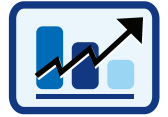


Value Through Sustainable Improvement



Objective 6 – Develop an Organisation that is fit for purpose

To deliver on our vision we need the organisation to be fit for purpose in terms of its governance arrangements and in providing effective and efficient services. Our fire and rescue service needs to be ready for the challenges that lie ahead and the organisation needs to fully understand its financial position and performance to be able to make informed changes to benefit the public.

In the next 4 years we will:

- Improve the financial reporting and financial management at District level
- Develop our asset management and asset tracking capability
- Refine our performance monitoring and measuring systems
- Implement effective information management systems to enable staff to work more effectively
- Develop our risk management arrangements
- Develop our evaluation procedures

We know we will have been successful if:

- Financial decisions are made at the point of service delivery in each District
- The organisation uses all of its assets efficiently and effectively and fully understands how investing in the right assets can assist in delivering better services for the public
- The cost and value of assets is fully understood and considered when making key decisions
- Organisational performance management and risk management is used to direct how resources are allocated
- Staff are enabled to make decisions and information technology solutions drive more effective working practices and increase efficiency
- We can demonstrate that our strategies and plans are effective and making a difference to our performance





Value Through Sustainable Improvement

Objective 7 – Deliver Value for Money

Over the next four years we will ensure that everything we do provides value for money to local taxpayers.

In the next 4 years we will:

- Review our cost base to identify where we are not competitive with other services
 - Identify how services are provided and determine where alternative provision offers better value for money
 - Improve how we share our information with the public
 - Ensure our procurement processes drive value
 - Continue with the implementation of our carbon management reduction programme
- We procure goods and services that are low cost and meet our needs
 - We reduce our carbon footprint and demonstrate good practice in carbon management

We know we will have been successful if:

- We can demonstrate that our cost base is competitive based on comparisons with other services and taking account of local needs
- Our service provision represent value for money and we have demonstrated this
- Information we hold is freely available to the public



Part 6 - Combined Fire Authority Members

Combined Fire Authority Durham County Councillors

<p>Councillor Gordon Tennant Chair Labour</p> <p>Tel: 0191 5864902</p> <p>gordon.tennant@durham.gov.uk</p>		<p>Councillor David Freeman Liberal Democrat</p> <p>Tel: 0191 373 7485 or 0191 372 5857</p> <p>david.freeman@durham.gov.uk</p>		<p>Councillor Alan Shield Independent</p> <p>Tel: 0191 3725873</p> <p>alan.shield@durham.gov.uk</p>	
<p>Councillor Michele Hodgson Vice Chair Labour</p> <p>Tel: 0191 3725802</p> <p>michele.hodgson@durham.gov.uk</p>		<p>Councillor Barbara Graham Labour</p> <p>01388 817 873 or 0191 372 5916</p> <p>barbara.graham@durham.gov.uk</p>		<p>Councillor John Shuttleworth Independent</p> <p>Tel: 01388 517298 or 07714324442</p> <p>jshuttleworth@durham.gov.uk</p>	
<p>Councillor Allan Bainbridge Conservative</p> <p>Tel: 0191 388 2515 or 0191 372 5828</p> <p>a.bainbridge@durham.gov.uk</p>		<p>Councillor Sarah Iveson Labour</p> <p>Tel: 01325 319759</p> <p>sarah.iveson@durham.gov.uk</p>		<p>Councillor Mamie Simmons Liberal Democrat</p> <p>Tel: 0191 3869006</p> <p>mamie.simmons@durham.gov.uk</p>	
<p>Councillor Alan Bell Independent</p> <p>Tel: 0191 389 1831 or 07827307818</p> <p>alan.bell@durham.gov.uk</p>		<p>Councillor Ossie Johnson Labour</p> <p>Tel: 0191 3725871</p> <p>ossie.johnson@durham.gov.uk</p>		<p>Councillor Les Thomson Liberal Democrat</p> <p>Tel: 0191 3861052 or 0191 3725868</p> <p>les.thomson@durham.gov.uk</p>	
<p>Councillor Jane Brown Labour</p> <p>Tel: 0191 3725850</p> <p>jane.brown@durham.gov.uk</p>		<p>Councillor Ralph Liddle Liberal Democrat</p> <p>Tel: 0191 3725889 or 0191 5860665</p> <p>ralph.liddle@durham.gov.uk</p>		<p>Councillor John Turnbull Labour</p> <p>Tel: 0191 3725822</p> <p>john.turnbull@durham.gov.uk</p>	
<p>Councillor Colin Carr Labour</p> <p>Tel: 0191 3725883</p> <p>colin.carr@durham.gov.uk</p>		<p>Councillor George Richardson Conservative</p> <p>Tel: 0191 3725811</p> <p>george.richardson@durham.gov.uk</p>		<p>Councillor Anne Wright Labour</p> <p>Tel: 0191 3710585</p> <p>anne.wright@durham.gov.uk</p>	
<p>Councillor Jean Chaplow Labour</p> <p>Tel: 0191 3730028</p> <p>jean.chaplow@durham.gov.uk</p>		<p>Councillor John Robinson Labour</p> <p>Tel: 0191 3725896</p> <p>john.robinson@durham.gov.uk</p>		<p>Councillor Richie Young Independent</p> <p>Tel: 0191 3725872</p> <p>richie.young@durham.gov.uk</p>	

