



A SAFER COUNTY DURHAM AND DARLINGTON

**Our 3-year plan
incorporating our
Integrated Risk
Management Plan**



County Durham and Darlington
Fire and Rescue Authority

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FOREWORD



Councillor John Robinson, CFA Chair

Having the safest people and safest places is at the heart of everything we do as a fire and rescue service and will be the golden thread running through every emergency call we take, every incident we attend and every home or business we make safer.

The tragedy that unfolded at Grenfell Tower earlier this year served as a poignant reminder of the critical role we play in protecting our communities and has only made us more determined and passionate than ever to do the job we do and to do it well.

The last few years has seen some of the most significant cuts to public spending ever known. This means to continue offering a first-class fire and rescue service to people living, working and visiting County Durham and Darlington we must be innovative and do things differently.

This means collaborating with our partners more, looking at ways we can enhance and widen the traditional firefighter role and changing the way we recruit and develop our people to shape the culture of the service.

At County Durham and Darlington Fire and Rescue Service (CDDFRS) we are all extremely proud to be a top performing fire and rescue service which strives to put the public at the heart of what we do.

We currently have the fifth lowest number of accidental dwelling fires in the country, a number we are constantly striving to decrease through proactive work such as our safe and wellbeing visits with us visiting over 30,000 households since the safe and wellbeing initiative began in 2016.

Although the future will undoubtedly be challenging we are committed to the delivery of a professional, innovative and effective fire and rescue service and will build upon our current position of strength as we work towards our vision of the safest people and safest places.

The National Framework requires us to publish an Integrated Risk Management Plan (IRMP), reflecting up to date risk information and covering at least a 3 year period, which has been developed in consultation with our community, our staff and our partners. The Authority's IRMP is incorporated within this strategic plan.



Stuart Errington, Chief Fire Officer (CFO)

ABOUT US

CDDFRS is one of 45 fire and rescue services across England and is governed by the Combined Fire Authority (CFA).

A fire authority is a statutory, publicly accountable body made up of a committee of local councillors which oversees the policy and service delivery of a fire and rescue service.

COUNTY DURHAM AND DARLINGTON FIRE AND RESCUE SERVICE'S COMBINED FIRE AUTHORITY

The CFA is responsible on behalf of the communities of County Durham and Darlington to ensure there is an efficient and effective fire and rescue service.

The CFA consists of 21 elected councillors from Durham County Council and four from Darlington Borough Council and two independent members.

The CFA Chair is Councillor John Robinson.

The CFA is responsible for setting the strategic direction of CDDFRS.

The CFA must:

- *Ensure the service provided by CDDFRS meets the needs of the local community.*
- *Approve overall policy and strategy.*
- *Scrutinise performance.*
- *Monitor financial spending.*
- *Ensure that work is carried out efficiently, effectively and economically.*

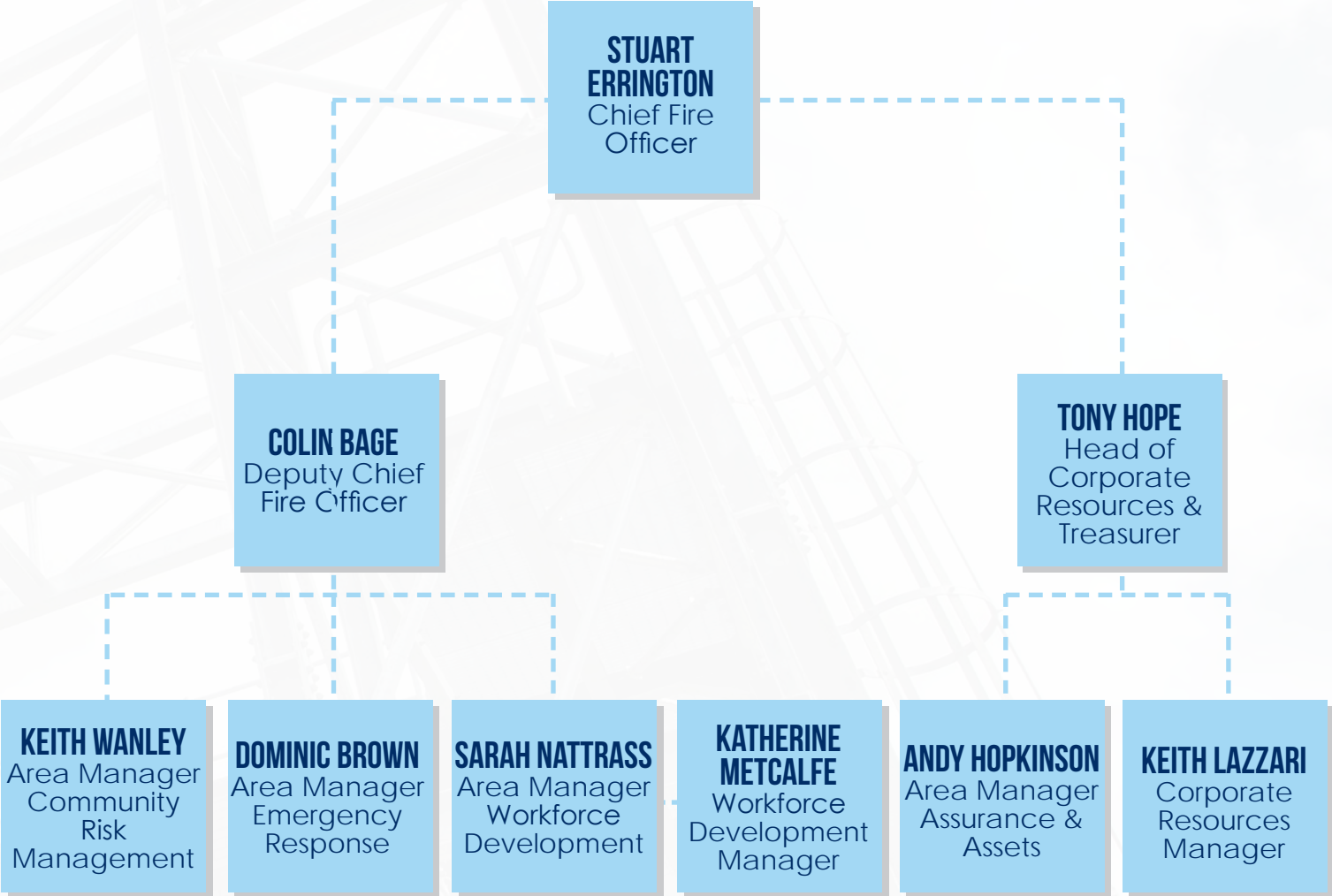
COUNTY DURHAM AND DARLINGTON FIRE AND RESCUE SERVICE

CFO Stuart Errington leads CDDFRS with support from his Service Leadership Team (SLT).

