the issues around resourcing in the Control room but would highlight that this lack of command training is a risk for the Service. A new national Control room manager's course is being developed and this should be available by the Autumn (2017). Some thought should be given as to how this will be scheduled alongside Control room managers from the Police and Ambulance Service. The FRS should consider sending the Control room station manager on a general command course. **(Complete)**
3. CDDFRS do not undertake the full Airwave standard test. The JESIP team would suggest a review of the test to help increase confidence around talk group use and changing channels. **(Complete)**.
4. CDDFRS have a large number of multi-agency exercises. The JESIP team would suggest that there is a review undertaken of the following JESIP templates which are designed to complement local exercise planning and ensure that interoperability / JESIP objectives are built in, checked for by umpires and captured in any debrief. They are the JESIP Exercise Objectives template, the Umpire Evaluation template and the Multi-Agency Debrief template. **(Complete)**
5. We felt that there is a risk around JOL and JESIP caused by the impending retirement of the existing Delivery Lead/JOL SPoC. The current post holder has a wide understanding of JESIP and appears to have driven much of the progress made so far. The Service should ensure momentum is maintained when new Delivery leads/JOL SPoCs are appointed. **(Complete)**



Rt Hon Ben Wallace MP
Minister of State for Security
and Economic Crime

Rt Hon Nick Hurd MP
Minister of State for Policing
and the Fire Service

2 Marsham Street
London SW1P 4DF
www.gov.uk/home-office

By email

30 July 2018

Dear Chief Constable, Police and Crime Commissioner, Chief Fire Officer, Fire Authority Chair, Chief Executive, and Chair of Ambulance Trust Board

JOINT EMERGENCY SERVICES INTEROPERABILITY PRINCIPLES (JESIP)

We are writing to formally thank you for your continued work in improving joint-working between the emergency services and wider responders through the adoption of the Joint Emergency Services Interoperability Principles (JESIP).

Since the 2015 HMIC-led (now HMIC-FRS) tri-service review, which found that the Principles were not yet embedded consistently nationally, JESIP has been increasingly embedded into business as usual practice. This has included: publication of edition two of the Joint Doctrine; the establishment of Joint Organisational Learning (JOL) Online as the only national platform to share multi-agency learning; and the transfer of central JESIP functions to the emergency services which has created a strong foundation for embedding JESIP at the national level.

However, the JESIP assurance programme – which visited over 95% of services in England Wales, and Northern Ireland in 2017 - highlighted that more effort is required to sufficiently embed JESIP into services locally. This includes the adoption of JESIP into all local doctrine and training and exercise plans, and a formalised local process for identifying and sharing multi-agency lessons nationally.

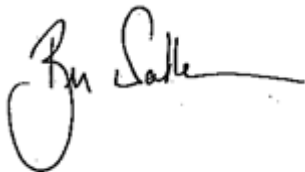
We remain committed to JESIP, including highlighting its importance in the newly published CONTEST - The United Kingdom's Strategy for Countering Terrorism. It is however now crucial that local services continue to drive and embed JESIP. Without your buy-in, progress in joint working will falter. There are a number of key actions we would therefore ask you to take:

- Deliver a JESIP structure locally which includes a strategic lead, a training or delivery lead, and JOL lead, ensuring that a process is in place to maintain these positions as normal practice;
- Establish a formal process locally with all Local Resilience Forum partners to share multi-agency lessons and notable practice as standard onto JOL Online;
- Subscribe to JESIP peer review arrangements outside of statutory inspections; and
- Continue to deliver multi-agency training and awareness packages, and have a written commitment to do so. Training should be received at all levels – up to and including chief officer level – and continue throughout careers.

In 2017 the UK experienced an unprecedented number of major incidents which required a multi-agency response, including a number of terrorist attacks and the Grenfell Tower fire. These incidents highlighted the importance of JESIP for all emergency responses and demonstrated that, when the JESIP principles are used effectively, the response is more effective.

We therefore urge you to continue to work together, both locally and with the JESIP team, to ensure that interoperability between your services is as effective as it can be.

We would like to reiterate our thanks for your hard work and success to date.



The Rt Hon Ben Wallace MP
Minister for Security & Economic Crime



The Rt Hon Nick Hurd MP
Minister for Policing & Fire

Safest People, Safest PlacesCounty Durham and Darlington
Fire and Rescue Authority**COMBINED FIRE AUTHORITY****24 SEPTEMBER 2018****STAFFING UPDATE**

REPORT OF HEAD OF WORKFORCE DEVELOPMENT

Purpose of report

1. The purpose of this report is to inform members of the strategies for maintaining operational ridership levels in the short to medium term.

Background

2. Operational staffing levels and the potential options and recruitment methods available to the Service to maintain them are monitored and reviewed regularly by the Workforce Planning Team and reported to the Service Leadership Team (SLT) by exception on a monthly basis. Consideration is given to: planned retirements; leavers; and sickness absence.
3. The Service has seen a rise in sickness absence in July and August, mainly long term, due to personnel who are awaiting surgery (or recovering from surgery) which has had an impact on staffing levels. A rise in short term absence during August further impacted this and on occasions, caused some difficulty for the Service staffing front line appliances to our minimum crewing levels.
4. A number of staffing model trials are currently ongoing as a result of the Emergency Response Review. These trials, if successful and implemented permanently, result in reducing staffing levels at Bishop Auckland and both of the Day Crewing Plus stations at Newton Aycliffe and Seaham. To this end, we are holding vacancies in the establishment to ensure if implemented in April 2019, posts can be removed, and the Service will not be over staffed. We are also holding vacancies for the first cohort of apprentices who, if successful in achieving the required standard on completion of year two of their apprenticeship, will be offered a Wholetime (WT) Firefighter (FF) position on the establishment in June 2019.

Our Recruitment Strategy

5. As the Service continues to plan for future possibilities, it needs to maintain operational ridership levels but also retain a degree of flexibility to implement further transformation options in response to possible budget reductions. In order to facilitate a supply of suitable candidates for WT roles, the Service utilises a number of different recruitment methods which offer both short term flexibility as well as longer term solutions.

These include:

- Apprenticeships;
- WT recruitment;
- Retained Duty System (RDS) to WT transfers and;
- External transferees from other Fire and Rescue Services (FRS).

6. It is important we consider all of these options in our planning to ensure not only we select from the widest possible pool of talent, but we recruit from all sections of society, everyone is given an equal chance of success and we can optimise opportunities to increase the diversity of our workforce. The four recruitment methods and their current positions are outlined below.

Apprenticeships

7. Firefighter (FF) apprenticeship recruitment offers the Service a longer-term strategy for recruitment to WT FF posts. The ten apprentices who started with the Service in May 2017 are now in the second year of their apprenticeship. They are currently working towards the Business Fire Safety Trailblazer standard whilst working across the Service area providing front line services. The apprentices work day shifts only and are supernumerary to the establishment but this gives us some flexibility in terms of staffing numbers during the day. Any gaps in staffing numbers for night shifts are covered by operational cover contracts (OCCs) utilising operational employees from across the Service.
8. Our second cohort consisting of 11 FF apprentices started their apprenticeship on 10 September 2018. Much like the first cohort, they will spend their first year primarily in Training and Headquarters and on successful completion of all the necessary gateways will provide front line services from September 2019.

WT Recruitment

9. In January 2017, the Service embarked on its first WT recruitment process in seven years. From this process, a course of 12 firefighters started their training in May 2017 and commenced front line service in August 2017. Other successful candidates were advised they would remain on a list until March 2018 and at this time, if not contacted, would need to reapply for the next available process.
10. In July 2018, in collaboration with Tyne and Wear FRS and Northumberland FRS a further WT recruitment process was undertaken. 4520 applications were initially received, 130 of those reaching the final interview stage which concluded on Friday 31 August 2018. 59 candidates were successful and have now been placed on a list which the three FRS's can select from should they be in a position to run a trainee course. At present, the Service does not have any plans to run a trainee course in the immediate future, however, we will carefully consider our workforce planning needs over the next 12 months and act accordingly.

RDS to WT Transfers

11. At the end of 2017, the Service commenced an RDS to WT transfer process to refresh the list of employees available to fill vacancies on both a temporary and permanent basis as per the needs of the Service. To date we have offered 9 RDS employees a temporary WT

contract which is fixed term until 31 March 2019. Start dates for the successful candidates varied from July through to September.

