

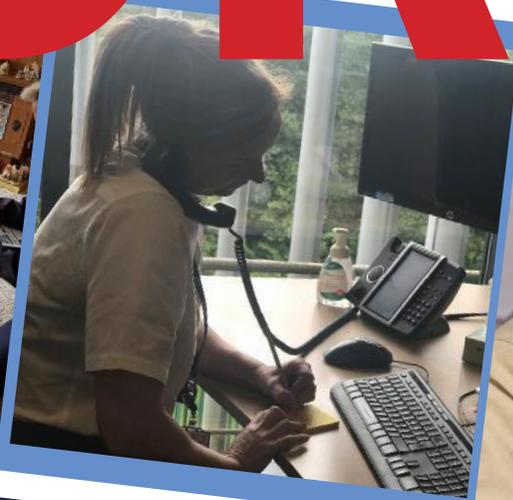
# Community Risk Management Plan

2023 - 2026



Arlington  
Fire and Rescue Service

# DRAFT



Safest People, Safest Places

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# Foreword from the Chair and Chief Fire Officer

Welcome to the Community Risk Management Plan for County Durham and Darlington Fire and Rescue Service.

Our Service, governed by the County Durham and Darlington Combined Fire Authority is responsible for making sure that all our communities are protected as far as possible from the risks we face. As well as fire emergencies we are here to respond to many types of incidents such as water and animal rescues, flooding and road traffic collisions. Our protection and prevention work forms the foundation of what we do to minimise risk and together with our essential emergency response function we maintain services which are effective and resilient.

Our vision is to have the safest people and safest places and we will always strive to achieve this by delivering a professional, innovative and effective fire and rescue service, and by placing our communities at the heart of everything we do.

To ensure we are accountable to you, we produce a series of documents which set out our plans for the future. The Community Risk Profile (CRP) together with our Station Plans sets out the risks we face. Our Community Risk Management Plan (CRMP) shows how we allocate our resources to tackle those risks and our Service Strategies show you the detail of how we will manage the challenges that our departments face.

You can find all our Service Plan documents on our website using the link below:

<https://www.ddfire.gov.uk/service-plans>

Every year we ensure that our services can be delivered within the budget we are set. Funding challenges and rising costs mean that we expect to face a very difficult financial climate in light of the current economic conditions, Covid-19 pandemic recovery and restrictions on the amount of income we can raise through Council Tax. The next three years are therefore likely to require further innovation and changes to the way we operate, and this CRMP will help us to achieve this.

Our core strength is our people, who are proud to work for an organisation connected closely with its communities and who are genuinely committed to changing and saving people's lives. We cannot provide our services without support from our excellent staff, and we thank them for their continued hard work and dedication. Our partner organisations and neighbouring Fire and Rescue Services (FRS) also deserve great credit for supporting and collaborating with us in the work that we do.

We are proud that our communities are safer than ever from the risks of fires within the home or a workplace and from a collision on our roads and we recognise the vital part that the people of County Durham and Darlington play in making their own areas great places to live, work, study and visit. We thank all our communities for their engagement with us and for their contribution to having the safest people and the safest places.



**Steve Helps**  
Chief Fire Officer  
(CFO)



**Councillor John Shuttleworth**  
Chair, Combined Fire Authority  
(CFA)

# Executive Summary

The CRMP sets out the strategic plans for the Combined Fire Authority (CFA) for County Durham and Darlington and links closely to our other strategic planning documents. The CRMP explains how we are accountable to our local communities through the CFA and through a wide spectrum of local community groups.

Our CRP, which is reviewed annually, describes the greatest risks and their impact on County Durham and Darlington. The CRMP planning process is informed by the CRP as well as our localised Station Plans. By identifying, assessing and managing existing and emerging risks we can decide how best to mitigate them using the resources we have available. We do this by investing in efficient, effective and innovative prevention and protection activities, while also planning the most effective way to respond.

We produce a Medium-Term Financial Plan (MTFP), which considers a range of possible financial scenarios in an uncertain future. The Service has plans that balance the budget in the short term, and contingencies for the medium to long term.

Within this CRMP you will find a number of commitments which offer reassurance that our communities will be provided with the best possible FRS within the available funding. We also stress our commitment to playing our part in tackling climate change and the impact this will have on our environment.

Some of the risks which our communities face are extremely complex and require us to work with a range of partner organisations and other FRSs. Working together supports us to deliver more efficient, effective and resilient support services and we commit to collaborating where there is clear benefit.

Ensuring that we have a highly skilled and professional workforce is a key priority for the Service, and our plans include the use of the apprenticeship levy and career progression framework to develop staff. We are seeking to increase diversity in our workforce through a range of innovative methods, as we recognise that we need to have a workforce reflective of our community. Our commitment to our staff is to maintain a positive organisational culture through continuous improvement. This will ensure that we continue to be successful, despite the challenges ahead.

Our plans are developed in consultation with our communities and partner agencies, as well as our staff and their representative bodies. We are committed to listening to your views and will hold a consultation exercise every year on our plans for the immediate future.