The Chief Fire Officer has responsibility for the delivery of an efficient and effective fire and rescue service across County Durham and Darlington on behalf of the CFA.



SLT STRUCTURE



OUR TEAM

There are
570
members of
CDDFRS.

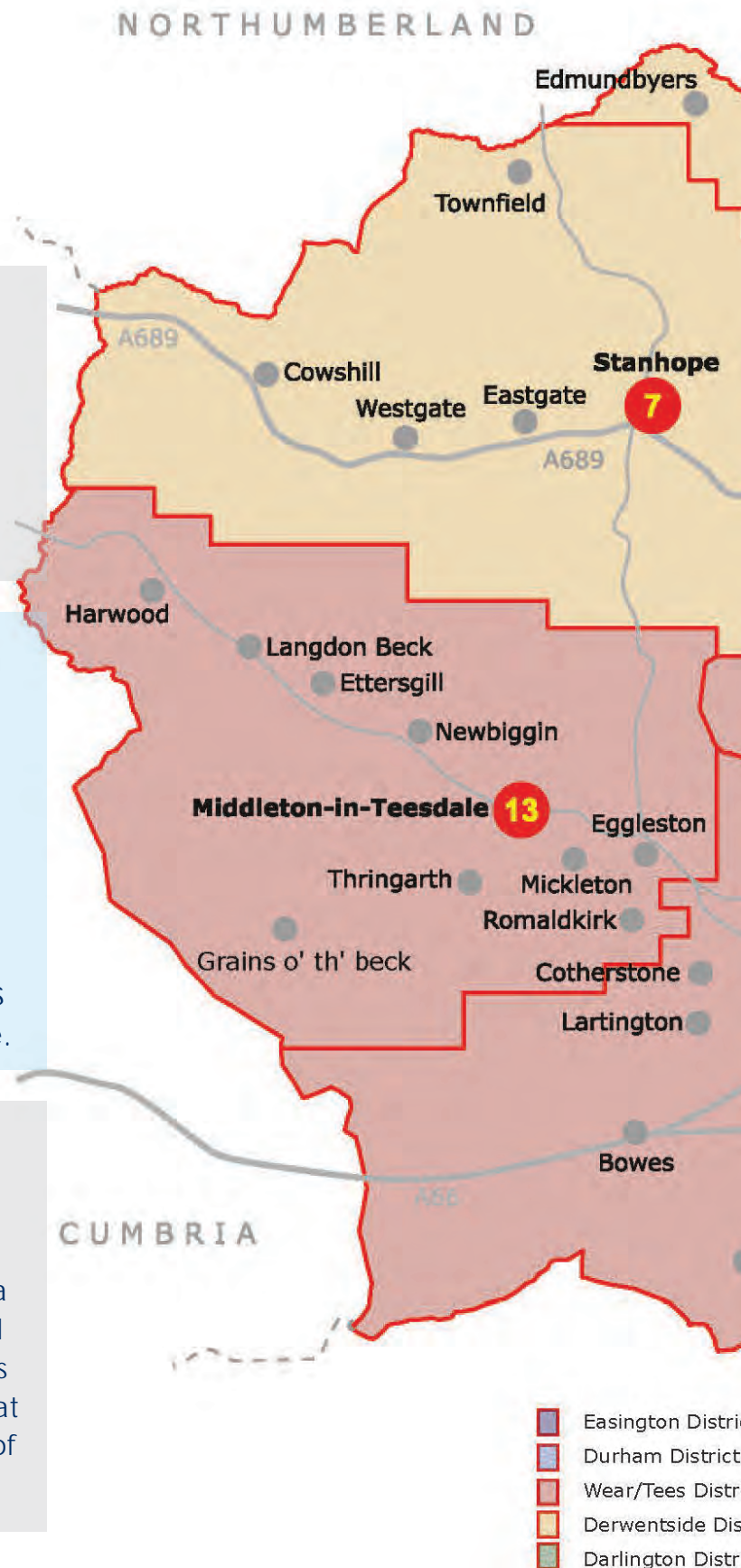
474 are
firefighters -
306 full time
and **168** on
call.

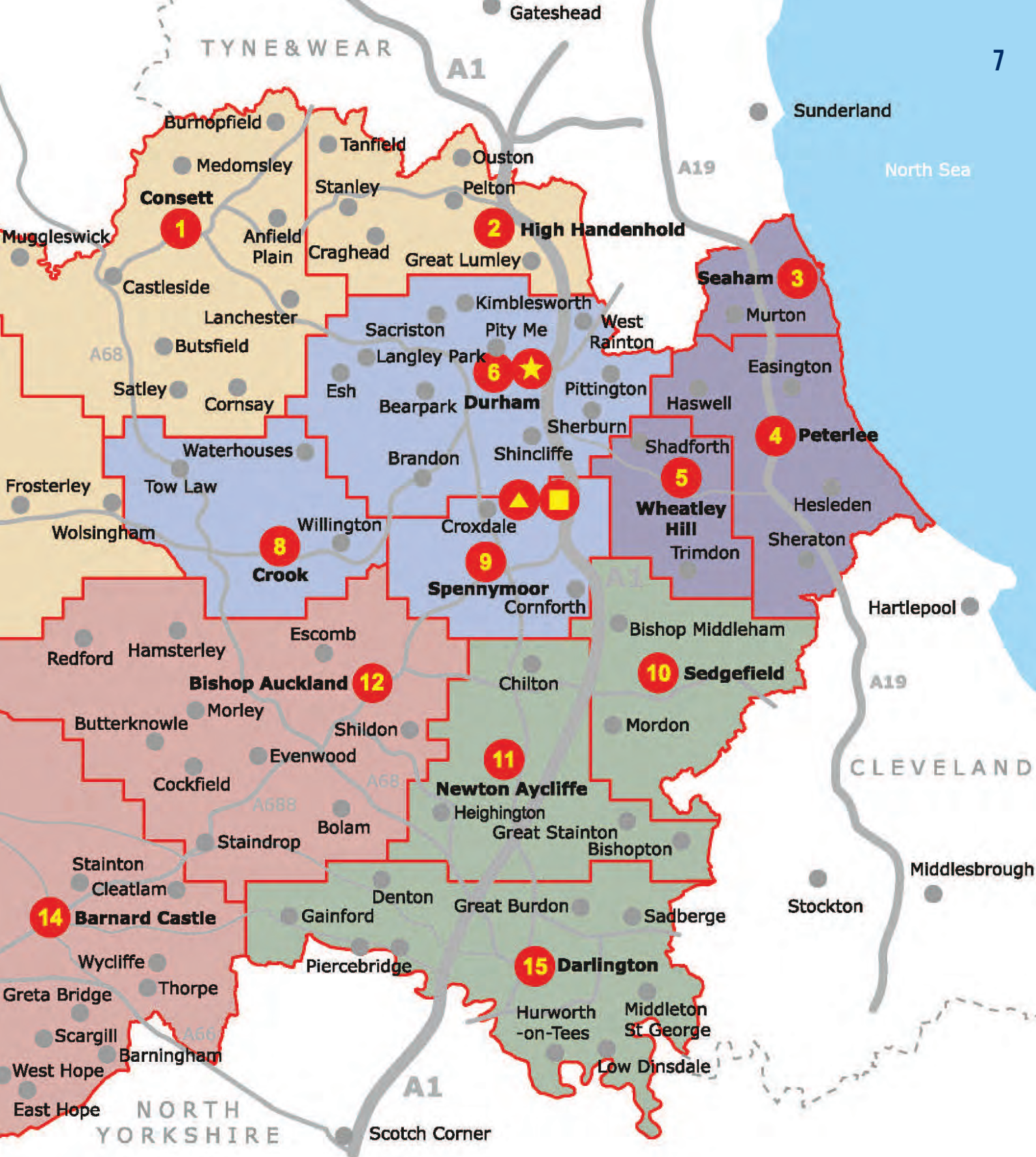
Our fire
fighters
are based
across
15
fire stations.