12. These contracts have been offered to cover vacancies on a temporary basis until the outcomes of the Emergency Response Review staffing model trials at Bishop Auckland, Seaham and Newton Aycliffe are known. At this time, consideration will be given to offer permanent contracts should vacancies become available. There are still a number of employees available for transfer both on a temporary and permanent basis, should the need arise.

Transferees

13. The Service also has available to it a number of potential transferees who were successful at a recruitment process in 2017. However, this option requires permanent contracts to be offered and so does not offer the flexibility required at present to maintain operational staffing levels on a temporary basis. This option does however remain available should the need arise.

Other Operational Staffing Options

14. To further support all of the above recruitment methods we also offer additional shifts to our current employees through the use of Operational Cover Contracts (OCCs) or RDS Detachments. These have been in place for a number of years and proved successful in providing a flexible option for maintaining ridership levels when WT strength is reduced. These can either be pre planned longer term or offered at short notice. Employees working in day duty posts are also available to cover shifts where required.

Summary

15. The numbers required to maintain operational staffing levels will be subject to change depending upon confirmed actual retirements, projected leavers, availability of employees for alternative contracts and the uptake of OCCs and RDS Detachments, with each option being interdependent of each other.
16. The Service will continue to monitor closely the operational ridership levels against the establishment to ensure we have the correct number of staff available on appliances. There is a significant amount of uncertainty in relation to the required staffing numbers in the longer term. This uncertainty is driven from the outcomes of the Emergency Response Review trials and continued uncertainty around some of the assumptions in the medium-term financial plan (MTFP). Maintaining the careful balance between having sufficient staffing available in the shorter term and flexibility around delivering savings required to reduce the current deficit is challenging, especially if sickness levels increase.
17. The four recruitment methods contained within our recruitment strategy will be monitored closely along with the use of OCCs, RDS Detachments and temporary contracts. Looking ahead, sickness levels have started improving into September and we expect to see a significant improvement in long term absence by October as a number of employees are due to return to work. This will ease some of the pressures the Service has faced over the last few months.

Recommendation

18. Members are requested to:

- (a) **note** and comment on the content of the report.

Katherine Metcalfe, Head of Workforce Development, Ext.5665

**COMBINED FIRE AUTHORITY****24 SEPTEMBER 2018****Performance Report – Quarter One 2018/19**

Report of Area Manager, Community Risk Management

PURPOSE OF REPORT

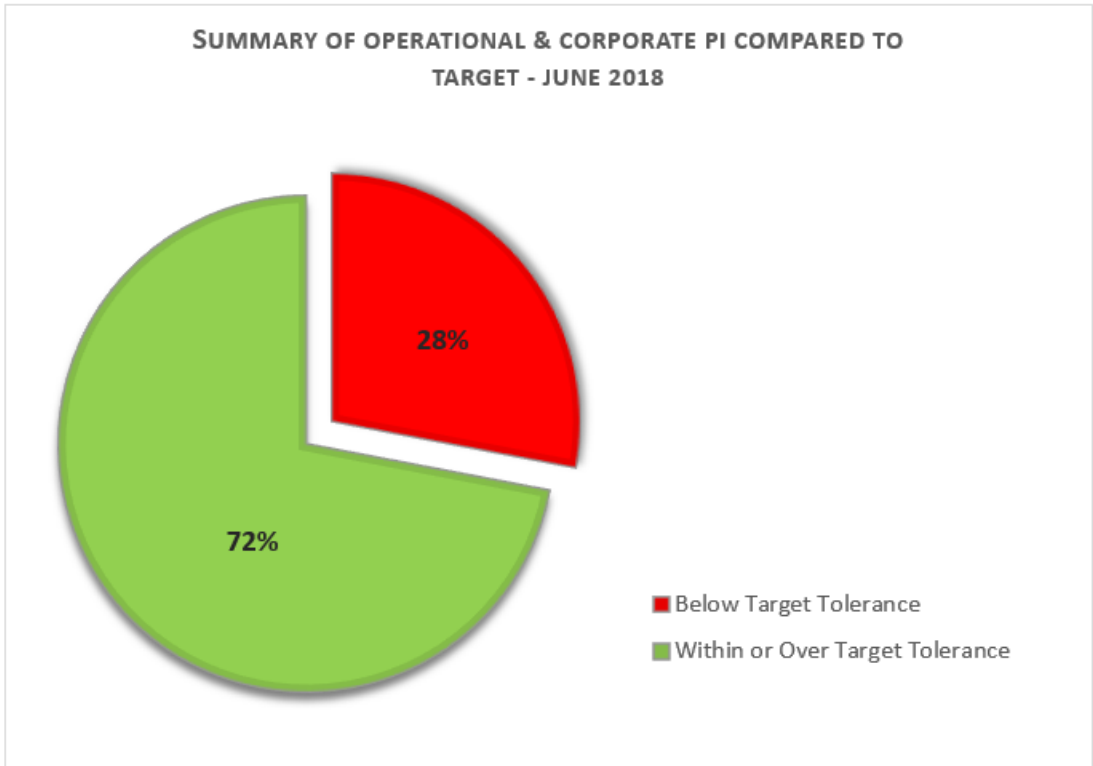
1. This report presents a summary of organisational performance at the end of the first quarter of the 2018/19 financial year.

BACKGROUND

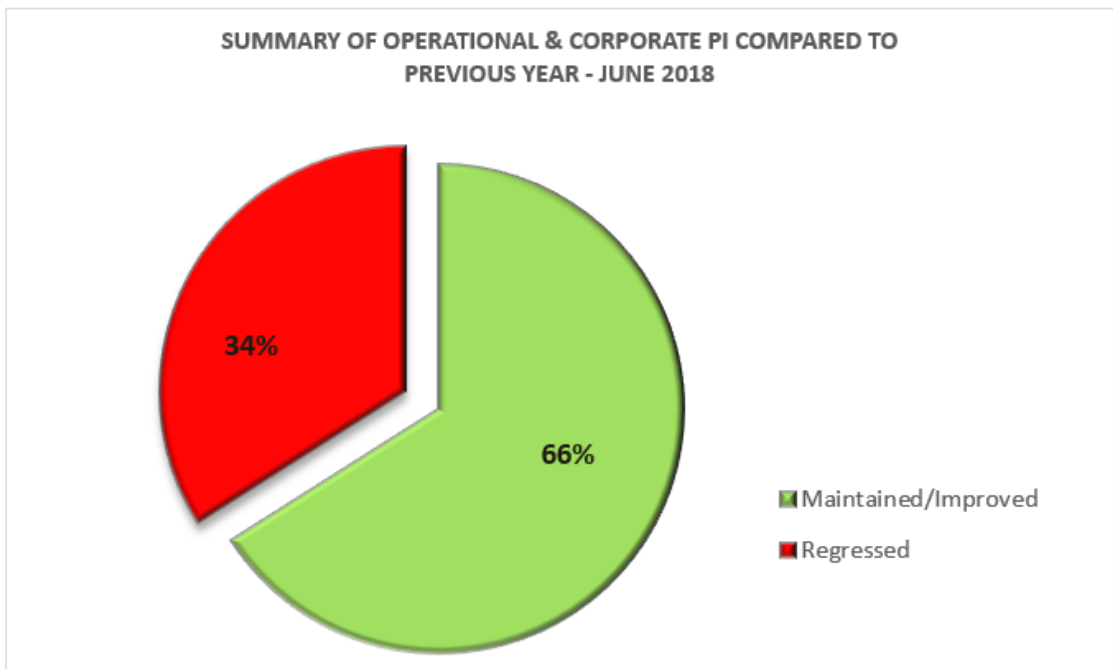
2. Both operational and corporate performance is monitored and managed internally via the monthly Performance & Programme Board (PPB) and Service Leadership Team (SLT) forums. Members of the Combined Fire Authority (CFA) consider performance on a quarterly basis at meetings of the Performance Committee (PC) 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 one 2018/19, across both operational and corporate areas of the Service.
8. The first pie chart over the page shows that 72% 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.

Performance Indicator	Objective	Q1 2018/19 Actual	Q1 Target	Actual vs Target	2017/18 Q1 Actual	Actual vs Previous Year
PI 01 - Deaths Arising from Accidental Fires in Dwellings	Down	0	0	0%	0	0%
PI 02 – Primary Fires	Down	266	235	-13.2%	301	+11.6%
PI 03 – Number of Accidental Dwelling Fires	Down	58	63	+7.9%	66	+12.1%
PI 04 - Injuries Arising from Accidental Dwelling Fires	Down	1	13	+92.3%	5	+80%
PI 05 - Total Secondary Fires	Down	779	779	0%	1106	+29.6%
PI 07 – Number of Safe & Wellbeing Visits	Up	5131	4523	+13.4%	5544	-7.4%
PI 42 - Proportion of Safe & Wellbeing Visits to High Risk People/Properties	Up	82.4%	80%	+3.1%	82.3%	+0.1%

PI01 – There has been one female adult fatality that occurred in an accidental dwelling fire (ADF) in June which is waiting to go to inquest to determine cause of death, however, there are no confirmed ADF deaths reported YTD.