Combined Fire Authority Darlington Borough Councillors

<p>Councillor Nick Wallis Labour</p> <p>Tel: 01325 488797</p> <p>nick.wallis@darlington.gov.uk</p>		<p>Councillor Jackie Maddison Labour</p> <p>Tel: 01325 253686</p> <p>jackie.maddison@darlington.gov.uk</p>	
<p>Councillor Ron Lewis Conservative</p> <p>Tel: 01325 350259</p> <p>ronald.lewis@darlington.gov.uk</p>		<p>Councillor Bryan Thistlethwaite Labour</p> <p>Tel: 01325 485466</p> <p>bryan.thistlethwaite@darlington.gov.uk</p>	

Key Advisors to the Authority

<p>Susan Johnson OBE Chief Executive Fire and Rescue Service</p> <p>Tel: 0191 3324390</p>	<p>Jeff Garfoot Treasurer</p> <p>Tel: 0191 3833675</p>	<p>Colette Longbottom Clerk and Monitoring Officer</p> <p>Tel: 0191 3835699</p>
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The Combined Fire Authority meets on a regular basis and welcomes attendance from members of the public. For further information visit our website www.ddfire.gov.uk or, alternatively contact the Corporate Planning and Performance Team at **Fire and Rescue Service Headquarters (0191 3324297)**



Part 7 - Organisational Structure

Organisation Structure

County Durham and Darlington Fire and Rescue Service is led by a Chief Executive supported by three directors each responsible for a particular function.

Service Leadership Team

The Service Leadership Team (SLT) comprising of the Chief Executive, Directors and Heads of Service provide the Senior Officer function within the Service. The Combined Fire Authority delegates the effective management of the organisation and its resources to the SLT.

The SMT has two specific roles:

- Making policy and strategy recommendations to SLT
- Scrutinising performance and holding managers to account for section and station performance

Service Management Team

The Service Management Team (SMT) comprises Heads of Service and Section Heads.

Local District Teams

Darlington

District Manager
Adam Hall
 Telephone: 01325 469128
 Mobile: 07786027239
 Email: ahall@ddfire.gov.uk

Easington

District Manager
Paul Knox
 Telephone: 0191 5863133
 Mobile: 07796610219
 Email: pknox@ddfire.gov.uk

Derwentside

District Manager
Fraser McGuffog
 Telephone: 01207 502912
 Mobile: 07776226289
 Email: fmcguffog@ddfire.gov.uk

Sedgefield

District Manager
Robin Turnbull
 Telephone: 01388 811742
 Mobile: 07545207195
 Email: rturnbull@ddfire.gov.uk

Durham and Chester - le - Street

District Manager
Gavin Pallister
 Telephone: 0191 3324208
 Mobile: 07786027228
 Email: gpallister@ddfire.gov.uk

Wear and Tees

District Manager
Andy Whitehead
 Telephone: 01388 602643
 Mobile: 07887635767
 Email: awhitehead@ddfire.gov.uk

Part 8 - Consultation on Our Plans

Our Approach to Consultation

Our aim is to consult with members of our local communities, businesses, partners and our employees to ensure we continue to meet their changing needs and expectations. It is vitally important to us that we gather and acknowledge views in order for us to further develop and focus our services.