76
are corporate
staff who work
in departments
such as Human
Resources,
Workshops
Finance and
Communications
and Governance.

19
work in our
control room
- the place
where the
emergency
calls come into.

Our Buildings
Our service HQ is
at Belmont on the
outskirts of Durham
City and we have a
training centre and
a technical services
centre both based at
Bowburn just south of
Durham City.





- 1 Consett Fire Station
- 2 High Handenhold Fire Station
- 3 Seaham Fire Station
- 4 Peterlee Fire Station
- 5 Wheatley Hill Fire Station
- 6 Durham Fire Station

- 7 Stanhope Fire Station
- 8 Crook Fire Station
- 9 Spennymoor Fire Station
- 10 Sedgefield Fire Station
- 11 Newton Aycliffe Fire Station
- 12 Bishop Auckland Fire Station

- 13 Middleton-in-Teesdale Fire Station
- 14 Barnard Castle Joint Emergency Station
- 15 Darlington Fire Station
- ★ HQ
- ▲ Technical Services Centre
- Training Centre

OUR ACHIEVEMENTS

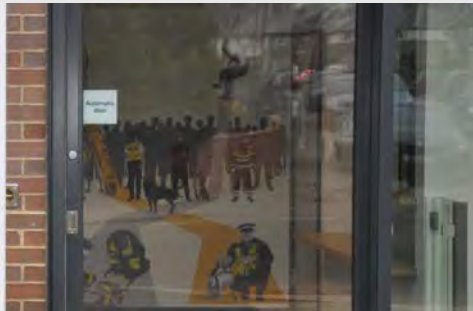
Since we produced our last three year plan we have made considerable progress in the areas we identified as priorities.

This progress has been made under challenging financial circumstances where despite budget cuts we have not only maintained our performance but improved it in some areas.

Our priorities were:

- *Explore opportunities to collaborate with partners*
- *Maximise use of our buildings*
- *Expand the role of our firefighters and staff*
- *Review our staffing levels and arrangements for emergency response*
- *Explore opportunities for income generation*

OUR KEY ACHIEVEMENTS ARE:



BARNARD CASTLE STATION

The opening of the UK's first ever station shared with four emergency services in Barnard Castle. This facility opened in April 2017 and is shared by ourselves, Durham Constabulary, the North East Ambulance Service and Teesdale and Weardale Search and Mountain Rescue Team.

FIREFIGHTER APPRENTICES

The service has recently welcomed its first ever apprentice fire fighters. The ten apprentices began work in 2017 starting on an intensive two-year fire fighter and business fire safety programme aimed at preparing them to be fire fighters of the future. The five male and five female apprentices, who are aged between 17 and 25, will spend the first 12 months of their apprenticeship based at headquarters where they will be attached to every department learning how the organisation works. In year two, they will each spend time at different fire stations and watches across the service area learning the role of a fire fighter.



SAFE AND WELLBEING VISITS

The service introduced Safe and Wellbeing visits in February 2016 which enhanced the traditional home fire safety check to include relevant assessment and referrals for health interventions.



SAFER HOMES

We have launched our Safer Homes project which has seen us working closely with our colleagues at Durham Constabulary and Durham County Council. This project involves working with social housing providers to fit properties with domestic sprinklers and home security equipment.

YOUNG FIREFIGHTERS ASSOCIATION

Responding to consultation with the public we've made fantastic progress in expanding our Young Firefighters association and cadet schemes.

TRAINING CENTRE AT BOWBURN

We have opened a state of the art training centre at Bowburn near Durham which as well as offering us a first-class facility for fire ground training has substantially enhanced our capacity to offer classroom based leadership and management development training as well as a wide range of practical business safety courses.



PARTNERSHIP WITH NEAS

In January 2016 we began working with the North-East Ambulance Service (NEAS) on a trial basis to provide an emergency medical response to people living in Darlington, Consett, Seaham and Stanhope. This scheme was later expanded to Middleton-in-Teesdale and Barnard Castle. At the time of writing our fire fighters have attended 4,336 emergency medical response calls since the start of the trial. Two of our crews have received Chief Fire Officer commendations for the role they played in an emergency medical response situation since we began providing this service.



COLLABORATION WITH PARTNERS

We have collaborated with partners to maximise the space and facilities offered at Durham fire station. Teesdale and Weardale Search and Mountain Rescue Team are also based at this site allowing for enhanced partnership working that is more cost effective. The facilities are also used by Blood Transfusion Services.



FIRE, POLICE AND AMBULANCE TRI RESPONDERS

The service along with Durham Constabulary and NEAS have introduced the regions first tri-responders. The tri-responders are based at Stanhope and fulfil the role of Police Community Support Officer (PCSO) for Durham Constabulary, on-call fire fighters for ourselves and first responders for NEAS. This is only the second project of its kind in the country.



OUR PERFORMANCE

As a service, we track our performance on a daily basis so we are aware of the areas we need to improve on as well as the areas where we are performing particularly well.

