



## Local Government Act 1972

**A Meeting of the Combined Fire Authority for County Durham and Darlington will be held in the Committee Room 1B - County Hall, Durham on Tuesday 16 July 2019 at 10.00 a.m. to consider the following business:-**

### PART A

1. Declarations of interest, if any  
*If Members are aware of a private or personal conflict of interest in relation to any items on the Agenda, this should be disclosed at this stage or when the conflict of interest arises during consideration of an item in accordance with the Code of Conduct for Members*
2. Minutes of the meeting held on 14 June 2019 (Pages 3 - 8)
3. Current Correspondence - Report of Assistant Chief Fire Officer - Service Support (Pages 9 - 10)
4. Notes of the Performance Committee - Report of Chair (Pages 11 - 12)
5. Member Champions - Report of Assistant Chief Fire Officer - Service Support (Pages 13 - 14)
6. Equality, Diversity and Inclusion Group Update - Report of Equality, Diversity and Inclusion Champion (Pages 15 - 18)
7. HMICFRS Fire and Rescue Inspections 2018/19 - Report of Area Manager Community Risk Management (Pages 19 - 28)
8. Local Pension Board of County Durham and Darlington Fire and Rescue Authority - Report of the Chair of the Pension Board (Pages 29 - 32)
9. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration
10. Any resolution relating to the exclusion of the public during the discussion of items containing exempt information

### PART B

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

11. Estates update - Report of the Head of Corporate Resources (Pages 33 - 36)
12. Emergency Services Mobile Communications Programme - Report of the Head of Corporate Resources (Pages 37 - 40)
13. Update on the Fire Brigade Union's Pay Claim - Report of the Chief Fire Officer (Pages 41 - 62)

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



**H LYNCH**

Clerk to the Combined Fire Authority  
for County Durham and Darlington

County Hall  
Durham  
DH1 5UL

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

**Durham County Councillors**

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

**Darlington Borough Councillors**

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

At a **meeting** of the **Combined Fire Authority for County Durham and Darlington** held at Fire and Rescue Service Headquarters, Belmont Business Park on **Friday 14 June 2019** at 10.00 am.

### **Present:**

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

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

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

Councillors B Jones and G Lee.

Apologies for absence were received from Councillors A Batey, J Bell, D Freeman, H Crumbie and A Scott.

The Chair welcomed the new members to the Authority and thanked members who were not returning.

The Chair noted the awards that the Service had won in the last 12 months.

The Chair noted Cllr Brookes cycle ride and asked for any donations for Age UK Durham.

### **A1 Declarations of Interest**

Cllrs B Jones and G Lee declared a declaration of interest in item 13.

### **A2 Appointment of Chairs and Committees**

The Authority considered a report of the Clerk which proposed the appointments of Chairs and Membership of Committees for 2019/20 (for copy see file of minutes). Cllr R Bell proposed a change to the representation on the Finance Committee and that he replace Cllr G Richardson. Cllr Richardson supported this amendment.

### **Resolved:**

- i. That the political membership of the committees as set out in Appendix 1 be approved, with the amendment to the Finance Committee with Cllr R Bell replacing Cllr G Richardson.
- ii. That the appointment of the chairs of the committees as set out in Appendix 2 be approved.
- iii. That the Clerk to the Authority, in consultation with the Chair and Vice Chair and the appropriate Group Leader, be authorised to make any changes to the Committees that may arise during 2019/20.

### **A3 Representation on Other Bodies 2019/20**

The Authority considered a report of the Clerk which set out the proposed appointment of representatives on other bodies for 2019/20 (for copy see file of minutes).

#### **Resolved:**

- i. That the appointments to the Combined Fire Authority's other bodies as set out in Appendix 1 be approved.
- ii. That the Clerk to the Authority, in consultation with the Chair and Vice Chair and the appropriate Group Leader, be authorised to make any changes to the appointments on other bodies that may arise during 2019/20.

### **A4 Appointment of Minority Party Spokesperson**

That Councillor J Shuttleworth be appointed as minority party spokesperson for the ensuing year.

### **A5 Minutes of the Meeting held on 19 March 2019**

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

### **A6 Current Correspondence**

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

### **A7 Notes of the Audit and Risk Committee**

The Authority considered a report of the Chair of the Audit and Risk Committee, which provided an update on the discussions at the meeting held on 21 May 2019 (for copy see file of minutes).

### **A8 Appointment of Independent Persons**

The Authority considered a report of the Clerk which provided the outcome of the Appointments Panel on 26 April 2019 and the appointment of new Independent Persons (for copy see file of minutes).

#### **Resolved:**

- i. That the outcome of the Appointments Panel held on 26 April 2019 be noted
- ii. That the Chair, on behalf of the Authority, write to the outgoing Independent Person to thank them for their contribution during their term in office.

## **A9 Amendments to the Delegated Powers of the Combined Fire Authority's Appeals Panel**

The Authority considered a report of the Clerk to seek amendment to the delegated powers of the Appeals Panel to enable the committee to hear appeals under the Firefighters' Pension Scheme: Internal Dispute Resolution Procedure (IDRP) (for copy see file of minutes).

### **Resolved:**

That the terms of reference for the Appeals Panel be amended to include delegated responsibility to hear appeals under the Firefighters' Pension Scheme: Internal Dispute Resolution Procedure (IDRP).

## **A10 Member Champions**

The Authority considered a report of the Assistant Chief Fire Officer Service Support which set out details of the Authority's Member Champion roles and seeks nominations for the individual roles for the forthcoming two-year period (for copy see file of minutes).

### **Resolved:**

- i. Member Champion roles set out in the report and as detailed at Appendix A – H be noted
- ii. The expression of interest forms in Appendix I be submitted by email by no later than 27 June be noted
- iii. The Fire Authority will approve the Member Champions at the Combined Fire Authority meeting on 16 July 2019 be noted.

## **A11 Member Buddy System and Affiliation with Fire Stations**

The Authority considered a report of the Assistant Chief Fire Officer Service Support which confirmed the Senior Leadership Team contacts for the member buddy arrangements and the fire station affiliation list (for copy see file of minutes).