We consult on our strategies and annual plans through a series of forums. The consultation process includes

- Public focus groups
- Employee representatives
- Local and regional business and organisations
- Partnership agencies and local authorities
- Regional Fire & Rescue Services
- Elected Members
- Staff meetings
- Questionnaires from this plan
- Stakeholder meetings

Details of the results of our consultation and how to get involved are available on our website at

www.ddfire.gov.uk.



County Durham and Darlington Fire Authority Community Safety Strategy 2011/12 Improvement Plan

This annual improvement plan sets out our proposals for 2011/12. The improvement plan contains details of our priorities for 2011/12 which will help us to achieve our vision of Safest People, Safest Places.

Project 1: Review of Special Appliances

We will undertake a review of the way we staff special appliances including examining the opportunities for using retained duty system personnel. We will undertake a feasibility study into this work in 2011/12 to understand the advantages and risks of this approach.



Project 2: Alternative Crewing

We will assess the options for introducing alternative crewing arrangements for some of our lower use fire stations. We will undertake a feasibility study into this work in 2011/12 to fully understand the advantages of risks of this approach.



Project 3: Review Response Standards

We will undertake a review of the response standards across our area. This will involve reviewing our current performance against our standards and reviewing whether they remain appropriate.



Project 4: Improving Resilience

To improve our resilience arrangements, we will take action to ensure that effective business continuity arrangements are in place throughout the organisation.



Project 5: Premises Risk Information Gathering

We will change the way we record and manage the collection and management of high risk premises information. We will devolve the work to locally based staff to improve local knowledge and release efficiency savings.



Project 6: Health and Safety Training Delivery

We will change our approach to delivering health and safety training. Health and safety training will be mainstreamed into the workloads of the risk team to release efficiencies without impacting on delivery.



Project 7: Embed Equality and Diversity Delivery

As part of our approach to introducing new ways of working we will mainstream equality and diversity into the workloads of all managers to release efficiencies without impacting on delivery.



Project 8: Restructure Back Office Support

We will restructure the provision of administrative and back office services to provide a more integrated service and release efficiencies.



Project 9: Review Shared Service Opportunities

We will review our existing shared service provision to ensure that arrangements provide value for money. We will consider the wider opportunities for providing our support services including further collaborative opportunities where these drive efficiency.



Project 10: Review Non Risk Critical Fleet

The provision of fleet vehicles will be reviewed to ensure that they are utilised in the most cost effective manner. We will also ensure that the number of vehicles in the fleet is aligned to our new ways of working and revised organisational structure.



Project 11: Review the Estate Improvement Programme

We will review our estate improvement programme to consider where we can make efficiencies. This review will include identifying how we can ensure our estate is fit for purpose and meets the needs of local communities and staff.



Project 12: New Ways of Working for Operational Staff

As part of the approach to implementing new ways of working we will review and revise the shift patterns and work routines for our operational staff. This will allow us to maximise capacity with no detrimental impact on our response arrangements.



Project 13: Improved Systems for Evaluating and Developing our Staff

We will reduce bureaucracy and increase flexibility in relation to how we train, develop and evaluate our staff. This will release efficiency savings and ensure an effective approach to staff development is implemented.



Project 14: New Systems for Command and Control

As a result of the cancellation of the national FiReControl project we will undertake a feasibility study into the development and implementation of a new command and control system to ensure we can mobilise our resources effectively and efficiently.



Project 15: Revise the Service Structure

We will implement a new service structure which will reduce management costs and focus our resources on delivering on our vision and aims. The new structure will be aligned to the new ways of working which we have identified as part of our Service Transformation project.