We review this key performance information at both a service and local level and are challenged on this at the performance, policy and review committee meeting of the CFA.

Some of the most significant improvements in recent years are:

The number of calls we received has decreased year on year by

11%

- from 19,272 to 17,170 last year.



We attended 82 non domestic building fires last year. That's

68%

less than a decade ago.

2

There were **2** deaths in house fires in 2016/2017 with numbers remaining low and fluctuating between one and five in recent years.

Accidental house fires are down from 463 to 213, a

54%

reduction from the previous year.

Last year we responded to 321 road traffic collisions. That's

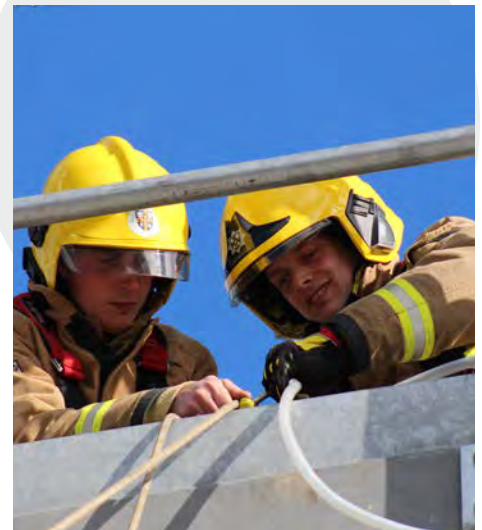
29%

less than a decade ago.

Total injuries from accidental house fires are down from 67 a decade ago to

43

last year.



ABOUT OUR AREA

Before we begin to outline the risks and challenges we face it's important to set the scene by describing the area we serve.

We look after the areas of County Durham and Darlington which covers approximately 939 square miles with a population of 627,789.

We protect 285,135 households and around 18,628 business premises.

Situated in the heart of the North East of England our area is bordered to the north by Northumberland and Tyne and Wear, Cumbria is to the west, Cleveland to the south and North Yorkshire to the south west.

The city of Durham and town of Darlington are the

We protect
285,135
households and
around 18,628
business premises.

major centres in our service area, with both situated on the east coast main line and close to the A1(M).

Other significant towns are Barnard Castle, Bishop Auckland, Crook, Newton Aycliffe, Spennymoor, Peterlee, Seaham, Chester-le-Street, Consett and Stanley.

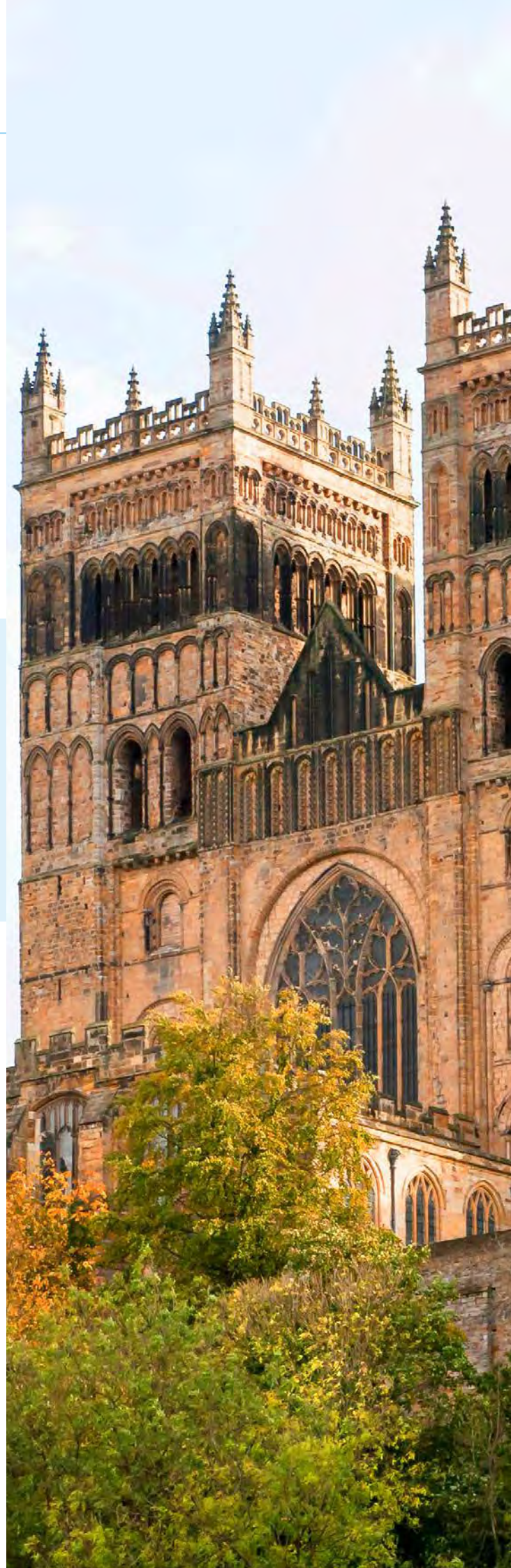
Durham City and the larger industrial and commercial towns are situated in the east of the region.

In contrast, the west is largely rural and sparsely populated.

The area is one of huge contrast and diversity with a rich history and heritage in coal and iron mining, farming and heavy railway industry.

From the North Pennines in the west to the Durham Heritage Coastline in the east it includes landscapes, habitats and features of local, national and international importance.

Tourism plays a key part in the local economy. There are many heritage sites including Raby Castle and Bowes Museum and the world heritage site of Durham Cathedral and Castle.





Other key tourist attractions include Beamish Museum, the North Pennines and Durham County Cricket Ground at Chester-le-Street, attracting thousands of visitors each year.

Durham boasts a world class university with the students and graduates making a significant contribution to the local area and its economy. There are also strong links to Teesside University with their Business School located in Darlington.

Our area has strong transport links to the rest of the UK and beyond by rail and by air via Durham Tees Valley Airport which is located five miles southeast of Darlington. The main arterial routes of A1(M), A66 and A19 also run through our service area.

OUR CHALLENGES

County Durham and Darlington has poor health statistics and low life expectancies compared to the national average.

County Durham has 36 (11.1%) LSOAs* ranked in the top 10% most deprived areas in England.

42.2% of the county's population are living in areas ranked in the top 30% most deprived nationally.

Darlington has 10 (15.4%) LSOAs ranked in the top 10% most deprived areas in England.

37.1% of the borough's populations living in areas in the top 30% most deprived nationally.