### **Resolved:**

That the member buddy and station affiliation list set out in Appendix A and B were noted.

## **A12 Local Government Association (LGA) Subscription**

The Authority considered a report of the Chief Fire Officer which provided details of the LGA subscription for 2019/20 and noted the loyalty and prompt payment discount (for copy see file of minutes).

### **Resolved:**

That the LGA subscription for 2019/20 be agreed.

### **A 13 Contribution to Darlington Partnership**

The Authority considered a report of the Chief Fire Officer which requested Members to consider the financial contribution to the One Darlington Partnership (for copy see file of minutes).

#### **Resolved:**

That the financial contribution to the One Darlington Partnership of £7,500 per annum for 2019/20 was approved.

### **A14 Strategic Planning Day**

The Authority considered a report of the Chief Fire Officer which set out the areas discussed at the CFA Strategic Planning Day on 3 May 2019 (for copy see file of minutes). Cllr Shuttleworth requested more options for dates be given for the next Planning Day to ensure a good attendance. The Chair added that earlier notification of the proposed date could be considered so that Members could save the date.

#### **Resolved:**

The outcomes of the 3 May 2019 CFA Strategic Planning day were discussed and noted.

### **A15 Member Attendance at Conference**

The Authority considered a report of the Chair which provided feedback from the recent Local Government Association (LGA) Fire Conference (for copy see file of minutes).

#### **Resolved:**

That the contents of the report be noted.

### **A16 Performance Report – Quarter Four 2018/19**

The Authority considered a report of the Area Manager Emergency Response which presented a summary of organisational performance at the end of the fourth quarter of the 2018/19 financial year (for copy see file of minutes).

Cllr Maddison queried arrangements with other agencies for visiting derelict buildings. Assistant Chief Fire Officer – Service Delivery noted that the Service works closely with partner agencies and a protocol is in place. Also, at district level, station personnel are involved in walk arounds in their local area.

Cllr Lee queried second hand white goods. Assistant Chief Fire Officer – Service Delivery noted that the service works with Trading Standards and noted the websites were recalls on appliances can be checked.

#### **Resolved:**

That the contents of the report be noted.

#### **A17 Sickness Absence Performance**

The Authority considered a report of the Head of Workforce Development which provided members with an update on sickness absence performance for the full reporting year (for copy see file of minutes).

Cllr Maddison queried the Service's social media policy. The Head of Workforce Development outlined the approach taken by the Service in relation to Social Media. The Chief Fire Officer explained the positive influence social media can have for the Service, including: the promotion of key safety messages; keeping the public informed of activities the Service is involved in; and assisting with consultation with the public

Cllr Tinsley queried muscular injuries which were recorded in the report and asked if this was age related. The Head of Workforce Development noted that average age of whole time firefighters is 44 – 45 years and muscular injuries are a large part of sickness later in careers.

#### **Resolved:**

That the contents of the report be noted.

#### **A18 Discretions under the Firefighter Pension Schemes**

The Authority considered a report of the Chief Fire Officer and Treasurer which sought members approval of a number of employer obligations and discretions in respect of the Firefighter Pension Schemes (for copy see file of minutes).

#### **Resolved:**

- i. That the Statement of Firefighter Pension Schemes – Scheme Member Obligations and Discretions (Appendix A) were approved
- ii. That the Chief Fire Officer in conjunction with the Treasurer to exercise pension scheme discretions acting as Scheme Manager on behalf of the Authority. Where the Discretion is related to the Chief Fire Officer then the relevant decision(s) will be made by the Combined Fire Authority following a recommendation from the Treasurer were given delegated authority.

#### **A19 Restricting Exit Payments in the Public Sector: Consultation on Implementation of Regulations**

The Authority considered a report of the Chief Fire Officer which informed members of the Government's consultation to implement the cap on the exit payments that certain public sector employees could receive when leaving their organisation (for copy see file of minutes). Members debated the potential impact of submitting a response to the consultation on lower paid staff and the position that has been adopted in the two constituent authorities.

#### **Resolved:**

- i. The Government's consultation to implement the cap on the exit payments and the associated impact to the Authority be noted.
- ii. That the Authority would not be submitting a response to the consultation.

#### **A20 Fire Cadets**

The Authority considered a report of the Member Champion for Fire Cadets which provided members with an update on the Service's Fire Cadet Scheme (for copy see file of minutes).

Cllr Scott queried how the service recruited Cadets. Assistant Chief Fire Officer Service Delivery noted that local schools are contacted and a central database is held.

#### **Resolved:**

That the contents of the report be noted.

#### **A21 Update on Retained Duty System (RDS)**

The Authority considered a report of the Member Champion – RDS which provided members with an update and insight into the RDS currently operating within County Durham and Darlington Fire and Rescue Service.

The Area Manager Emergency Response noted the challenges facing RDS recruitment and the Service was supporting national campaign to recruit RDS personnel and looking at innovative ways to recruit.

#### **Resolved:**

That the contents of the report be noted.

#### **A22 Any Other Business**

There was no other business.

A minutes silence was held in memory of Grenfell.

#### **Significant Dates**

Charity Afternoon Tea at Peterlee Fire Station in aid of Chemotherapy Ward at Hartlepool hospital.

Monday 15 July – Friday 19 July HMICFRS fieldwork week

#### **CLOSE OF MEETING**





### Current Correspondence: June 2019 – July 2019

Release date	Subject	Summary	Action		
			CFA Report	CFA Response	Info
30/05/2019	Letter from Luke Edwards, Fire and Resilience Director	Update regarding preparations being made to support a spending review.			√
05/06/2019	Letter from Carol Downes, HSE	Letter regarding close proximity crewing arrangements.			√
12/06/2019	Circular EMP/2/19	Update on Firefighter pay and broadening the role.	√		

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## COMBINED FIRE AUTHORITY

16 JULY 2019

### NOTES OF THE PERFORMANCE COMMITTEE HELD ON 24 JUNE 2019

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

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**Members Present:** Cllr C Carr (Chair)  
Cllrs J Bell, R Manchester, J Shuttleworth, D Stoker and G Lee

**Apologies:** Cllr B Avery

#### 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 24 June 2019.

#### Presentation - Personal Accidents 2018/19

2. A presentation on personal accidents 2018/19 was given by R Turnbull and J Parry. The following areas were considered and discussed by the Committee:
  - Personal accident statistics over the last seven years
  - The national picture
  - 2018/19 incidents
  - What have we been doing?
  - What's next?