# The challenge ahead

Our ongoing challenge is to address the risks we've identified in our area, with fewer resources.

When we talk about risk we mean the potential for emergencies to occur – which includes everything from fires and road traffic collisions (RTC) to flooding and terrorism. You will see more detail about how we deal with risk throughout this document.

Our greatest resource is our people, and we can afford far fewer of them as a result of a significantly diminishing budget. We would prefer to have the level of resources available in other FRS. The Government works out our funding using a formula which favours high density population areas and this means County Durham and Darlington end up less well provided for than elsewhere.

As is the case with all public services, we must work within our available budget. Our revenue budget has reduced considerably over recent years, for example a government grant which supported capital projects such as replacing older fire engines or modernising our estate was removed in 2013, which reduced our annual budget by £500,000. Since austerity measures began in 2010 further cuts to the funding we receive through Government and the 2% council tax referendum limit has placed considerable pressure on our finances. We know we are facing further financial pressures in the future including increases in costs for the services we buy due to high inflation, the demand on our budget due to unfunded pay awards to staff, limited revenue from council tax due to the limit on precepting levels and significant increases to our energy and fuel bills.

In addition to these specific pressures, there is widespread uncertainty about how public services will be funded beyond 2023/24, making it even more important to plan our service in a responsible and sustainable manner.



# The challenge ahead

We are continuing to explore opportunities for making savings elsewhere, this includes the potential for reducing spending on items other than pay, scrutinising every job vacancy which arises to ensure that the position is genuinely required and collaborating with other public services to save money, provide better overall value for money and improve service delivery when we buy services and equipment.

We're investing more in digital technology in a bid to modernise and automate paper-based processes, which we believe will help improve productivity and help us become more efficient and, ultimately, will save us money.

We are proud of County Durham and Darlington FRS (CDDFRS), we are one of the most productive FRS in the country, and we have some of the lowest levels of fires within the home or within business premises due to our proactive prevention and protection work. We recognise and work hard to ensure that CDDFRS remains the fastest 'Predominantly Rural' FRS in England to respond to life risk incidents. Our proposals aim to protect this position and ensure our current fire engine provision is maintained, balancing resources against risk and demand with less staff and money.

We believe this matters to our communities and we have invested significant time in engaging with our local MPs, elected members and those in key government departments including the Fire Minister to highlight our disproportionate funding challenges.

In line with Government guidance, we hold limited financial reserves, the majority of which are earmarked for specific purposes such as the Emergency Services Mobile Communications Programme. On 31 March 2021, the Authority had the third lowest level of reserves of all standalone fire and rescue authorities (2020/21 published statements of accounts). Our reserve strategy is robust, supporting limited investment to replace equipment, uneconomic buildings and practices however our low levels of reserves are not substantial enough to fund our revenue budget on an ongoing basis.

Despite our efforts to minimise the impact of our financial situation, there will remain a significant shortfall that can only be met through further changes to our 'emergency response' provision in other words, our frontline, 999 service.

## White Paper

The government's consultation on the Fire Reform White Paper ended on the 26 July 2022 and we await the government's response to the three areas which have been scrutinised, namely, people, professionalism and governance. The White Paper is likely to have a significant impact on the Service in terms of how we are governed, the environment in which our firefighters operate and on their roles so its progress will be monitored closely.

# What is a Community Risk Management Plan?

The CFA has a statutory responsibility, under the Fire and Rescue Services Act 2004, to produce an Integrated Risk Management Plan (IRMP) – which we call the CRMP. The plan must cover a three-year period, be reviewed regularly and outlines how CDDFRS will tackle and mitigate the risks our communities face. The CRMP is informed by our CRP, a document which assesses in detail the risks in our local areas, how likely they are to occur, how extensive the impact might be and takes into account national risks. We use the National Risk Register and the Local Resilience Forum Community Risk Register, community data and our own data to help us prepare the CRP.

As an over-arching plan the CRMP covers all parts of our Service, so it references our Service Strategies and other key documents such as our Station Plans, and it even links to our appraisal system. This helps everyone in our organisation to understand risks and how we plan to reduce the impact and respond effectively.

This infographic shows you how our strategic documents link together to help us address our risks.



# What is a Community Risk Management Plan?

The requirements of a CRMP are set out in the 'Fire and Rescue National Framework for England 2018' (in which the document is called an IRMP). This states that each Authority must ensure the following five priorities are met:

1. To be accountable to communities for the service they provide;
2. To identify and assess the full range of foreseeable fire and rescue related risks their areas face;
3. To make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;
4. To develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse;
5. To collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide.

You will find details of how we address the above points throughout this document.

The National Framework also says that CRMPs have a statutory responsibility to contain a number of areas including an outline of how we allocate our resources to mitigate risks, and how we manage and enforce the Regulatory Reform (Fire Safety) Order (FSO) 2005. If you want to know about our legal duties [you can read the National Framework here.](#)

The CRMP will also show you how we consult with you – our communities – on the development of this plan, as well as how we seek the opinions of our staff, representative bodies and partner organisations.