**A Lower Layer Super Output Area (LSOA) is a geographic area. Lower Layer Super Output Areas are a geographic hierarchy designed to improve the reporting of small area statistics in England and Wales.*

OUR DISTRICTS

Our service is split into five districts each with their own unique challenges and risks which will influence our response and the service we provide.

5
DISTRICTS

DARLINGTON DISTRICT

Darlington
Newton Aycliffe
Sedgefield

DERWENTSIDE DISTRICT

Consett
High Handenhold
Stanhope

DURHAM DISTRICT

Crook
Durham
Spennymoor

EASINGTON DISTRICT

Peterlee
Seaham
Wheatley Hill

WEAR AND TEES DISTRICT

Bishop Auckland
Barnard Castle
Middleton-in-Teesdale

DARLINGTON DISTRICT



The area covered by Darlington Fire Station includes the town of Darlington along with the surrounding villages of Middleton St George, Hurworth, Sadberge, Gainford, High and Low Coniscliffe.

The station also provides mutual assistance into areas of North Yorkshire and Cleveland.

Darlington is a large market town with approximately 48,805 households. It comprises large-scale industrial, commercial and residential areas. There is a large amount of terraced housing in and around the town centre area with several large social housing estates on the outskirts of the town.

The A1(M) and A66 arterial routes pass through the area and the A68 and A167 roads provide connecting routes to larger towns within the county.

The East Coast and Tees Valley railway lines pass through Darlington. Durham Tees Valley International Airport is located on the border between Darlington and Cleveland, which provides passenger and freight transport. The Tees and Skerne rivers run through the Darlington area and present a water risk due to its high recreational use and flood potential.

Newton Aycliffe has approximately 15,815 households. Within a 10-mile radius are several towns and villages including Darlington, Bishop Auckland, Shildon and Heighington.

The sizeable industrial areas include two sites classified as top tier site under the Control of Major Accident Hazards (COMAH) Regulations.

The town is also home to a £82m factory for the production of high-speed trains, commuter trains and metro trains.

Newton Aycliffe fire station is a joint facility shared with Durham Constabulary who have been rehoused from a decommissioned police station making them more accessible to the public within the town centre. Sharing facilities allows us to maximise the use of our buildings and to make best use of public money.

DERWENTSIDE DISTRICT

Consett is located to the north west of Durham with approximately 29,184 households. There are large residential areas at Consett, Leadgate, and Annfield Plain. There are also many smaller villages in the surrounding areas, some of which have high levels of social deprivation.

The population in and around Consett has increased considerably over recent years due to a large increase in residential development. The main industrial risk located in Consett's station area is Thomas Swan which is located less than half a mile from the fire station. The main arterial routes around Consett are the A68, A691, A692, A693 and A694.

Consett covers a large geographical area which includes large areas of moorland around Edmunbyers Common and Muggleswick Common.

To the west of Consett lies Derwent Reservoir which is on the Durham Northumberland border and as well as home to numerous water sport activities, it is a key part of the water supply network in the north east.

High Handenhold station area has approximately 33,626 households covering from Oxhill (Stanley) in the west to Lumley and Fencehouses in the east. To the north it borders Tyne and Wear and to the south the station area extends to Chester Moor. The main towns covered by High Handenhold are Stanley and Chester-le-Street however, there are a number

Sedgefield is a small town with 4,216 households. It is home to the North East Technology (NET) Park which is a growing science park that is home to several high-technology companies.

Sections of the A689, A177, the B1278 and the East Coast Main Line runs north/south through the station area which also covers sections of the A1(M).

of surrounding villages such as Pelton, Grange Villa and Quaking Houses to name but a few.

The station covers mainly industrial and domestic risks with the A1(M) running north to south through the station area. The A167 and A693 also run through the station area providing links with other towns and villages both of which are major trunk roads through the county. The A693 runs east to west through the station area.

The East Coast main line runs north to south through the area with a station situated within Chester-le-Street. Tanfield Railway is a small visitor attraction that travels north from Tanfield towards Sunnyside in Tyne and Wear.

Stanhope is a small market town in County Durham with 3,726 households. It is situated on the River Wear between Eastgate and Frosterley on the north side of Weardale. The A689 Trans Pennine road meets the B6278 road from Barnard Castle to Shotley Bridge here.



DURHAM DISTRICT

Durham is a University City with a fluctuating population. There are approximately 40,128 households and the city contains a number of historical sites including the world heritage sites Durham Cathedral and Durham Castle. There are also large residential areas on both sides of the city at Newton Hall, Gilesgate, Belmont and Carville. There are also many smaller villages in the surrounding areas, some of which have

levels of social deprivation.

Durham University has 14 colleges situated throughout the city with varying standards of accommodation for approximately 14,000 students living in halls of residence and within the local community. The University presents a high sleeping risk from resident and non-resident students aged 18 to 23 years old.

station area, with the A167 and A690 providing the main connections to towns and villages within the area.

Crook station area has approximately 11,924 households. Most people live in Crook and Willington but there are however many smaller rural villages in the surrounding area.

To the north and west of the station are the ward areas of Tow Law and Stanley and the well-known picnic and beauty spot of East Hedleyhope.

A new fire station was opened in May 2014, containing a high quality training facility and state-of-the-art community meeting facilities.

Crook station covers industrial and domestic risks as well as water risks from flooding. The A690 provides the main route through Crook with the A689 and A68 providing connecting routes to larger towns in County Durham

Spennymoor Community Fire Station is located close to the Durham Gate development and provides operational cover to the main town of Spennymoor along with the surrounding villages of Croxdale, Kirk Merrington and Ferryhill town.

Spennymoor has approximately 20,705 households, the East Coast mainline travels through the station area as does the main A1(M). The River Wear runs west to east presenting a water risk with a historic flood risk in the Sunderland Bridge area.



EASINGTON DISTRICT

Peterlee fire station covers the main town of Peterlee along with the surrounding villages of Easington, Shotton Colliery, Castle Eden and Blackhall as well as providing mutual assistance to Cleveland Fire Brigade.

Peterlee is a medium sized 'new town' built in 1948 with an approximately 26,961 households. It is surrounded by a number of former mining villages and is positioned close to the coast, approximately 10 miles east of Durham City, 10 miles south of Sunderland, and 8 miles north of Hartlepool.

The area also has a number of industrial estates containing medium to large factory facilities including one classified as a top tier site under the Control of Major Accident Hazards (COMAH) Regulations.

The A19 runs the full length of the station area that also covers approximately five miles of coastline.

Seaham area includes the main town of Seaham along with the surrounding villages of Seaton, Murton and Hawthorn as well as providing mutual assistance into areas of Tyne and Wear.