The Committee **noted** the presentation.

#### Unwanted Fire Signal Trial

3. K Wanley gave a verbal update on the unwanted fire signal trial detailing the following:
  - 145 AFAs of which 84 were UwFS which have received an initial letter
  - Second letters have been sent to 11 premises
  - Two premises have received an invoice/invoices.
  - There has been no impact on the performance indicator to date though it is anticipated that this will be noticeable later in the year as fire safety management practices in premises are improved.

The Committee **noted** the update.

## **Performance Report Quarter Four 2018/19**

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

The Committee **noted** the report.

## **Sickness Report Quarter Four 2018/19**

5. Members were given an update on sickness absence for the year 2018/19. Overall, KPIs for sickness are above target and performance has regressed in comparison with this point last year. The only exception to this being Control. Both WT and RDS categories have seen an increase in shifts loss, these being 28% and 20% respectively, when compared to the same period last year with the majority being due to musculoskeletal issues. Non uniformed staff absence has increased by 40% with most shifts lost in quarter 2 and 3 most being longer term.

The Committee noted that the service continues to perform well when compared to other FRS in the WT, Control and non-uniformed categories.

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

## **Letters of Appreciation**

6. There had been a total of 19 letters received. The Committee considered the various letters of appreciation that had been submitted to the Service. The members highlighted that it was good to see that letters received continued to be for personnel and sections from across the Service.

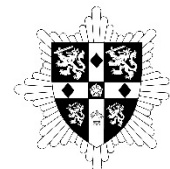
The Committee **noted** the report.

## **Part B**

### **Complaints**

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

The Committee **noted** the report.



## COMBINED FIRE AUTHORITY

16 JULY 2019

### MEMBER CHAMPIONS

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

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##### Purpose of Report

1. To inform Members of the appointment of Member Champions and to provide details of Officer contacts for each Member Champion role for the forthcoming two-year period.

##### Background

2. As part of the approach to developing the Authority's services and engaging with stakeholders, the Authority has sought to 'champion' particular areas of work through a CFA Member Champion role.
3. Member Champions provide the Service with an opportunity to work closely with individual Members to help to develop services and to engage with local communities, staff, councillors and other stakeholders through a closely aligned officer and member relationship.
4. At the CFA meeting held on 14 June 2019 Members were asked to submit an expression of interest form for any of the Member Champion roles which they were interested in.

##### Proposed Member Champions for 2019/20 & 2020/21

5. Officers from the Service Leadership Team will work alongside and assist Members that are appointed to Member Champion roles.
6. The attached list (Appendix A) details the proposed Member Champions for the forthcoming two years.
7. Where more than one application was received for a Member Champion role, the Chair and Vice Chair have made a decision on the individual that will undertake the role.

##### Recommendation

8. Members are requested to **approve** the attached list of Member Champions.

Sarah Nattrass, Assistant Chief Fire Officer Service Support, 0191 3755587

## COUNTY DURHAM AND DARLINGTON FIRE AND RESCUE SERVICE

## MEMBER CHAMPIONS 2019/20 &amp; 2020/21

<b>Area</b>	<b>Member Champion</b>	<b>Officer</b>
Community Safety	Cllr Richard Manchester	Robin Turnbull Area Manager Community Risk Management
Business Fire Safety	Cllr Fraser Tinsley	Robin Turnbull Area Manager Community Risk Management
Public Health	Cllr David Stoker	Keith Wanley Assistant Chief Fire Officer Service Delivery
Equality, Diversity & Inclusion	Cllr Alison Batey	Sarah Nattrass Assistant Chief Fire Officer Service Support
Health, Safety & Wellbeing	Cllr Colin Carr	John Walkden Area Manager Training, Assets & Assurance
Retained Duty System	Cllr John Shuttleworth	Steve Wharton Area Manager Emergency Response
Fire Cadets	Cllr Linda Marshall	Robin Turnbull Area Manager Community Risk Management
Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)	Cllr Brian Jones	Robin Turnbull Area Manager Community Risk Management



## COMBINED FIRE AUTHORITY

16 JULY 2019

## EQUALITY, DIVERSITY & INCLUSION GROUP UPDATE

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### REPORT OF EQUALITY, DIVERSITY AND INCLUSION CHAMPION

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#### Purpose of Report

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

#### Background

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

#### Equality, Diversity and Inclusion Group

5. Councillor Batey is a standing member of the EDIG, which exists to drive the integration of equality and diversity principles into everyday activity across County Durham and Darlington Fire and Rescue Service (CDDFRS).
6. The EDIG meets on a quarterly basis and is comprised of representatives from across the organisation, including staff representative bodies.
7. Within the EDIG there are nominated Champions supported by Service Leadership Team (SLT) Champions for each of the nine protected characteristics described within the Equality Act 2010 as follows:
  - Age
  - Disability
  - Gender Reassignment
  - Marriage and Civil Partnership
  - Pregnancy and Maternity
  - Race
  - Religion or Belief

- Sex
- Sexual Orientation

### **Fire and Rescue Service Equality Framework (FRSEF)**

8. The Fire and Rescue Service Equality Framework (FRSEF) was revised in 2017 in response to a number of significant developments including the Fire Service Reform Programme, the establishment of a Fire Inspectorate (HMICFRS) and the work of the National Joint Council (NJC) led Inclusive Fire Service Group.
9. The FRSEF intends to help fire and rescue services:
  - Deliver the best possible services to their communities and those who are most vulnerable or at risk;
  - Employ a workforce that reflects the changing role of Services and the diversity of the area they are serving;
  - Provide equality of opportunity for all staff and demonstrate due regard for and the value of difference and;
  - Ensure that all staff are treated with dignity and respect and have a workplace which is free from harassment and bullying.
10. The framework has five priority areas of action and performance:
  - Leadership, partnership and organisational commitment;
  - Community knowledge and engagement;
  - Effective service delivery;
  - Employment conditions, health and wellbeing;
  - Recruitment, training and progression.
11. County Durham and Darlington Fire and Rescue Service (CDDFRS) has implemented an Equality, Diversity and Inclusion (EDI) Strategy aligned to the FRSEF which sets our strategic intention from 2018 until 2022.
12. The EDI Working Group is a subgroup of the EDIG and is responsible for delivering the objectives of the strategy action plan.