PI02 - Primary fires are lower than Q1 last year but remain above target for the current year. Most categories of primary fires are performing within tolerance, however there has been a slight increase in non-residential and other outdoor structures which have taken this indicator over target. The DMTs and watch based staff continue to make all efforts to drive down all occurrences of fire within their respective station and district areas.

PI03 – Accidental dwelling fires are 5 under target year to date (YTD) and we have experienced 8 less than this time last year. Newton Aycliffe have experienced an increase although the majority of these were confined to room of origin. Community Risk Management (CRM) and Emergency Response (ER) crews continue to work together to promote the risk of dwelling fires. Darlington and Peterlee have seen decreases in ADF over Q1 this year with Bishop Auckland and Consett seeing increases against the same period last year. Of the 58 ADF over Q1 19 (33%) have been cooking related, 18 (31%) have involved lone persons over pensionable age and 18 (31%) have involved couples with dependent children. The recording of human factors suggests that distraction and falling asleep continue to be issues across the board. All districts that are experiencing above expected YTD figures for ADF's are uplifting their Safe and Wellbeing visit (SWV) activity in the affected areas. This includes more pro-active and informed targeting of risk using Low Super Output Areas (LSOA) areas to drill down and target those more in need of FRS intervention.

PI04 – Performance under this indicator has shown an impressive improvement, with only one reported injury so far this year against a target of 13. This occurred in Central Ward, Darlington and as a result of the individual being bedridden. This is a significant improvement on the same period last year which sat at 5 against target of 12. ER crews and CRM continue to emphasise safe escape behaviours during SWV.

PI05 – We remain on target YTD and have seen a significant reduction in incidents compared to this time last year. CRM are working with district teams to continue to devise strategies and initiatives to reduce secondary fires. Firestoppers has been launched in Easington and Derwentside are running a bespoke initiative due to the numbers of incidents they are experiencing. High Handenhold, Peterlee, Bishop Auckland and Sedgefield areas have experienced a higher number of fires than profiled in their target for Q1.

PI07 – Above target for the year and although it is slightly less than this time last year, district teams are embedding the risk-based approach to the delivery of SWV around the five workstreams and delivering a broader range of prevention activities. The new high-risk areas based around the LSOA have been hailed as a successfully method of identifying risk upon feedback from the DMT's. All station-based staff have been briefed on the district local risk profiles and are pro-actively identifying risk through this means. Evidence of the targeting and effectiveness of the SWV are reflected in the other home safety indicators which are all performing well.

PI42 – Above target for the year and on par with this time last year. Feedback has been revised that the method of devising risk-based targeting of SWV using the LSOA areas is proving to be a success. All members of DMT's and watch based and RDS/On call staff have been made aware of the methodology for more accurate targeting of fire/community risk using the LSOA tools located within the CADCORP web mapping system. Once again feedback has been received from ER crews delivering targeted SWV that this method is proving significantly more successful in identifying those most at risk and or vulnerable in the local communities. Going forward we will examine the number of referrals for vulnerability to establish if we can measure the effectiveness of this relatively new method of targeting risk.

Protection

Performance Indicator	Objective	Q1 2018/19 Actual	Q1 Target	Actual vs Target	2017/18 Q1 Actual	Actual vs Previous Year
PI 10 - Primary Fires in Non-Domestic Premises	Down	16	21	+23.8%	22	+27.3%
PI 14 - False Alarms Caused by Automatic Fire Detection Equipment	Down	165	173	+4.6%	180	+8.3%
PI 17 – Number of Fire Safety Audits	Up	505	533	-5.3%	530	-4.7%

PI10 – Central BFS officers and crews continue to carry out risk-based audits to assist in reducing risk in the business community which is proving to be effective.

PI14 – There have been no trends identified and Business Fire Safety Officers continue to monitor AFAs within their own districts. Of note, after receiving updated guidance from the Home Office, direction has been given that AFAs occurring in private student dwellings should now be recorded as a business premises AFA actuation. This will potentially reflect in an increased number of recorded AFA's in business premises going forward. To address this, we will continue to proactively work with the university, accommodation providers and engage with students to mitigate the impact of these changes.

PI17 – Under target for the year so far, Business Fire Safety Officers are working with crews within each of their districts to ensure the momentum of completing the visits remains on track. All Districts are planning in conjunction with FSOs for targeted activity during the upcoming Business Fire Safety week from 10th to 16th September 18 which will see increased delivery of audits. Darlington, Newton Aycliffe, Spennymoor, Durham and High Handenhold have all underperformed over Q1 regarding the delivery of FSVOP. Anecdotally this is being attributed to difficulties with accessing premises in the summer months when firms staffing levels are low or the responsible person for fire safety is not available due to holidays etc. All DMT and supporting district FSO are aware of this and plans are in place to address this shortfall.

Response

Performance Indicator	Objective	Q1 2018/19 Actual	Q1 Target	Actual vs Target	2017/18 Q1 Actual	Actual vs Previous Year
Total Emergency Calls Received (including EMR)		4122			5482	+24.8%
Total Incidents (excluding EMR)		1944			2320	+16.2%
Total Fires		1056			1421	+25.7%
Total False Alarms		561			583	+3.8%
Total Special Services (excluding EMR)		326			316	-3.2%
Total Road Traffic Collisions		79			84	+6%
Total Emergency Medical Response (EMR)		6			441	N/A
PI 06 – Number of Response Standards Met	Up	6	6	0%	3	100%
PI 12 – % Retained Availability on Stations	Up	76.2%	90%	-15.3%	76.3%	-0.1%

PI06 – We finish the quarter on a positive note in respect of response standards achieving 6/6 standards to target. This is a significant improvement in comparison to the same reporting period last year. Each response time failure (RTF) continues to be challenged by DMT's and actions put in place to address ongoing issues. Derwentside district have experienced challenges with RTF, for example STN 02 High Handenhold are specifically starting to see longer than expected attendance times in the Great Lumley and Bournmoor areas. STN 08 Crook has also experienced difficulties, these RTF are mainly due to incidents occurring outside of the 11 min response isochrone area. Also, after discussion with the DMT and looking at CADCORP data for STN 05 Wheatley Hill, it is apparent that these RTF are mainly due to attendances by appliances from other stations when STN 05 is OTR. This is an area that can be influenced by proactive monitoring by DMTs and has been communicated to all members of the DM teams.

PI12 – Of the 16 on call appliances, 5 achieved a 90% availability rate, 8 achieved between 60%-90% availability, 2 achieved 50%-60% and 2 appliances between 20%-43.1%. On call recruitment efforts are ongoing with joint working and co-ordination between members of the Human Resources team and District managers dependent on needs. A review of on call contracts and establishment figures is underway as part of workstream from the on-call liaison group. We continue to experience challenges with the availability of D08P2 which has provided only 24.8% cumulative availability over Q1 in comparison to 46.6% at the same point last year. STN 08 has 6 staff employed on both the WT and RDS systems which provides management challenges for the DMT due to limitations on the number of hours able to be provided. Similar circumstances are being experienced at STN 12 where cumulative availability sits at 43.1% for Q1 compared to 49.5% last year. The Wear and Tees DMT continue to plan forward and carry out ongoing recruitment activities. STN 14 Barnard Castle has experienced several resignations due to factors such as primary employment pressures and domestic circumstances. In general, there is a sustained trend of continuing challenges being experienced around the availability of RDS/On call second appliances. This however should be balanced against the commitment shown by staff to achieve high levels of availability for RDS/On Call first appliances.

Workforce

Performance Indicator	Objective	Q1 2018/19 Actual	Q1 Target	Actual vs Target	2017/18 Q1 Actual	Actual vs Previous Year
PI 40 - All Staff Sickness	Down	1.69	1.5	-12.7%	1.13	-49.6%
PI 69a – Number of Accidents to Personnel	Down	6	3	-100%	3	-100%
PI 71 – Number of Vehicle Accidents	Down	10	7	-42.9%	5	-100%

Commentary:

PI40 – In addition to the absence outlined above, the service is also experiencing high levels of absence across the RDS. Again, these are primarily long term and due to MSK issues. Absence levels are running higher than the same period last year.