The population in and around the Seaham area declined during the eighties and early nineties; however the numbers have increased

again to approximately 13,954 households with new housing developments and investment impacting on population.

Seaham has approximately three miles of coast most of which is designated as a "heritage coast".

Seaham Harbour handles ships up to 8,000 tonnes and includes 27,000 square metres of warehousing.

The station covers industrial and domestic risks with Dalton Park shopping centre situated just off the A19 approximately three miles from Seaham. The A19 runs the length of the station area providing connecting routes to larger towns within the county.

Wheatley Hill covers the main village of Wheatley Hill and the surrounding villages of Thornley, Trimdon and Wingate. It has approximately 7,306 households.

The station area consists mainly of former mining villages, with a number of small and medium sized industrial estates and other businesses.

The station is in close proximity to the A19, the A181 along with other B roads provide the main transport links to the remainder of County Durham.

WEAR AND TEES DISTRICT

Barnard Castle is a market town within the Teesdale area and is the main centre of population in the station area with approximately 5,029 households. Barnard Castle station covers a predominately rural area containing small and medium size residential areas and large areas of moorland and forest.

Located with the town are a hospital, a young offender's prison and the Bowes Museum, a major heritage site housing many important works of art. Barnard Castle's largest single employer is a large scale pharmaceutical manufacturing facility.

The station covers industrial, agricultural and domestic risks, which include a number of multi occupancy type premises relating to the tourist industry. The busy Trans Pennine A66 route skirts the boundaries of the town and the A167 and A688 provide connecting routes to larger towns within the county. The River Tees runs through the District area and presents a water risk due to its high recreational use and flood potential during spate conditions and there are also a number of reservoirs along with large areas of peat bogs. Rural moorland incorporating large areas of forest such as The Stang and Stainmore present the potential for wildfires.

The new £3.78m state-of-the-art quad station, believed to be the first in the country, opened in April 2017, providing a base for fire, police, ambulance and search & mountain rescue services.

Bishop Auckland station looks after one of the largest areas in the county covering the central areas of Bishop Auckland, West Auckland, Tindale Crossing and Etherley, across to Hamsterley Forest in the west, Hunwick and Witton le Wear in the north, parts of Shildon and Coundon in the east and Ingleton and Staindrop in the south.



The station covers industrial and domestic risks each with their own particular challenges due to issues of social deprivation. The district has a wide blend of industrial, commercial, residential and rural areas and this provides a wide range of potential risks for the fire and rescue service.

Bishop Auckland has an approximately 26,534 households.

Bishop Auckland has a number of rural risks which include farms, silos, quarries and Hamsterley Forest. The main arterial routes around Bishop Auckland are A68, A688 and A6072.

Middleton-in-Teesdale is a small market town with approximately 1,480 households and is the main centre in the Upper Dale. It is situated on the north side of Teesdale between Eggleston and Newbiggin, a few miles to the north west of Barnard Castle. It is the furthest west of our fire stations and shares borders with Cumbria Fire and Rescue Service.

The Station area covers outlying villages of Harwood, Romalldkirk, Langdon Beck and Mickleton.

The Pennines in the west are predominantly moorland which is used for tourism, agriculture and shooting during the season. These remote rural areas present a risk of wildfire, particularly during the summer months.





NATIONAL RESILIENCE CAPABILITY

As well as the Fire and Rescue Services Act 2004 setting out the statutory obligations, that we have to provide and deliver, other legislation lays out a responsibility for ensuring that the service is available to respond to and manage a wide range of foreseeable risks and threats, delivered through a variety of local, regional and national delivery models.

CDDFRS continue to respond to a wide range of incidents other than fires but rarely attends incidents in isolation and so the prominence of multi-agency working is very high on all responding agencies agendas. The Civil Contingencies Act 2004 requires us to continually improve both working relationships and response arrangements with partner agencies and the vehicle by which this is achieved is through the Local Resilience Forum (LRF).

As well as the traditional incidents we respond to there are also emerging risks that have to be addressed. Examples of these risks include the increase of terrorist attacks within the UK and our subsequent involvement with a national resilience capability that allows for a more effective casualty rescue from such incidents while maintaining the safety and welfare of our staff. Our strategic priorities ensure we are best placed to translate the framework of expectations laid out in the relevant legislation, guidance documents and risk registers into appropriate and effective action.

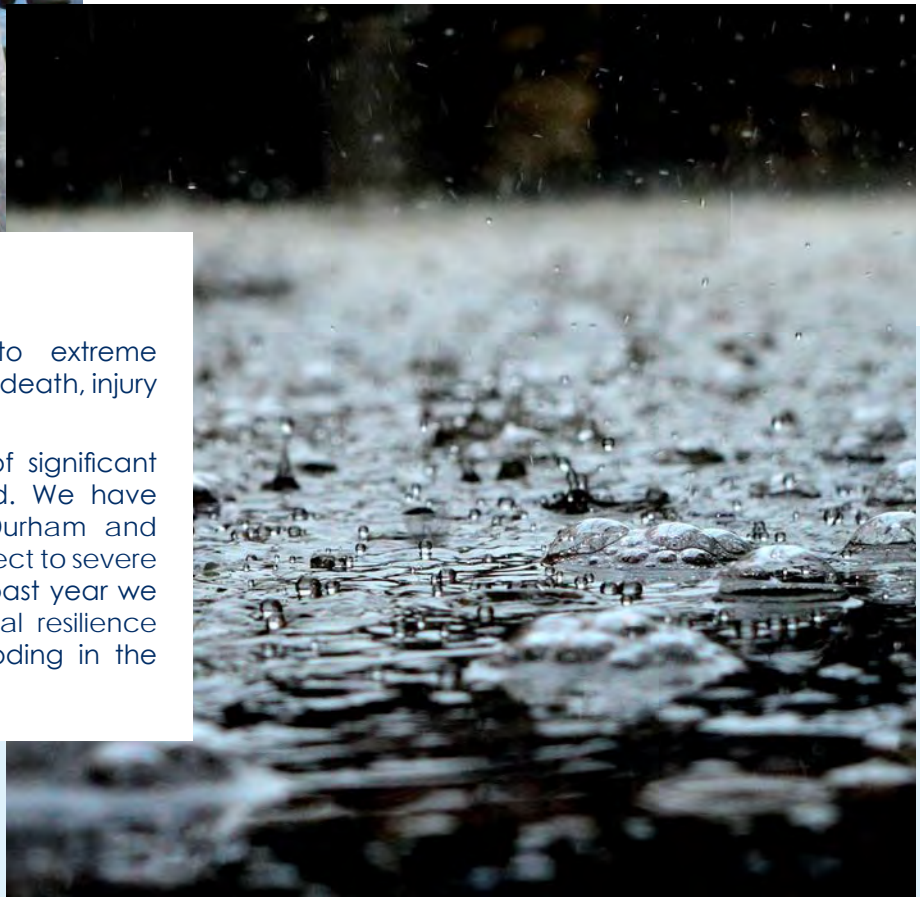




RISK OF EXTREME WEATHER

An increasing risk relates to extreme weather; this includes the risk of death, injury or loss from flooding.