### **Action Plan Progress**

13. The actions listed below are now complete and enrich the quality of EDI within the Service:
  - Equality Impact Assessments (EIA) have been completed for our premises to help us ensure that they are inclusive to both our staff and our communities;
  - The value our suppliers place on EDI is examined during our procurement processes;
  - All policies, procedures and strategic documents have EIA completed prior to publication;
  - Policies and procedures are reviewed to ensure that they are legislatively compliant and current in terms of language used;
  - We actively promote and celebrate key EDI dates both internally and externally;
  - Our website has a dedicated EDI section which is accessible by our communities and identifies the key individuals within the Service who are dedicated to promoting EDI;
  - In line with our statutory duty we publish our public sector equality duty and enable access to previous reports via our dedicated website page;



- We continue to submit to and strive for improvement on the Stonewall Workplace Equality Index (WEI) ranking 174th in the 2019 listings which was an improvement of 80 places from our 2018 position;
  - We have built and continue to grow strong relationships with Durham Pride Rainbow Alliance, Darlington ARQ and Darlington Young People of Pride (YPOP) and we continue to offer both practical, personal and visual support to the Pride events in Durham and Darlington. We also support the Pride events in Newcastle and Sunderland alongside Tyne and Wear Fire and Rescue Service;
  - The Chief Fire Officer, as Sexual Orientation Champion, attended Durham Pride along with staff from across the organisation and delivered a speech promoting the Service's commitment to EDI;
  - We have successfully introduced two cohorts of Firefighter (FF) Apprentices achieving a 50:50 gender split at the commencement of each cohort. The apprentice programme has provided the Service with an opportunity to increase the diversity and lower the average age of the workforce as well as assisting in cultural change;
  - The Service has achieved Disability Confident Employer status. Disability Confident is a scheme that is designed to help organisations recruit and retain disabled people and people with health conditions for their skills and talent;
  - We continue to review and have improved our recruitment processes, introducing staff panels on all internal promotion processes.
  - A Gender Network has been established with membership of personnel from across the organisation.
14. In addition to the action plan, the EDIG has developed an information site for employees which acts as a single point of reference and resource for EDI documents, advice, news, events, networks, training and contacts.
  15. Safe and wellbeing visits conducted by operational crews incorporate the age and disability strands of equality, enabling us to identify vulnerable members of our community and make referrals to appropriate partner agencies.
  16. The EDIG has trained a total of fifteen 'Dignity at Work Advisors' whose role is to act as a point of contact for confidential advice and support in relation to bullying, harassment and all aspects of dignity at work.
  17. All supervisory and middle managers across the Service completed an Inclusive Leadership Programme which included the achievement of a Level 2 qualification in EDI. All staff have received unconscious bias training.
  18. The Service was recognised recently at the CIPD Awards North East for its work with the Armed Forces resettlement programmes which help injured and or wounded soldiers gain meaningful employment at the end of their service. One association day has been successfully completed resulting in interest from armed forces personnel joining our on-call stations. Further association days are planned later this year. This initiative is an innovative approach to positive action to try and recruit personnel from underrepresented groups into the fire and rescue service.
  19. The Service has introduced a Trauma Support Team who are a voluntary team of staff specifically trained to offer trauma support to colleagues and watches involved in critical incidents. The team offer confidential, practical, emotional and social support at times of work related crisis in the form of group or individual trauma support sessions in the days and weeks following the event.

20. The Service supported three members of staff to attend the Women in the Fire Service Development weekend 'Celebrating difference, improving delivery' in June at the Fire Service College.

### **Next Steps**

21. The EDIG have committed to explore and understand autism and where necessary review and adapt policy to ensure that the Service is autism aware and equip our staff to be able to actively support colleagues who have autistic traits. The support and advice of Councillor Batey has been invaluable in helping the EDIG identify and develop links which will help us achieve this objective.
22. Following the improvement in 2018 of CDDFRS' ranking in the Stonewall WEI, the EDIG is working through an action plan in preparation for the next submission in September 2019. The action plan which includes training is designed to further embed awareness of LGBT issues throughout the organisation and improve our position on the Index.
23. We will continue to review our recruitment processes to ensure we understand why our communities may not always consider the fire and rescue service as an employer of choice and enable us to target our positive action activity effectively.

### **Recommendation**

Members are requested to **note** the content of the report.

Cllr Alison Batey, Equality, Diversity and Inclusion Champion

Safest People, Safest Places

County Durham and Darlington  
Fire and Rescue Service



## **COMBINED FIRE AUTHORITY**

**16 JULY 2019**

## **HMICFRS FIRE AND RESCUE INSPECTIONS 2018/19**

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

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### **PURPOSE OF THE REPORT**

1. The purpose of this report is to provide Members with a summary of the findings from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) tranche two inspections and an update on the next steps in the inspection process.

### **BACKGROUND**

2. In June 2019, HMICFRS published the individual outcome reports for the 16 fire and rescue services inspected within tranche two and a consolidated Summary of Findings report. This builds on the findings from the first tranche of 14 service inspections that were reported on during December 2018.
3. Each inspection assesses how effective and efficient the service is, how it protects the public against fires and other emergencies and how it responds to the same. HMICFRS also assesses how well each service looks after its people.
4. In carrying out the inspections, evidence is sought to answer three main questions:
  1. How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?
  2. How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?
  3. How well does the fire and rescue service look after its people?
5. Services are graded as 'outstanding', 'good', 'requires improvement' or 'inadequate' in the answers to each of these questions. Good is the expected graded judgement for all fire and rescue services and is based on policy, practice and performance that meet pre-defined grading criteria.