PI69a – Personnel accidents within the Service are primarily only low consequence accidents. Some of the occurrences in the personnel accidents include a small cut received during cooking related activities, a foot injury from physical training activities and a bite sustained from a dog during a safe and wellbeing visit. These types of accidents have all occurred on previous occasions in different locations throughout the service and are described in the monthly health and safety report to bring the causal factors to the attention of all personnel. These causal factors will continue to be monitored closely but there are currently no other mitigating factors that are considered appropriate other than maintaining an awareness and highlighting these accidents to staff.

The most significant adverse safety event was an explosion at Ramshaw removals which resulted in a firefighter sustaining injuries and transported to hospital. The incident is currently under a full investigation and further updates will be reported through metrics manager. The organisational learning from the debrief will also be captured in a series of actions and tracked through the OSHENS system.

PI71 – The amount of vehicle accidents was the subject of the PPB call in during August 2018 due to the negative performance against this performance indicator. Detailed scrutiny of this area of performance identifies that slow speed manoeuvres (primarily in the forward direction) are the cause of the greatest number of accidents. There is no correlation in whether the accidents occur to wholtime or on call personnel, on response to an incident or on the return journey or to newly qualified or more experienced drivers. A detailed action plan has been developed with the driver training section that will see revisions to the slow speed manoeuvring procedures, the introduction of a stop person procedure and new training videos the highlight how slow speed manoeuvres should be carried out.

Scrutiny of the causal factors and locations of vehicle accidents identified that an increased number have occurred at Crook station. The district management team were requested to develop an action plan specific to their station that focussed on human behaviours and attitudes towards driving. Since the implementation of this action plan no further accidents have occurred but this is monitored closely with outcomes to be recorded through the metrics manager.

A new series of posters will also be distributed to stations to emphasise key messages based on driving awareness and slow speed manoeuvres. These will be based on the 'stop, start, continue' theme which has a proven positive track record in several services.

The driver training section have also distributed an online survey to all staff to capture suggestions and recommendations from personnel on ways to improve the driver training products and documentation/procedures used within the Service. Updates on the action plan will be recorded through the monthly returns given in the metrics manager.

Finance & Governance

Performance Indicator	Objective	Q1 2018/19 Actual	Q1 Target	Actual vs Target	2017/18 Q1 Actual	Actual vs Previous Year
PI 34 - % of Invoices paid within 30 days	Up	97.4%	95%	+2.5%	99.4%	-2%
<p>Commentary:</p> <p>PI34 – Staffing arrangements in Finance have resulted in a reduction in Finance chasing budget holders and reminding them to process invoices. This has resulted in a slight reduction in invoices being paid on time in the quarter but month on month since April the position has been improving as the Finance staff are dealing with backlogs.</p>						

Assets

Performance Indicator	Objective	Q1 2018/19 Actual	Q1 Target	Actual vs Target	2017/18 Q1 Actual	Actual vs Previous Year
PI 30 - % of Emergency Estates Repairs responded to on time	Up	100%	98%	+2%	100%	0%
<p>Commentary:</p> <p>PI30 – No comments needed on this PI as on target – did not hit trigger.</p>						

RECOMMENDATIONS

1. CFA members are requested to:
 - a. **Note** the content of the report;
 - b. **Comment** on the reported performance.

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COMBINED FIRE AUTHORITY

24 SEPTEMBER 2018

CULTURAL SURVEY

REPORT OF HEAD OF WORKFORCE DEVELOPMENT

Purpose of report

1. The purpose of this report is to inform members of the findings of the second cultural survey conducted by Durham University Business School (DUBS) in April 2018.

Background

2. The Service, in collaboration with DUBS, launched its first cultural survey in October 2016 to study the impact of a range of workplace factors and how this affects service delivery to the public. To gain an independent, credible view of the culture of County Durham and Darlington Fire and Rescue Service (CDDFRS), this work was undertaken by Dr Les Graham who has worked with approximately 36 police forces nationally, including Durham Constabulary, on collaborative research projects studying '*Service excellence in the policing profession*', in which organisational culture plays a significant part. The projects have been very successful and identified by the Home Office as best practice. The survey applies academic rigour to benchmark our culture and enable it to be tracked over time.
3. From the results, an action plan was developed by the Service to design and deliver interventions which could make positive impacts on workplace culture, in particular the three areas which were highlighted from the 2016 survey as areas of focus. These areas were: perceived organisational support; procedural justice (fairness); and co-worker undermining behaviour.
4. In April 2018, the second cultural survey was launched. A paper survey was circulated to all employees to measure workplace factors, staff attitudes, motivation, wellbeing and leadership. The survey also included a co-worker survey whereby employees were asked to rate behaviours they regularly viewed from their fellow co-worker. Responses were collected over a four-week period from 30 April to 31 May 2018. In total, 366 responses (65.5%) were received which is an increase in responses from the 2016 survey (58.6%), the co-worker survey received 319 responses (57.1%).
5. To enable analysis of the data over time and measure change in an individual's behaviour and their perceptions, the Service will continue to undertake the survey every 12-18 months. For this purpose, respondents were asked to formulate an anonymous identification code, 74.2% of respondents were prepared to provide this which again is a very positive result.
6. The findings of the survey were delivered by DUBS on 23 July 2018. All staff and the representative bodies were invited to attend the Service Training Centre to receive the results at the same time as the Service Leadership Team (SLT). This was a critical milestone in our cultural journey, the aim being to increase trust and transparency. Further

to this, key highlights of the survey's results were communicated to staff via the communications brief in July and have been further disseminated via the weekly information bulletin using a number of infographics.

Findings

7. The explanation of the key measures, survey findings and relationships between key measures are included within the report produced by DUBS and is attached as Appendix A.
8. The descriptive statistics for the key measures are presented in Table 1 and Table 2 below. Table 1 shows the measures which were used in both the 2016 and 2018 surveys. These measures were identified by the Service and DUBS as the most important where positive impacts could be made over time and improvement tracked. Table 2 shows several new measures which were included in the 2018 survey focussing on leadership and innovation which are key areas of the Service's Workforce Development Strategy.

Table 1: Average scores for measures used over time, all respondents

Measure <i>(All measures use a 1-7 scale unless specified)</i>	2016 (Average)	2018 (Average)	Direction of travel
Perceived Organisational Support	4.13	4.5	↑
Experienced Co-worker Undermining Behaviour <i>(1-6 Scale)</i>	2.65	2.22	↓*
Procedural Justice (Fairness)	3.64	3.86	↑
Job Satisfaction	5.45	5.76	↑
Engagement	5.47	5.82	↑
Emotional Energy	4.97	5.42	↑
Ego Depletion	2.63	2.03	↓*
Voice Behaviour	5.47	5.64	↑

Note: ↓* equates to a positive reduction in negative behaviour.

9. The results show a positive direction of travel in all measures used in the second cultural survey compared to the first survey in 2016 and in particular an increase in perceived organisational support and procedural justice (fairness). This suggests that our workforce have seen or experienced a change in the way procedural decisions are made as well believing the Service shows consideration for their efforts, well-being and will support them during challenging times.
10. The workforce has also reported lower levels of undermining behaviour from their co-workers since the 2016 survey. This suggests individuals believe that, in general, the levels of undermining behaviour that occur in the workplace are low however, some individuals did still report experiencing moderately high levels.
11. Improvements in the other 5 key measures show high levels of job satisfaction, engagement and employee wellbeing (emotional energy and ego depletion). The data also suggests a high percentage of respondents feel confident to communicate their ideas, suggestions, concerns and information about any work-related issues with the intent to make improvements for the Service.

Table 2: Average scores for key measures, all respondents

Measure	2018 (Average)
Supportive Leadership	5.33
Authoritarian Leadership	3.78
Discomfort with Leadership Style	2.6
Leadership Effectiveness	5.58
Respect for Leader	5.73
Trust in Leader	5.03
Leader Prosocial Motivation	5.75
Leader Self Serving Motivation	3.18
Leader Integrity	5.41
Organisational Integrity	4.2
Individual Integrity ^{cw}	6.04
Organisational Identification	5.19
Challenge Stressors (1-5 scale)	3.67
Hindrance Stressors (1-5 scale)	2.71
Extra Mile Behaviour towards the Organisation ^{cw}	5.73
Innovation Behaviour (1-5 scale)	3.42
Improvement Behaviour	4.86

Note: All measures used a 1 to 7 scale except where stated (e.g. 1–Strongly Disagree, 2–Disagree, 3–Slightly Disagree, 4–Neither Agree or Disagree, 5–Slightly Agree, 6–Agree, 7–Strongly Agree).