In recent years the number of significant flooding events has increased. We have many areas within County Durham and Darlington that have been subject to severe localised flooding and in the past year we deployed some of our national resilience assets to deal with major flooding in the south of the country.



LOCAL RESILIENCE FORUM (LRF)

We are part of the County Durham and Darlington LRF which is a multi-agency partnership formed to meet the requirements of the Civil Contingencies Act 2004.

The LRF keep a community risk register which identifies a range of emergency situations and risks County Durham and Darlington could face. These risks are used to inform our work.

The challenges and risks we face outlined in this section are the most significant ones we face but are by no means exhaustive.

We regularly review the risk profile of our organisation to ensure we are as prepared as we can be for potential demand upon our service.

OUR FOCUS

To respond effectively to the challenges outlined in the previous section we need to be clear on our strategic direction as a service. A defined vision, strategic priorities, values and behaviours are key to us doing this.

OUR VISION IS SIMPLE...

We want to have the **safest people** and **safest places**.

The service has six strategic priorities:

Detailed information about exactly how we will deliver these strategic priorities can be found on our website on <https://www.ddfire.gov.uk/our-priorities>



EMERGENCY RESPONSE

We will plan and prepare for emergencies and provide a professional and effective response at all times.



BUSINESS FIRE SAFETY

We will provide professional advice and assurance to support business development and ensure public safety.



COMMUNITY SAFETY

We will engage and educate people to improve their safety and wellbeing.



VALUE FOR MONEY

We will deliver an efficient fire and rescue service through the effective use of public money and be accountable to the public.



WORKING TOGETHER

We will work closely with our partners to improve public safety.



OUR PEOPLE, OUR WAY

We will support and develop our staff and ensure our values are at the centre of everything we do.

OUR VALUES

These values are known in our organisation as the **PIE** values.



PROFESSIONAL



INNOVATIVE



EFFECTIVE

BEING THE BEST

To be the best fire and rescue service in the UK there are certain behaviours all members of CDDFRS are expected to display at work.

How well people are demonstrating these behaviours as part of their day to day job are assessed in the appraisal system.



In summary, being the best is our internal branding, designed to sum up how all staff should approach their day to day business to be the best performing fire and rescue service in the UK.

It is the mechanism for bringing to life the service's vision, values, behaviours and strategic priorities.

Most importantly, it defines what we are about as an organisation, what's important to us and how we should all go about our day to day business as members of CDDFRS.



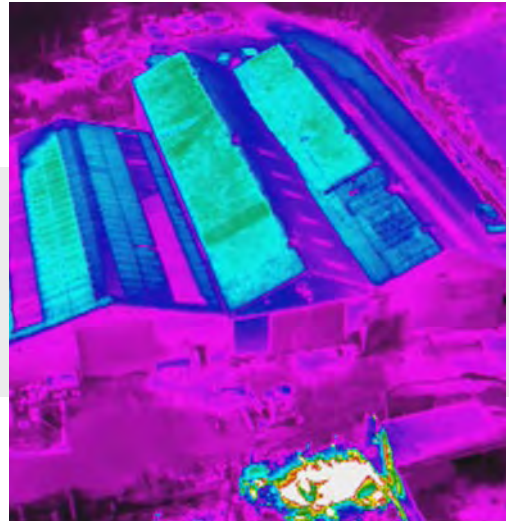
OUR EQUIPMENT

As well as being clear on our strategic direction as a service we also need the operational capability to provide an effective fire and rescue service.

We have a range of vehicles and equipment spread across County Durham and Darlington to meet expected and potential demand for our services.

As well as some of the more traditional vehicles and equipment we have specialised equipment such as high-rise appliances, animal and water rescue equipment. And we also work in partnership with the environment agency using national assets to offer resilience in flooding situations for example.





We have recently invested in and introduced a joint drone unit with Durham Constabulary.

This unit has two drones which can be deployed during rescue operations and incidents to provide an aerial overview of the incident.

As well as standard footage, the drones have thermal imaging capability and are more cost effective than helicopter deployment.



OUR AREAS OF FOCUS

AREA ONE: EMERGENCY RESPONSE



Over the next three years our focus will be on ensuring sufficient and proportionate emergency response arrangements that are available to respond to and manage a wide range of risks and threats, delivered through a range of local, regional and national delivery models.

The service is classed nationally as a 'Predominantly Rural' fire and rescue service but its large geographical area covers several demographic groups including areas of industry, concentrated housing and pockets of social deprivation which presents unique challenges to a fire and rescue service.

Two key indicators will give a clear measure of the success of the strategy and these will be closely scrutinised over the next 3 years:

ON CALL FIREFIGHTER AVAILABILITY

60% of the services' emergency response provision is delivered by on call firefighters so it is essential the service maintains their availability to ensure that resources are always available to meet both risk and demand.



RESPONSE TIMINGS

Although there are no national standards of fire cover the service uses a suite of performance indicators to measure response times of resources to incidents across the service area. These are an essential monitoring tool to help ensure our appliances are deployed to the right incidents and arrive in time to make a difference.

OVER THE NEXT THREE YEARS WE HAVE FIVE KEY AREAS OF FOCUS FOR EMERGENCY RESPONSE

Optimise emergency response capabilities to ensure we identify and respond to all foreseeable fire and rescue risks and other community risks and threats.



Enhance operational staffing arrangements to optimise efficiency, effectiveness and capacity for emergency response.



Review and develop our Emergency Medical Response (EMR) provision.



The service will continue to work with on call fire fighters developing innovative ways of working to ensure they continue to play a fundamental part in the delivery of the service's strategic priorities.



Following a recent strategic review of Command and Control, further opportunities exist to optimise efficient and effective working arrangements and possible income generation.

AREA TWO: COMMUNITY SAFETY

Our community safety service is delivered by a combination of a small specialist HQ team and operational firefighters out on stations.

In terms of community safety, we have five key areas of focus over the next three years.