### **TRANCHE TWO RESULTS**

6. The number of services achieving the outcome grades for each of the three pillars of the inspection process are presented below:

Inspection Grade	Number of services achieving inspection outcome grades		
	Effectiveness	Efficiency	People
Outstanding	0	0	0
Good	9	9	8
Requires improvement	7	7	7
Inadequate	0	0	1
Total	16	16	16

Table 1 Allocation of grades for services inspected in tranche two

## SUMMARY OF THE EFFECTIVENESS PILLAR JUDGEMENTS

### Understanding risk to keep the public and firefighters safe

7. There were significant variations in content, size and style of Integrated Risk Management Plans (IRMPs) as there is no current national guidance to support services. There was little consistency in IRMPs even though plans are in line with the requirements set by the National Framework for England.
8. Services also assess risks in different ways and don't always base their planning on up to date information about risk.
9. Some services use risk modelling tools and computer programmes to gain a better understanding of complex data of what might happen in various scenarios, but the sophistication of methods varies greatly.

### Preventing fires and other emergencies

10. Every service in tranche two has explained the range of prevention activities it provides, covering health and lifestyle but in some services, staff didn't feel equipped to discuss the wide spectrum of issues.
11. Most services provide training on safeguarding responsibilities and, in general, staff felt confident identifying the factors that would make someone at greater risk of a fire in their home. Safeguarding training that was delivered through an online training package was considered to have less of an impact than face to face training.
12. All services were advised to evaluate their prevention activities to focus on the outcomes and the actual safety benefits that follow. In some services resources are being diverted away from preventing arson due to reducing staff numbers.

### Protection through the regulation of fire safety

13. Nationally there has been a gradual reduction in the number of competent staff who are dedicated to protection, and most services inspected didn't have enough qualified inspectors to meet the requirements set in their risk-based inspection programmes.
14. HMICFRS advised that services should use the capacity and skills of operational crews to conduct fire safety audits at lower-risk commercial and industrial premises. This allows crews to maintain their working knowledge of the risks in their immediate station area.

15. HMICFRS identified that there is no national definition for what constitutes high risk which leads to little consistency between services and a wide variance in how frequently services audit these premises, and how they enforce compliance.
16. Local authorities must consult fire and rescue services on planning applications for new buildings and renovations to business premises and developments and HMICFRS considered that most services are responding to this legal duty in a timely manner.

### **Responding to fires and other emergencies**

17. HMICFRS considered that most services have a good understanding of appliance availability, but this can fluctuate considerably for on-call stations. Good services have set up systems to track the availability of their on-call staff which link to the systems that track the availability of their fire appliances.
18. Not all services are clear in their IRMPs about the resources they need to meet the risks they have identified. Good services assess the risks and decide how many fire appliances they need at certain locations, but they vary the numbers during the day and night as risk levels change.
19. Every service should have a published response standard but HMICFRS identified that these vary considerably across England and that it is unacceptable for services to commit to a response time and then consistently fail to meet it.
20. All the services inspected in tranche two had a process in place for debriefing staff after incidents. Many services have a central operational assurance team to analyse information from debriefs and help the organisation to improve. Good services have processes in place that help staff learn from debriefs. These include staff bulletins, new training scenarios and highlighting any improvements that have been made in response to feedback.

### **Responding to national risks**

21. HMICFRS determined that fire and rescue services are valued members of Local Resilience Forums and good practice was identified where risk information for neighbouring services can be accessed by firefighters using their mobile data terminals.
22. HMICFRS emphasise the importance of cross border training and multi-agency exercising at high risk sites to enable each service to practice responding together. Good services have trained all incident commanders, so they have a sound understanding of the Joint Emergency Services Interoperability Programme (JESIP).
23. All the services in tranche two are prepared for dealing with flooding and terrorist incidents but the amount of expertise and training varies within services.

## **SUMMARY OF THE EFFICIENCY PILLAR JUDGEMENTS**

### **Making best use of resources**

24. Nearly all the services inspected in tranche two had managed to make savings but there was a wide variation in the scale of savings that services had been required to make. Most savings had been made through innovation, restructuring and collaboration. HMICFRS also found that some financial data that some services provided to the Chartered Institute of Public Finance and Accountancy (CIPFA) wasn't good enough.

25. HMICFRS emphasised that services need to be able to demonstrate that they are allocating enough resources to prevention, protection and response activity. Many inspections have identified that services are under-resourcing their protection and/or prevention teams or have not been able to demonstrate a clear rationale for the levels of activity in these areas.
26. Nearly half of the services inspected use flexible workforce patterns and have altered their crewing models to increase their efficiency. Some services have also reduced and evaluated the number of firefighters needed to crew appliances.

### **Making the fire and rescue service affordable now and in the future**

27. HMICFRS were encouraged to see services looking to the future to assess potential financial risks. These included the Government's Fair Funding Review, changes in government grant towards unfunded pension schemes and potential reductions in the amount that can be retained from business rates. Services that were too reliant on their reserves were considered to be unsustainable while the use of new technology to support effective performance received praise.
28. All the fire and rescue services inspected in tranche two were meeting their statutory duties to consider emergency services collaboration. This included shared estates, equipment and control rooms, joint procurement and work on behalf of police and health services.
29. Every service inspected in tranche two had business continuity plans in place, but many weren't regularly tested and updated. A lack of corporate oversight and understanding at department level was also found amongst the inspected services.

### **SUMMARY OF THE PEOPLE PILLAR JUDGEMENTS**

#### **Promoting the right values and culture**

30. More services are effectively promoting their values and culture in tranche two than in tranche one. Most staff who were interviewed were dedicated and proud to work in the fire and rescue service with a strong commitment to improving public safety and protecting their communities. Many services had clear, unambiguous values and statements that were demonstrated by senior leaders that outlined acceptable behaviours.
31. In a number of services HMICFRS found significant pockets where culture was poor. Values weren't well established or understood by staff and there was evidence of inappropriate language, bullying, harassment and discrimination.
32. Almost every service in tranche two has an effective system for supporting the general health and wellbeing of its staff. Most services offer a range of support functions, such as counselling, physiotherapy and medical screening. Most services are focussing on improving the mental health of their staff.
33. Most services have a health and safety culture where they provide regular training for staff and manage adverse safety events effectively.