12. Leadership was a key focus of the 2018 survey to assist the Service in understanding the style of leadership experienced by our workforce and to aid the development of future leadership programmes. Overall, the results from the key leadership measures were generally high suggesting individuals perceive their immediate supervisor as being competent, having personal integrity, caring about the wellbeing and development of those who work for them as well as being focussed on serving their communities. However, overall moderate levels of authoritarian leadership were also reported across the organisation which requires further investigation.
13. On average staff reported high levels of challenge stressors. These reflect individuals' perceptions of work-related demands, such as workload, time pressures, and levels of responsibility and whilst they may find them stressful, staff will view these as an opportunity for personal development or achievement.
14. In contrast hindrance stressors were reported as moderately low across the Service. Hindrance stressors are linked to work-related demands; however, individuals view these demands as constraints that hinder their performance and achievements at work. The research suggests this impacts strongly on their wellbeing and reduces their engagement in discretionary behaviours therefore it is important we identify and address these areas.
15. The results also show that levels of improvement and innovation behaviour are high across the Service. This means that our workforce is able to generate and implement new and creative ideas and will proactively find solutions to organisational problems, making small changes to working procedures and introduce new working methods. This is further supported by the results from the co-worker survey which measured extra mile behaviour towards the organisation with a high percentage of employees stating this is something they regularly see demonstrated by their colleagues.

Summary

16. Overall, the survey reported positive findings across the majority of the measures included and improvements have been made across all 8 measures used in both surveys.
17. DUBS commented that the results reported were reflective of an organisation that was performing well and that the Service should be pleased with the outcome of the survey.
18. To help us improve further, the report identified 3 areas in which the Service should focus their attentions, these being:
 - Continue to concentrate efforts around perceived organisational support, procedural justice (fairness) and co-worker undermining behaviour. These will positively impact on engagement, support and wellbeing measures.
 - The style of leadership demonstrated across the organisation with a move towards a supportive leadership approach which should positively impact engagement, hindrance stressors and leadership itself.
 - Removal of any hindrance stressors staff may be experiencing which should positively impact engagement, support and wellbeing factors.

Next Steps

19. The Service will continue to identify appropriate interventions to improve performance and outcomes in the 3 areas highlighted in paragraph 18 (above) to positively impact our culture moving forward. Further surveys will be conducted in collaboration with DUBS to assess whether the interventions have been successful in effecting a positive cultural change.

Recommendations

20. Members are requested to:
 - (a) **note** and comment on the content of the report.

Katherine Metcalfe, Head of Workforce Development, Ext.5665



CULTURE SURVEY

COUNTY DURHAM AND DARLINGTON FIRE AND RESCUE SERVICE

REPORT

August 2018

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Durham University Business School

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1 INTRODUCTION

County Durham and Darlington Fire and Rescue Service (CDDFRS) and Durham University Business School have agreed to collaborate on a research project to study the impact of workplace factors on employees and how this affects service delivery for the public. This is the second survey to be conducted, following the previous survey in 2016. The research project was conducted by independent researchers from Durham University Business School in collaboration with personnel from CDDFRS.

The aims of this study were *firstly*, to study how key measures from the previous survey had changed, and *secondly*, to investigate factors having the largest impact on key measures to assist in the identification of priorities for action.

The study has been conducted in accordance with CDDFRS policy and Durham University ethical guidelines for research. Participation in the survey was voluntary, and anonymity and confidentiality for all participants is assured.

2 METHODS

The survey was designed using proven academic scales for each of the measures.¹ Paper surveys were circulated to employees of CDDFRS. Responses were collected over a four week period, from the end of April to the end of May 2018.

The response rate achieved for the main survey was very positive; in total, 366 responses were returned (65.5% response rate). A very good response rate was also obtained for the co-worker survey; 319 responses (57.1% response rate). These are excellent response rates in comparison with that achieved in other collaborative research. Of note is that the overall response rate is higher than that achieved in the previous survey (58.6% in 2016).

To enable longitudinal analysis of data, respondents were asked to formulate an anonymous identification code; 74.2% of respondents were prepared to do this.

¹ The measures have either been developed by the research team, or are based on or adapted from peer reviewed academic scales which have been selected and tested in this context. The research team are available to discuss the measures further, as appropriate.

3 DISCUSSION OF THE KEY MEASURES

To assist in understanding the results and findings in this report, the key measures included in the survey are briefly discussed below.

3.1 Perceived Organisational Support

Perceived organisational support refers to individuals' beliefs regarding the degree to which the organisation values their contributions and cares about their well-being. It also refers to a feeling of assurance that the organisation will provide support when individuals face particularly difficult or challenging circumstances when carrying out their duties. When individuals feel valued, their socioemotional needs of respect, being cared for and receiving approval will be met, and they will reciprocate with higher levels of discretionary effort and felt obligation. Perceived organisational support is more strongly related to social exchange rather than economic exchange because it is most affected by discretionary actions by the organisation rather than as a result of external constraints, such as government regulations. Perceptions of positive support from the organisation affect an individual's relationship with the organisation, and have an important impact on individuals' well-being and commitment towards the organisation.

3.2 Procedural Justice (Fairness)

Procedural justice concerns the fairness of the ways and processes used to determine the distribution of outcomes among individuals. We can think of it as individuals' perceptions of the procedural fairness of decisions made across the organisation. Procedural justice plays a key role in determining whether or not individuals link their social identity to an organisation, which in turn impacts whether individuals engage in discretionary effort for the organisation.

3.3 Organisational Identification

Organisational identification refers to the extent to which individuals feel strong ties and a sense of belonging with the organisation, and considers if they are proud to work for their organisation. When individuals identify with their organisation, they are more likely to have

a positive social identity with the organisation and in turn experience increased motivation to be loyal to the organisation, its values, rules and leadership.

3.4 Supportive Leadership

Supportive leadership stresses the importance of personal integrity and serving others, such as employees and communities. It focuses on the development of people to their fullest potential through an understanding of each person's different characteristics, strengths and interests. Supportive leaders serve as role-models, build trust and provide feedback and resources to their people. It is argued that supportive leadership combats negative outcomes associated with the promotion of self-interest which underlies many incidents of unethical behaviour.

3.5 Authoritarian Leadership

Authoritarian leadership is when the leader behaves in a commanding fashion and exerts high levels of discipline over people. The supervisor makes the decisions and expects their people to follow their instructions, and otherwise sanctions them. They emphasise the need for 'best' performance, and express displeasure with their people when they do not achieve this.

3.6 Discomfort with Leadership Style

Discomfort with leadership style is a form of role stress and focuses on how individuals feel after interactions with their supervisor. The measure looks at the extent to which individuals feel concerned, bothered and uneasy after meeting with their leader; feelings of discomfort which are believed to last beyond the moment of interaction.

3.7 Leadership Effectiveness

Leadership effectiveness examines the extent to which individuals believe their supervisor is the right person for the job, is exceptional in their role, and makes them feel content with their supervision.

3.8 Respect for Leader

Professional respect for the supervisor examines individuals' respect and admiration for their supervisors' professionalism, knowledge, and competence in their role, and is part of an individuals' evaluation of the quality of the supervisor-employee relationship. Supervisor-employee relationship quality has been found to influence individuals' attitudes and perceptions of the organisational environment, and is increasingly being examined as a process that impacts on key individual outcomes. Individuals who consider themselves to have high quality supervisor-employee relationships tend to perform at a higher level, assume greater responsibility and contribute more than those in low-quality supervisor-employee relationships.

3.9 Leader Prosocial Motivation and Self-Serving Motivation

Individuals with strong prosocial values are motivated by a core desire to help others, which influences their actions and decisions. For this measure, we ask whether individuals feel their supervisor has concern for others' well-being, want to help members of the public, and want to make a positive difference to the lives of others. In contrast, we measure supervisor self-serving motivation, we ask whether individuals believe their supervisor is mainly concerned about their own welfare, wants to look after themselves and is concerned about their own personal interests.

3.10 Trust in Leader

Trust can be thought of as the willingness to be vulnerable to another party when that party cannot be controlled or monitored. Prior research shows that when employees trust their leaders, they tend to perform better, display more extra-mile behaviours, have greater organisational commitment, experience greater job satisfaction, and have less intent to leave the organisation. In addition, there are strong links between leader behavioural integrity and trust, as leader behavioural integrity may provide employees with a sense of certainty and confidence regarding the actions and behaviours of their leader.