Reduce fire deaths and injuries in the home



Arson reduction



Working in partnership



Engaging with young people



Business intelligence and data analysis

AREA THREE: BUSINESS FIRE SAFETY AND FIRE INVESTIGATION

Our approach has always been to work proactively with businesses, offering support and advice to enable them to be compliant with the relevant legislation, ensuring our communities are safe and only using enforcement action where necessary.

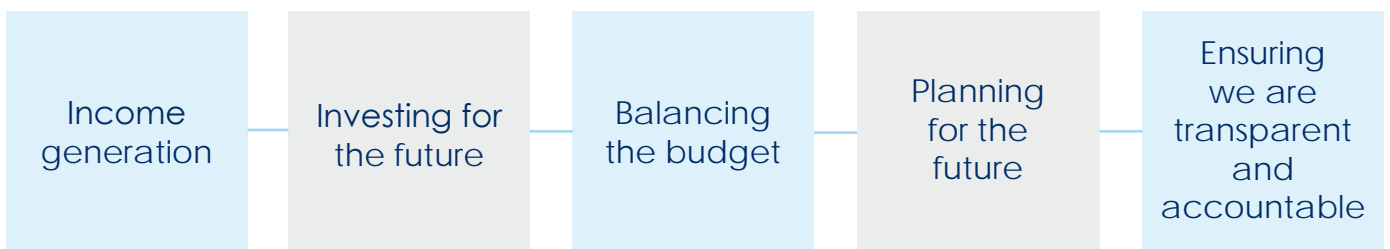
In terms of business fire safety, we have five key areas of focus over the next three years.



AREA FOUR: VALUE FOR MONEY

We will deliver an efficient fire and rescue service through the effective use of public money and be accountable to the public.

Over the next three years we intend to focus upon:



AREA FIVE: WORKING TOGETHER

We always strive to work closely with our partners to improve public safety.

We continue to be committed to collaboration through innovation to improve services and performance.

The emergency services have collaborated at an operational level for many years. However, with the increasing demand on public services, coupled with the current and expected restrictions on funding, collaboration provides opportunities to truly innovate and save money.

We have signed a statement of intent to support partnership working with the police and other fire and rescue services.

We are continuing to actively explore opportunities to form strategic alliances with key partners from not just other emergency services but also public and private sector bodies where

there are clear mutual benefits.

The achievements section of this document outlines some excellent examples of collaboration and we intend to build upon these successes going forward.



AREA SIX: OUR PEOPLE, OUR WAY

We want our people to be highly skilled, agile, motivated and safe at work.

We have six clear areas we will be focusing on over the next three years



WORKFORCE SUSTAINABILITY

We will ensure we have the capacity, structure and sustainability to meet current and future business needs.

OPERATIONAL EXCELLENCE

We will support our people to achieve the highest possible level of professional standards by equipping our teams with the necessary skills, knowledge and understanding so they can fulfil the vast range of operational and non-operational demands placed upon them.

OUTSTANDING LEADERSHIP

We will develop our leaders so they can perform well in a managerial, strategic and political role and work effectively in collaboration/partnership with others.

POSITIVE WORKING ENVIRONMENT

We will work to support the ongoing development of a positive, inclusive culture that encourages continuous improvement of our service in line with our vision and values.

TALENT MANAGEMENT AND DEVELOPMENT

We will develop a clear, consistent, structured and sustainable talent management process which will help the service identify and make the best use of its talent across all areas of the business.

WELLBEING AND REWARD

We will enable our people to be the best they can be. We will provide a safe working environment, effective training, support for fitness and wellbeing and reward positive performance.

SECTION 5 - FINANCE

OUR MEDIUM TERM FINANCIAL PLAN

At a time when we, along with other public-sector organisations, face an uncertain future, it is essential we have an effective medium term financial plan in place.

This will allow us to work towards balancing the budget over the medium term, taking account of our expenditure and of future central and local funding.

Our medium term financial plan for 2017/2018 to 2019/2020 is set out in the table.

It has been calculated based on the assumption that council tax will increase by 1.90% in 2018/19 and 2019/20.

Work is ongoing to identify additional savings through our service transformation programme to eliminate the budget shortfall.

MEDIUM TERM FINANCIAL PLAN 2017/18 – 2019/20

(Based on a 1.9% per annum council tax increase)

	2017/18 £M	2018/19 £M	2019/20 £M
Net Expenditure	27.805	27.704	28.411
Total Government Funding	9.949	9.426	9.202
Local Non Domestic Rates	1.345	1.388	1.438
Council Tax	16.367	16.851	17.358
Surplus on Collection Fund	0.144	0	0
Total Funding	27.805	27.665	27.998
Shortfall	0	-0.039	-0.413

WHY DO WE CONSULT?

As a public funded body, it is essential we seek the views of the people we serve. The purpose of our consultation is twofold:

- To ask for views on the highlights from this document (a separate condensed version of this document is available for this purpose)
- To check as a service we are focusing on what matters to the people we serve

During our annual consultation exercise we aim to consult with a representative sample of the community we serve.

This means consulting with approximately 1065 members of the community across County Durham and Darlington.

This quantity is to ensure the sample size is robust which means we can be confident in the findings of the consultation and is based upon the population size of our service area.

By consulting with 1065 people our confidence level will be 95% with a 3% confidence interval which means we can rely on the accuracy of the findings of our consultation.

It is important we consult with a good sample of the community we serve. This means we consider geographical (where they live) and demographic (gender, age, ethnicity etc) information of the respondent when we consult.

HOW DO WE CONSULT?

At the end of every year we carry out a brief survey.

This years survey asks key questions and is available to complete:

- On our website
- On our Facebook page
- At our safe & wellbeing visits
- At public events and meetings.

We consult over a period of 12 weeks with the results available in March.



WHAT DO WE WANT TO KNOW?

Each respondent is asked to provide an answer to six key questions:

QUESTION 1: How satisfied are you with our Safer County Durham and Darlington plan?

Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied

If you feel dissatisfied, please explain why _____

QUESTION 2: How satisfied are you with the service provided by CDDFRS?

Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied

If you feel dissatisfied, please explain why _____

QUESTION 3: How satisfied are you that you are well informed of the work CDDFRS is doing?

Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied

Please explain your response _____

QUESTION 4: How satisfied are you that CDDFRS deal with what matters to you?

Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied

If you feel dissatisfied, please explain why _____

QUESTION 5: Overall what is your perception of CDDFRS?

Very Poor	Poor	Neutral	Good	Very Good

If your perception is poor, please explain why _____

QUESTION 6: How safe do you feel living in County Durham & Darlington?

Very Unsafe	Unsafe	Neither	Safe	Very Safe

If you don't feel safe please explain why _____