#### **Getting the right people with the right skills**

34. Most services gave the right level of priority to operational and risk critical training but in some services the recording, evidencing and assurance of competence for staff training at stations was not robust. The training and recording of skills for fire control staff and flexible duty officers was considered to be significantly behind operational station-based staff.
35. The majority of services in tranche two showed that they have effective workforce planning processes in place where they monitor the current and future staffing requirements and capabilities, they need to meet the commitments in their IRMP.
36. In some services HMICFRS considered that staff were being kept in temporary promotions for excessive periods of time.

### **Ensuring fairness and promoting diversity**

37. Most services in tranche two are considering workforce diversity when planning and carrying out recruitment campaigns to increase the talent they can access. In some services there is a lack of basic hygiene facilities and showers at some stations, and in other locations some female firefighters have to wear ill-fitting clothing and footwear because workwear designed for women isn't available.
38. Almost all services have formal or informal mechanisms for getting regular feedback from their staff, but it was noted that some services need to do more to increase the trust and confidence of their staff that feedback will be heard and acted upon where appropriate.
39. All services inspected in tranche two have processes in place for dealing with grievances, but the application of these procedures varies greatly. To understand the concerns of staff, services were advised to monitor a range of data, such as trends in grievances and staff feedback to make improvements.

### **Managing performance and developing leaders**

40. HMICFRS recognised that there is no single best approach to performance management but that it should align with the commitments in the service's IRMP and people strategy. Performance management should also revolve around regular and effective feedback on objectives.
41. The majority of services in tranche two couldn't show that they consistently follow due process and comply with their own promotion procedures. Some selection criteria often weren't consistent or clear, processes were run locally with little or no independent scrutiny and policies and procedures were many years out of date and not always followed.
42. HMICFRS also identified that a significant number of senior leaders are expected to retire from the fire and rescue service over the next two years and services are encouraged to invest in talent management to mitigate the effect of this.

## **ANALYSIS OF OUTCOME GRADES FOR TRANCHE ONE AND TRANCHE TWO INSPECTIONS**

43. Effectiveness pillar grades for tranche one and two fire and rescue services:

Inspection Grade	Number of T1 Fire and Rescue Services	Number of T2 Fire and Rescue Services	Combined results of T1 and T2 services
Inadequate	0	0	0
Requires improvement	4	7	11
Good	10	9	19
Outstanding	0	0	0
Total	14	16	30

Table 2 Allocation of Effectiveness outcome grades for tranche one and two services

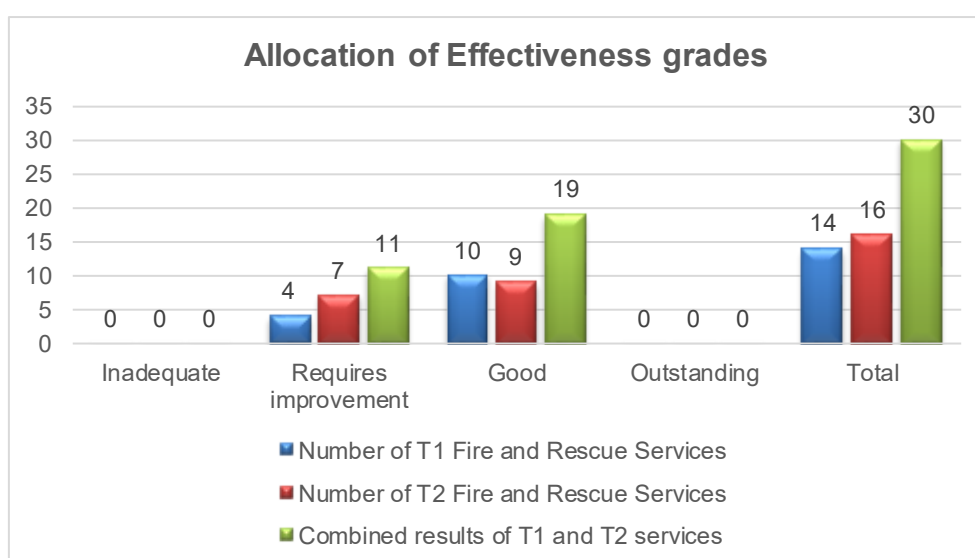


Figure 1 Allocation of Effectiveness outcome grades for tranche one and two services

44. Areas for Improvement (AFIs) and Cause for Concerns (CFCs) are notified to fire and rescue services when practice, policy or performance falls short of expectations or serious/critical shortcomings are identified during their inspections.

45. Examples of AFIs and CFCs for tranche two services for the effectiveness pillar include:

- The service should ensure it targets its prevention work at people most at risk, including those from hard-to-reach groups (AFI/Greater Manchester Fire and Rescue Service);
- The service should ensure staff understand and apply the correct process for safeguarding referrals (AFI/Greater Manchester Fire and Rescue Service);
- The FRS should have its own MTFAs response that is both resilient and timely (AFI/Greater Manchester Fire and Rescue Service);
- The service should ensure its staff work with local businesses to share information and expectations on compliance with fire safety regulations (AFI/Leicestershire Fire and Rescue Service);
- The service should ensure it has an effective system in place to address repeat false alarms (AFI/Leicestershire Fire and Rescue Service).