3.11 Behavioural Integrity

Behavioural integrity is the perceived alignment between words and deeds; in this study we examine leader integrity, individual integrity and organisation integrity. Behavioural integrity entails both the perceived fit between espoused and enacted values, and perceived promise-keeping; it can be considered as the extent to which an individual perceives a party to “walk the talk”.

3.12 Job Satisfaction

Job satisfaction is simply defined as how content an individual is with his or her job. In this study, we measured a single dimension of affective job satisfaction to represent an overall emotional feeling individuals have about their job.

3.13 Engagement

Engagement is a measure of an individual's personal expression of their self-in-role. Someone is engaged in their work when they are able to express their authentic self and are willing to invest their personal emotional, cognitive and physical energies into their work and job roles. To do this requires them to feel that the work has meaning, that they feel safe and that they have the required resources. Improved engagement can lead to higher individual performance, enhanced well-being and reduced staff turnover.

3.14 Challenge and Hindrance Stressors

Challenge stressors reflect individuals' perceptions of work-related demands, such as workload, time pressures, and levels of responsibility. Individuals who experience challenge stressors, although they may find them stressful, will view them as an opportunity for personal gain, such as growth and personal development or achievement of important outcomes.

Hindrance stressors also refer to work-related demands; however, individuals view these demands as constraints that hinder their performance and achievements at work. This impacts strongly on their well-being and reduces their engagement in discretionary behaviours. Examples of such constraints include role ambiguity, red tape and workplace

politics, which do not provide individuals with the opportunity for personal gain and prevent achievement of valued goals.

3.15 Emotional Energy

Emotional energy is central to individuals' well-being and can be considered as the amount of emotional and mental energy individuals have available to them to meet the daily demands and challenges they face in their roles. Low levels of emotional energy are manifested by both physical fatigue and a sense of feeling psychologically and emotionally 'drained' at work. Prior research has found that low emotional energy levels are related to reduced organisational commitment, lower productivity and performance, reduced engagement, ill-health, decreased physical and mental well-being, increased absenteeism and turnover intentions, and lower levels of persistence in the face of difficulties.

3.16 Ego Depletion

Ego depletion relates to the cognitive resources available to an individual to self-regulate their behaviour. A reduction in available resources can result in individuals adopting a selfish mind-set, experiencing a loss of empathy, and being unable to morally self-sanction. When a high level of ego depletion is present, individuals have less cognitive resources available to them to allow engagement in complex reasoning. This makes them less able to evaluate how others should be treated, and less aware of the implications of their actions.

3.17 Experienced Co-Worker Undermining Behaviour

Experienced co-worker undermining behaviour measures the extent to which individuals believe they have been undermined by co-workers in the organisation. It is related to other forms of mistreatment such as bullying, harassment and physical aggression. Undermining behaviours can be regarded as more subtle low-intensity forms of aggression with consequences that are often not immediately obvious. This makes it difficult for perpetrators to be detected and sanctioned. Undermining behaviours include being criticised, ignored, belittled, talked down to, been given the 'silent treatment' and having rumours spread about them. Sadly, it is frequently the victims of this form of mistreatment that then engage in similar mistreatment of others. Undermining behaviour has been found in prior studies to be damaging to employees and organisations.

3.18 Extra-Mile Behaviour (Organisation)

Well-functioning organisations not only need people who are reliable in the way they carry out their specific roles and job requirements, but who also engage in innovative and spontaneous activity that goes beyond their role requirements; going the extra-mile. This study examined extra-mile behaviours (EMBs) targeted at the organisation, as reported by co-workers.

3.19 Innovation Behaviour

Innovation behaviour encompasses individuals' ability to generate and implement new and creative ideas, find new technologies and techniques to improve work systems, and to support and champion others' creative ideas.

3.20 Voice Behaviour

Voice behaviour refers to employees communicating their ideas, suggestions, concerns and information about any work-related issues. The purpose of this discretionary communication is to make improvements for the organisation, such as aiding team performance and enhancing service to the public.

3.21 Improvement Behaviour

Improvement behaviour is a set of proactive actions aimed at implementing positive, constructive change through finding solutions to organisational problems, making small changes to working procedures and the introduction of new working methods. It is based on personal initiative and conscious decision-making, rather than a formal requirement, and is therefore thought of as an extra-role behaviour.

4 CHANGES IN KEY MEASURES

4.1 Introduction

The changes between the last survey, conducted 18 months previously (October 2016), and this survey (April 2018) were assessed through consideration of all responses.

Analyses to investigate whether there are any significant differences between matched scores have also been conducted and, where appropriate, the effect sizes of any differences have been calculated and are discussed below. Effect sizes can be considered as being small, medium or large. In this study we calculated values of Eta-squared and followed the guidelines proposed by Cohen (1988) for interpretation of .01 relating to a small effect, .06 to a medium effect and .14 to a large effect (Pallant, 2012). A small effect size suggests there is a real world impact, but is something likely only found through careful study. A large effect size is more substantial and indicates something that we need to take notice of. It suggests the difference between the two sets of scores is substantial and/or consistent enough that it could be found between the two populations quite easily. A medium effect, while noteworthy, is not as important as a large effect size.

4.2 Findings

Table 1 presents the changes in key measures since the previous survey for all respondents. A very positive finding is that perceived organisational support and fairness both improved with a medium effect size since the previous survey. Job satisfaction has improved with a small-medium effect size, whilst very encouragingly engagement and voice behaviour have a large significant improvement since the previous survey. Similar positive findings can be seen through the large reduction of ego depletion and medium reduction in experienced co-worker undermining behaviour.

In the total sample, both improvement behaviour and emotional energy showed a slight improvement; however in the matched sample the analysis suggested that these measures were not quite significant, implying that while improving, they are still not significantly different from the level of 2016.

Table 1: Changes in Key Measures, All Respondents

Measure	2016 (Average)	2018 (Average)
Perceived Organisational Support	4.13	4.50
Procedural Justice (Fairness)	3.64	3.86
Job Satisfaction	5.45	5.76
Engagement	5.47	5.82
Voice Behaviour	5.47	5.64
Improvement Behaviour	4.73	4.86
Emotional Energy	4.97	5.42
Ego Depletion	2.63	2.03
Experienced Co-Worker Undermining <i>(1-6 scale)</i>	2.65	2.22

Notes:

1. All measures used a 1 to 7 scale, except where stated.
2. The scales used in 2018 to measure emotional energy and ego depletion are a slightly adapted version of the scales used in 2016. This is due to development of the scales. The analyses testing significance take these differences into account.

5 DESCRIPTIVE RESULTS

5.1 Introduction

The descriptive statistics for measures for all respondents are presented in Table 2. The average scores for operational and non-operational staff are presented in Table 3.

Analyses to investigate whether there are any differences between scores for operational and non-operational staff have been conducted, and where appropriate the effect sizes of any differences have been calculated. For an explanation of effect size calculation and interpretation, please see Section 4.1 above. Discussion of the scores and differences are presented below.

5.2 Discussion of Average Scores for Key Measures

As previously discussed, perceptions of organisational support and fairness have significantly increased since the previous survey; for both measures non-operational staff reported higher average scores than operational staff. An encouraging result is that operational staff report a high average level for organisational identification, and non-operational staff report a very high average level.

Supportive leadership is reported at a high average level across the service. This suggests that individuals perceive their immediate supervisor as being competent, as having personal integrity and a focus on serving communities, and caring about their people's development and well-being. Moreover, on average, operational staff score moderate levels of authoritarian leadership, whilst non-operational staff score low. Encouragingly, discomfort with leadership style is reported at a low average level for operational staff, and very low for non-operational staff. The contrasting impacts of supportive leadership and authoritarian leadership are discussed in Section 6.3.

On average, leadership effectiveness and trust in leader are reported as high, whilst respect for leader is reported as very high across CDDFRS. These findings suggest that individuals are comfortable with their immediate supervisor, respect them, and generally perceive them to be competent leaders who they can trust. On average, leader prosocial motivation is reported as very high, whilst leader self-serving motivation is reported as moderately low.