46. Efficiency pillar grades for tranche one and two fire and rescue services:

Inspection Grade	Number of T1 Fire and Rescue Services	Number of T2 Fire and Rescue Services	Combined results of T1 and T2 services
Inadequate	1	0	1
Requires improvement	5	7	12
Good	8	9	17
Outstanding	0	0	0
Total	14	16	30

Table 3 Allocation of Efficiency outcome grades for tranche one and two services

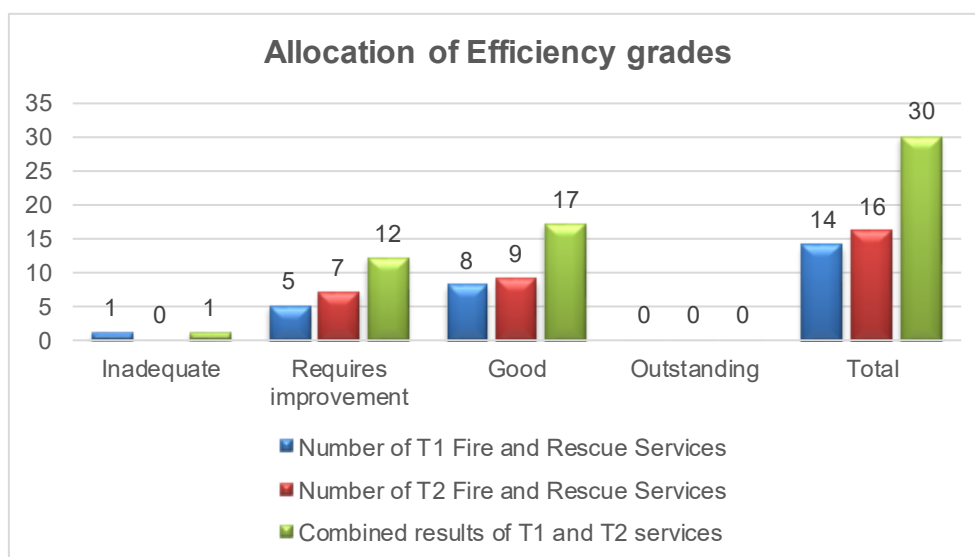


Figure 2 Allocation of Efficiency outcome grades for tranche one and tranche two services

47. Examples of AFIs and CFCs for tranche two services for the efficiency pillar include:

- The service needs to show how extra capacity generated through shift changes has been used to improve public safety (AFI/Humberside Fire and Rescue Service);
- The service should implement a clear performance management framework that directly supports the objectives identified in the IRMP (AFI/Nottinghamshire Fire and Rescue Service);
- The service should make sure it has a testing programme for all business continuity plans (AFI/Nottinghamshire Fire and Rescue Service);
- The service needs to accelerate its plans to improve ICT so that it makes best use of available technology to support operational effectiveness and efficiency (AFI/Nottinghamshire Fire and Rescue Service);
- The service should ensure it has sufficiently robust plans in place which fully consider the medium-term financial challenges beyond 2020 so it can prepare to secure the right level of savings (AFI/Nottinghamshire Fire and Rescue Service);
- The service should ensure there is effective monitoring, review and evaluation of the benefits and outcomes of any collaboration (AFI/Kent Fire and Rescue Service);
- The service should implement a more robust way of recording prevention and protection information (AFI/Oxfordshire Fire and Rescue Service).

48. People pillar grades for tranche one and two fire and rescue services:

Inspection Grade	Number of T1 Fire and Rescue Services	Number of T2 Fire and Rescue Services	Combined results of T1 and T2 services
Inadequate	1	1	2
Requires improvement	10	7	17
Good	3	8	11
Outstanding	0	0	0
Total	14	16	30

Table 4 Allocation of People outcome grades for tranche one and two services

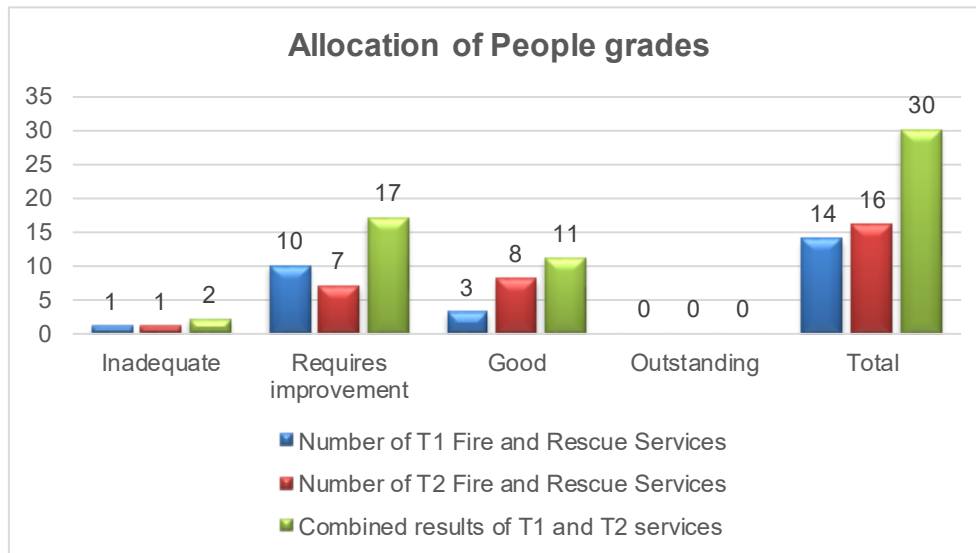


Figure 3 Allocation of People outcome grades for tranche one and two services

49. Examples of CFCs for tranche two services for the people pillar include:

- The FRS doesn't have enough controls in place to monitor the competence of its staff. This is because it has suspended its centralised assessment of incident command and breathing apparatus training (CFC/Greater Manchester Fire and Rescue Service);
- The FRS has no strategy, visible leadership and limited training on equality, diversity and inclusion. This is affecting watch culture and undermining positives steps to attract new entrants from diverse backgrounds (CFC/Greater Manchester Fire and Rescue Service);
- The FRS's staff sometimes act in ways that go against its core values. This is leading to bullying in the workplace (CFC/West Sussex Fire and Rescue Service);
- The FRS doesn't engage with or seek feedback from staff to understand their needs. We found this to especially be the case with some under-represented groups. When staff raise issues and concerns, the service doesn't respond quickly enough (CFC/West Sussex Fire and Rescue Service);
- The service should develop a wellbeing strategy to improve understanding of health, safety and wellbeing trends (AFI/Nottinghamshire Fire and Rescue Service);
- The service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation (AFI/Nottinghamshire Fire and Rescue Service).