Table 2: Average Scores for Key Measures, All Respondents

Measure	All Respondents (Average)
Perceived Organisational Support	4.50
Procedural Justice (Fairness)	3.86
Organisational Identification	5.19
Supportive Leadership	5.33
Authoritarian Leadership	3.78
Discomfort with Leadership Style	2.60
Leadership Effectiveness	5.58
Respect for Leader	5.73
Leader Prosocial Motivation	5.75
Leader Self-Serving Motivation	3.18
Trust in Leader	5.03
Leader Integrity	5.41
Organisational Integrity	4.20
Individual Integrity _{cw}	6.04
Job Satisfaction	5.76
Engagement	5.82
Challenge Stressors (1-5 scale)	3.67
Hindrance Stressors (1-5 scale)	2.71
Emotional Energy	5.42
Ego Depletion	2.03
Experienced Co-Worker Undermining Behaviour (1-6 scale)	2.22
Extra-Mile Behaviour towards the Organisation _{cw}	5.73
Innovation Behaviour (1-5 scale)	3.42
Voice Behaviour	5.64
Improvement Behaviour	4.86

Notes:

1. All measures used a 1 to 7 scale unless where stated (e.g. 1 - Strongly Disagree, 2 - Disagree, 3 - Slightly Disagree, 4 - Neither Agree or Disagree, 5 - Slightly Agree, 6 - Agree, 7 - Strongly Agree).
2. cw signifies which measures were tested in the co-worker survey.

Table 3: Comparison of Average Scores between Operational and Non-Operational Staff

Measure	Operational (Average)	Non-Operational (Average)	Difference (Effect Size)
Perceived Organisational Support	4.33	5.30	M-L
Procedural Justice (Fairness)	3.72	4.51	M
Organisational Identification	5.06	5.78	S-M
Supportive Leadership	5.33	5.32	<i>n.s.</i>
Authoritarian Leadership	3.96	2.94	L
Discomfort with Leadership Style	2.65	2.31	S
Leadership Effectiveness	5.57	5.65	<i>n.s.</i>
Respect for Leader	5.72	5.77	<i>n.s.</i>
Leader Prosocial Motivation	5.76	5.69	<i>n.s.</i>
Leader Self-Serving Motivation	3.20	2.95	<i>n.s.</i>
Trust in Leader	5.00	5.21	<i>n.s.</i>
Leader Integrity	5.40	5.40	<i>n.s.</i>
Organisational Integrity	4.06	4.85	M
Individual Integrity _{cw}	6.02	6.10	<i>n.s.</i>
Job Satisfaction	5.72	6.03	<i>n.s.</i>
Engagement	5.81	5.85	<i>n.s.</i>
Challenge Stressors _(1-5 scale)	3.61	3.82	S
Hindrance Stressors _(1-5 scale)	2.74	2.63	<i>n.s.</i>
Emotional Energy	5.35	5.74	<i>n.s.</i>
Ego Depletion	2.05	2.05	<i>n.s.</i>
Experienced Co-Worker Undermining Behaviour _(1-6 scale)	2.27	2.08	<i>n.s.</i>
Extra-Mile Behaviour towards the Organisation _{cw}	5.71	5.89	<i>n.s.</i>
Innovation Behaviour _(1-5 scale)	3.38	3.62	S
Voice Behaviour	5.67	5.56	<i>n.s.</i>
Improvement Behaviour	4.81	5.05	<i>n.s.</i>

Notes:

1. All measures used a 1 to 7 scale unless where stated (e.g. 1 - Strongly Disagree, 2 - Disagree, 3 - Slightly Disagree, 4 - Neither Agree or Disagree, 5 - Slightly Agree, 6 - Agree, 7 - Strongly Agree).
2. *n.s.* indicates a non-significant difference between the two groups, suggesting that while there may be a difference in average scores, it is not sufficient to be significant (i.e. it may be due to chance). If the effect size is significant, it can be small (S), medium (M) or large (L).
3. *cw* signifies which measures were tested in the co-worker survey.

Perceptions of organisational integrity are reported at a moderate level for operational staff and moderately high level for non-operational staff. In addition, leader integrity is reported as high and individual integrity is reported as very high across the service.

The average scores for job satisfaction and engagement are very high; this suggests that individuals are generally very satisfied in their role and fully invest their energies into their role.

Non-operational staff report a high average score for challenge stressors, whilst operational staff report a moderately high average score; this implies that non-operational staff experience higher frequencies of workload, responsibly and time pressured work. Hindrance stressors are reported as moderately low across the service. However, please refer to the discussions below on the importance of reducing hindrance stressors in the workplace (Section 6.4).

Emotional energy is reported at high average levels across operational and non-operational staff. Additionally, ego depletion and experienced co-worker undermining behaviour have reduced since the previous survey, and are now reported at very low and low average levels, respectively.

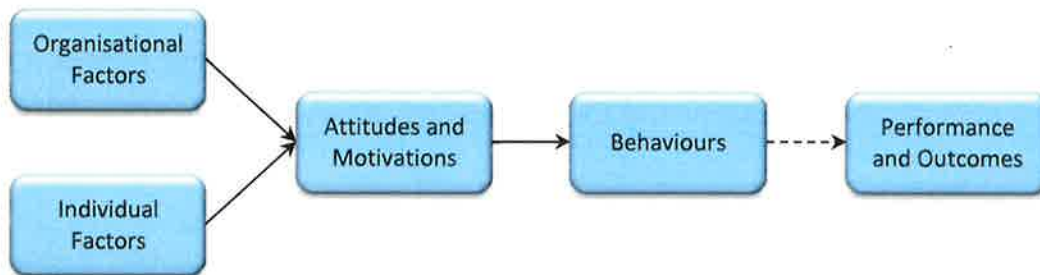
The average score for extra-mile behaviour directed towards the organisation is very high and the average score for voice behaviour is high. These results imply that individuals are willing to engage in behaviours that go beyond their role requirements with the aim of improving the organisation. To support this, improvement behaviour is reported as moderately high. For innovation behaviour, operational staff and non-operational staff reported moderately high average scores.

6 RELATIONSHIPS BETWEEN KEY MEASURES

6.1 Introduction to Analysis of Relationships between Key Measures

In this section we present the findings of a series of statistical analyses to test relationships between the key measures (a significance level of $p < .05$ is adopted for all reported results). Whilst in a cross-sectional study it is not possible to establish causality, we adopt an approach of prediction of relationships between variables from theoretical considerations and from prior research. We then test the generated hypotheses using linear regression analyses and PROCESS analysis². The general model shown in Figure 1 is adopted for testing relationships. In regression models, we control for the effects of role, gender, age, and tenure in service.

Figure 1: A General Model for Testing



Extensive prior research has shown that how people are managed and their attitudes to their jobs have a large impact on behaviour and performance. The following subsections outline the key relationships found between variables in this collaborative research project.

6.2 The Impact of Fairness Perceptions

Table 4 illustrates the impact of fairness perceptions; it shows that fairness positively influences perceived organisational support, organisational identification, job satisfaction and emotional energy, whilst reducing ego depletion. Engagement, voice behaviour,

² Hayes (2014).

innovation behaviour and extra-mile behaviour are also positively impacted by fairness perceptions.

Table 4: The Importance of Fairness Perceptions

Measure	Effect
Perceived Organisational Support	+++
Organisational Identification	+++
Job Satisfaction	+++
Emotional Energy	++
Ego Depletion	--
Engagement	+++
Voice Behaviour	+
Innovation Behaviour	++
Extra-Mile Behaviour for the Organisation _{cw}	++

+ / - denotes whether the impact of the measure is positive or negative.

cw signifies that the measure was collected in the co-worker survey to increase the strength of evidence of the relationship.

6.3 The Impact of Leadership Styles

As can be seen in Table 5, discomfort with leadership style is reduced by supportive leadership behaviour, whilst authoritarian leadership behaviour increases discomfort. Leadership effectiveness and trust in leader increase with supportive leadership and reduce with authoritarian leadership. Supportive leadership increases respect for leader and job satisfaction, whilst authoritarian leadership has no effect on these measures.

Though engagement is found to increase with authoritarian leadership, a greater increase is seen from supportive leadership. Hindrance stressors and ego depletion increase with authoritarian leadership, whilst supportive leadership is found to reduce these measures.

Interestingly, the discretionary behaviours (*voice behaviour, improvement behaviour, innovation behaviour and extra-mile behaviour directed towards the organisation*) are found to increase with supportive leadership, whilst no effect is found from authoritarian

leadership. This result implies that in order to achieve employee discretionary behaviour, a supportive leadership style should be encouraged.