## NEXT STEPS

50. A summary of the inspection key milestones involving CDDFRS are presented below:

Date	Activity
27 June 2019	Strategic brief
15 – 19 July 2019	Inspection fieldwork
24 July 2019	HMICFRS hot debrief
1 August 2019	CDDFRS internal inspection debrief
Summer/Autumn/2019	Consultation on the inspection programme for cycle two. HMICFRS are currently working on the delivery of another full round of inspections of every service instead of moving to a risk-based inspection programme.
Summer/Autumn 2019	Consultation on proposals to deliver corporate governance inspections. These are intended to be used only in exceptional circumstances if significant failings are identified in the effectiveness or efficiency of the service to the public.
October 2019	Outcome reports available to T3 services for pre-publication checks
December 2019	Individual outcome reports published for T3 services
December 2019	State of Fire and Rescue report published by HMICFRS. This annual report will include main themes from all inspections and, if appropriate, sector wide recommendations.
December 2019	FRS inspections 2018/19 Summary of findings from Tranche 3 published
(unknown) 2020	Cycle two of HMICFRS inspections to commence during 2020. Timescales and specific content of the second cycle of inspections is currently unknown.

## RECOMMENDATION

51. Members are requested to **note** the contents of the report.

Robin Turnbull, Area Manager: Community Risk Management, ext: 5632

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**COMBINED FIRE AUTHORITY****16 JULY 2019****LOCAL PENSION BOARD OF COUNTY DURHAM AND DARLINGTON  
FIRE AND RESCUE AUTHORITY**

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**REPORT OF CHAIR OF THE PENSION BOARD**

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**Purpose of Report**

1. This report is to inform members of the Combined Fire Authority's (CFA) governance arrangements for the Firefighters' Pension Scheme, as a result of the Public Service Pensions Act 2013.

**Background**

2. The Public Service Pensions Act 2013 (the "2013 Act"), introduced key provisions on scheme governance in relation to the Firefighters' Pension Scheme and other public service pension schemes. It provided for:
  - A "responsible authority" that makes the regulations for the scheme – this is the government;
  - A "scheme manager" to be responsible for administering the scheme – this is the Fire and Rescue Authority (FRA);
  - The establishment of a local "pension board" to assist the scheme manager;
  - The establishment of a national "scheme advisory board" to provide advice to the government in relation to changes to the scheme and to provide advice to the scheme manager(s) and pension board(s).

**Local Pension Board of County Durham And Darlington Fire and Rescue Authority**

3. For the Firefighters' Pension Scheme, the FRA is the scheme manager; however, the pension board is a completely separate entity to the scheme manager.
4. The FRA as scheme manager, is required to carry out the following:
  - Provide annual benefit information statements to each scheme member;
  - Publish scheme information;
  - Maintain scheme records;
  - Report the late payment of contributions to the Pensions Regulator;
  - Establish and maintain internal controls to ensure the scheme is managed in accordance with the rules and legislative requirements.
5. The Pension Board is not a decision-making board; its role is to assist the FRA in its role as the scheme manager to:

- Secure compliance with the relevant legislation in respect of governance and administration;
  - Secure compliance with the requirements imposed by the Pensions Regulator;
  - Assist with any other matters as may be specified in the relevant legislation;
  - Ensure the effective and efficient governance and administration of the scheme;
  - Provide reports to the scheme manager or committee of the Authority regarding the points detailed above.
6. The Pension Board should, at all times, act in a reasonable manner in the conduct of its purpose. In support of this duty, Board members will:
- Always act in the interests of the scheme and not seek to promote the interests of any stakeholder group above another; and
  - Be subject to, and abide by, the relevant codes of conduct for members and employees.
7. The Pension Board will comprise of an equal number of employer and member representatives with a minimum of no less than four in total.
8. Three scheme member representatives are appointed to the Pension Board for the purpose of representing members of the Firefighters Pension Scheme and these may, but are not limited to, trade union representatives. However, the member representative must be in scheme employment and therefore must be a firefighter who is currently employed by a fire and rescue authority. As such, two member representatives from the Fire Brigades Union (FBU) and one from the Fire Officers Association (FOA) are members of the Pension Board.
9. Three employer representatives are appointed to the Pension Board for the purpose of representing employers and these may be, but are not limited to, elected members or officers of the Authority. However, an officer or member of the Authority who is responsible for making decisions on the pension scheme is not permitted to be a member of the board as the board will be scrutinising the decisions of that officer or member. As such, two elected members of the FRA and one senior officer from the Service, this being the Assistant Chief Fire Officer: Service Support are members of the Pension Board.
10. The Chair of the Pension Board is a decision of the FRA, currently this role is allocated to Cllr Tinsley.
11. The Pension Board meets twice per year as a minimum and requires one employer and one member representative plus the Chair to be present for the meeting to be quorate.
12. Under the requirements of the Public Service Pensions Act, a member of the Pension Board must be conversant with:
- The legislation and associated guidance of the Firefighter Pension Scheme 2015 (FPS 2015), and the law relating to pensions;
  - Any document recording policy about the administration of the FPS 2015 which is adopted by the Authority;
  - Any other matters which are prescribed in the regulations.
13. In line with this requirement Pension Board members are required to be able to demonstrate their knowledge and understanding and to refresh and keep their knowledge up to date with Continuous Personnel Development.

14. The Authority's Constitution contains the functions and responsibilities of the Pension Board.

### **Scheme Administration**

15. Durham County Council currently provide the administration function for the Firefighters' Pension Scheme, however, following a procurement process the West Yorkshire Pensions Fund who submitted the most economically advantageous tender will take over the provision of the service in October 2019.

### **Legal Ruling**

16. As part of government reforms to all public sector pension schemes, the new 2015 Firefighters' Pension Scheme was introduced. This replaced the final salary arrangement with a career average revalued earnings scheme.
17. The FBU argued that transitional arrangements were established to protect older members of the scheme, and that as younger members were not awarded similar protection this was unlawful on age, race and sex discrimination grounds.
18. These transitional arrangements for pensions were ruled discriminatory by the Court of Appeal in December 2018.
19. On 27 June 2019, the Supreme Court of the United Kingdom refused the government's application to appeal a court case which ruled changes made to firefighters' pension schemes in 2015 were discriminatory. The government is now faced with implementing the ruling. The impact on members affected by this ruling will be determined by the employment tribunal but as yet no date has been set for this to occur.

### **Recommendations**

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

Cllr Tinsley, Chair of the Pension Board

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