Table 5: The Impact of Leadership Styles

Measure	Supportive Leadership	Authoritarian Leadership
Discomfort with Leadership Style	---	+++
Leadership Effectiveness	+++	-
Respect for Leader	+++	
Trust in Leader	+++	-
Engagement	+++	+
Hindrance Stressors	--	+
Job Satisfaction	++	
Ego Depletion	--	+
Voice Behaviour	++	
Improvement Behaviour	+	
Innovation Behaviour	+	
Extra-Mile Behaviour for the Organisation _{cw}	+	

+ / - denotes whether the impact of the measure is positive or negative.

cw signifies that the measure was collected in the co-worker survey to increase the strength of evidence of the relationship.

The influence of supportive leadership on individuals' improvement behaviour, voice behaviour and innovation behaviour is presented in Figure 2. It suggests that when individuals perceive their leader to be supportive they are likely to engage in positive discretionary behaviour. Further, Figure 2 implies that supportive leadership has a more positive impact when leader integrity is seen as being high; in other words, the positive impact supportive leadership has on discretionary behaviours is multiplied when people perceive their leader to have high integrity.

Figure 2: Supportive Leadership and Discretionary Behaviour

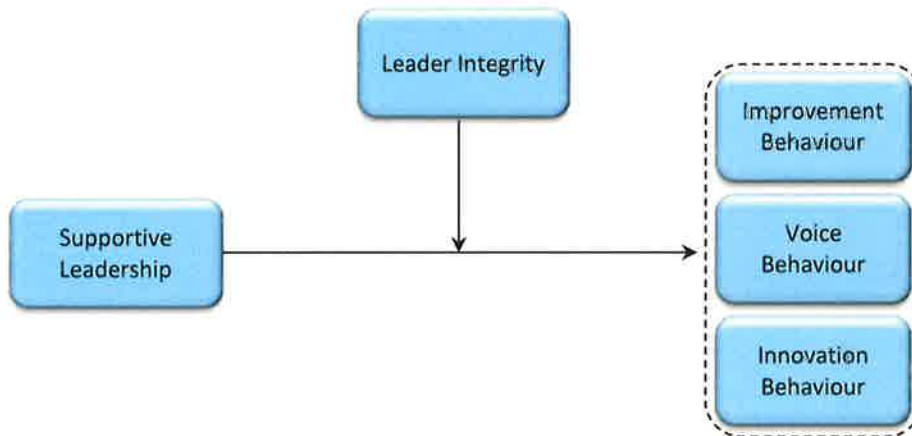


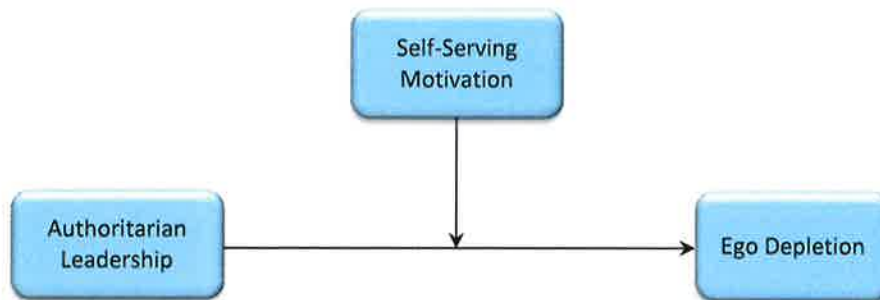
Figure 3 shows that authoritarian leadership increases hindrance stressors, and that hindrance stressors have a positive impact on ego depletion. This model highlights the negative effect of authoritarian leadership as it shows that it depletes individuals' internal resources through increasing the frequency of hindrance stressors at work.

Figure 3: The Impact of Authoritarian Leadership



Figure 4 highlights an interaction that occurs between authoritarian leadership and ego depletion. The figure shows that an authoritarian leadership style depletes employee's internal personal resources, and that this impact is particularly negative when people think their leader is self-serving.

Figure 4: The Impact of Authoritarian Leadership



6.4 The Cost of Hindrance Stressors

Hindrance stressors can be considered as workplace demands; individuals view these demands as constraints and barriers that hinder their performance and achievements at work. Table 6 shows that perceptions of organisational support, job satisfaction, engagement, innovation behaviour and voice behaviour are negatively impacted by hindrance stressors at work. In addition, organisational integrity and leader integrity are negatively impacted by hindrance stressors. In contrast, ego depletion increases when hindrance stressors are frequent at work.

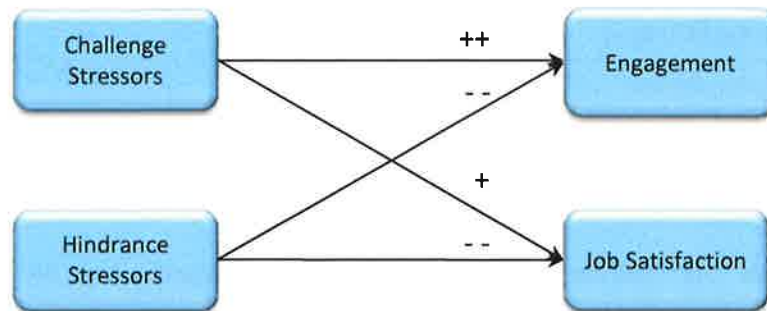
Table 6: The Cost of Hindrance Stressors

Measure	Effect
Perceived Organisational Support	--
Job Satisfaction	--
Organisational Integrity	--
Leader Integrity	---
Engagement	--
Ego Depletion	+++
Innovation Behaviour	-
Voice Behaviour	-

+ / - denotes whether the impact of the measure is positive or negative.

In Figure 5, the effects of challenge and hindrance stressors on individuals' engagement and job satisfaction are shown. From the figure, it can be seen that while challenge stressors have a positive effect on job satisfaction, hindrance stressors have a negative effect.

Figure 5: The Effects of Stressors on Engagement and Job Satisfaction



Of particular note is the negative relationship between hindrance stressors and engagement. This finding suggests that when individuals perceive higher levels of constraint at work, which are perceived as blocking them from doing their job, they will reduce their level of engagement. In contrast, challenge stressors are found to have a positive relationship with engagement. This suggests that when individuals perceive there to be high levels of responsibility and workload expected of them, although they may potentially find them a strain, they will view this as an opportunity for achievement of their valued objectives and engage in their work.

6.5 Factors that Affect Innovation Behaviour

Table 7 presents the factors that positively and negatively impact innovation behaviour. It implies that when the organisation provides employees with support and acts with integrity individuals are more likely to engage in innovation behaviour. Similarly, when individuals identify with the organisation, and feel a sense of belonging with CDDFRS, they will exhibit innovation behaviour. Innovation behaviour is also found to increase when individuals perceive their leader to have integrity and when they are satisfied in their jobs. Ego depletion is found to reduce innovation behaviour.

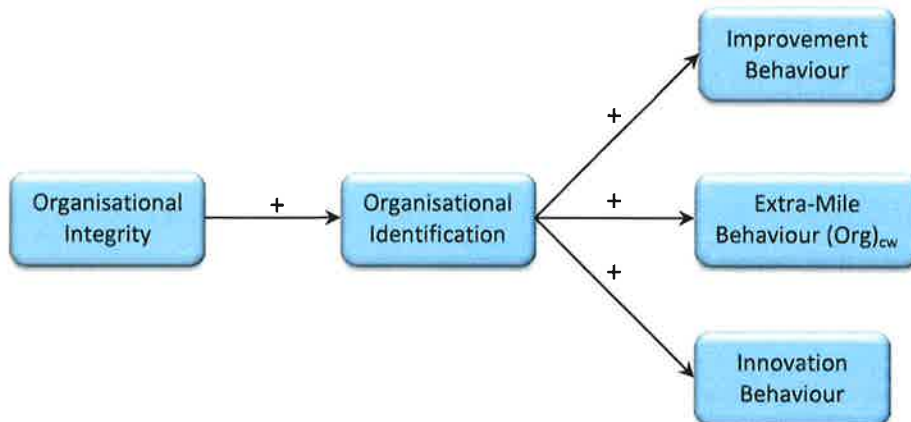
Table 7: Factors that Affect Innovation Behaviour

Measure	Effect
Perceived Organisational Support	++
Organisational Integrity	++
Organisational Identification	++
Leader Integrity	+
Job Satisfaction	++
Ego Depletion	-

+ / - denotes whether the impact of the measure is positive or negative.

Figure 6 illustrates the positive impact organisational integrity has on organisational identification. This implies that when the organisational acts with integrity individuals will feel increased pride and belonging in the organisation, in turn this leads to increased improvement behaviour, extra-mile behaviour directed towards the organisation and innovation behaviour.

Figure 6: The Importance of Organisational Integrity



cw signifies that the measure was collected in the co-worker survey to increase the strength of evidence of the relationship.

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