This document covers the period April 2023 to March 2026 and is reviewed on an annual basis making sure our plans are always up to date and reflect changes in national and local risks, our policies or finances.

# Vision & Values

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

To respond effectively to the challenges that we face here at CDDFRS, we need to be clear on our strategic direction. A defined vision, strategic priorities, values and behaviours are key to us doing this.

## Our strategic priorities:

Our overall focus is to identify, assess and manage risks while ensuring that resources are allocated efficiently and effectively to reduce the number of emergency incidents and the associated risk of injury or death across our Service area.

To help us to achieve our vision, we have six strategic priorities.

These are:

- Emergency Response
- Business Fire Safety
- Community Safety
- Value for Money
- Working Together
- Our People, Our Way



You can read more about our priorities at [Our Priorities | County Durham and Darlington Fire and Rescue Service \(ddfire.gov.uk\)](#)

## Our values:

These values are known in our organisation as the **PIE** values (Professional, Innovative, Effective) and describe the ethos of CDDFRS.



**Our commitment to you** is that we will always aim to be the best FRS in the UK. In order to achieve this there are certain behaviours that we expect from our staff. How well our staff are demonstrating these behaviours as part of their day-to-day job is assessed within our bespoke appraisal system.

The range of these behaviours falls into four areas, which we call the 4Cs:

### How we approach **challenges**

We will approach challenges with flexibility, enthusiasm and motivation, passion, determination and resilience.

### How we **conduct** ourselves

We will conduct ourselves in a manner that is honest, trustworthy, reliable, accountable, consistent and respectful.

### How we **collaborate** with others

We will be approachable, supportive, encouraging and inclusive, and value development when collaborating.

### How we drive **change** across the organisation to make a difference

We will drive change by being creative, resourceful, courageous, original, clear and focused.

Our staff work to a Code of Ethics which is aligned to the National Fire Chiefs' Council code.

[You can read the Core Code of Ethics in detail using this link.](#)

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) has a remit to inspect all 45 FRSs in England.

Every year HMICFRS publishes a review of the sector which you can read at the link below:

[State of Fire and Rescue – The Annual Assessment of Fire and Rescue Services in England 2022 - HMICFRS \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/state-of-fire-and-rescue-2022/)

The HMICFRS' assessment examines the Service's effectiveness, efficiency and how well it looks after its people. It is designed to give you information about how your local FRS is performing in these three key areas, in a way that is comparable with other FRSs across England.

We are judged by HMICFRS and given ratings for each pillar: outstanding, good, requires improvement or inadequate.

[Our last inspection report was published on 20 January 2023](#), and we were rated as good at providing an effective and efficient service and how well we look after our people.

In November 2020 HMICFRS inspected the Service to assess our preparation for a pandemic, our ability to respond and how we continued our prevention and protection work. There was no grading for this inspection but the report produced showed that we continued to deliver our services effectively.

[Our commitment to you](#) is to act upon the HMICFRS findings to ensure we continue to provide the best possible FRS we can to the communities of County Durham and Darlington.



# About our Service Area

We look after the areas of County Durham and Darlington, which cover approximately 939 square miles with a population of approximately 640,000 people. We protect around 302,500 households and 19,700 business and other premises. We have a mixture of rural, urban and coastal areas so our prevention and protection work, as well as our emergency response, has to be tailored to the differing needs of each type of community.

We have 15 fire stations spread across two divisions, north and south. These divisions come with their own unique challenges and risks.

Our North Division is made up of the following station areas:

- High Handenhold
- Durham
- Consett
- Crook
- Stanhope
- Seaham
- Peterlee
- Wheatley Hill

Our South Division is made up of the following areas:

- Spennymoor
- Sedgefield
- Newton Aycliffe
- Darlington
- Bishop Auckland
- Barnard Castle
- Middleton in Teesdale

We border five other Fire and Rescue Services (North Yorkshire, Cumbria, Northumberland, Tyne and Wear and Cleveland), providing mutual cross-border support to one another if and when required.



# Our Communities

We recognise that we can only provide an effective service if we understand the diversity within our area and enable our workforce to meet the needs and concerns of people who live, work, study and visit County Durham and Darlington.

Our CRP highlights the challenges faced by the public relating to deprivation and health, as well as the make-up of our population in relation to age, gender and ethnicity.

Our rural communities cover a significant geographical proportion of the Service area, with some individuals extremely hard to reach and therefore at more risk of being vulnerable.

Health inequalities remain persistent and pervasive, with levels of deprivation being significantly higher and life expectancy here is lower than the national average. We know that living in isolation can have a negative impact on a person's health and well-being.

We have also witnessed first-hand how poor-quality housing can exacerbate a range of underlying health conditions, from falls and poor mental health to hoarding and excessive alcohol and substance misuse.

The following Health Profile information highlights some of the challenges our communities face:

## Life expectancy

Life expectancy for males is 78 and for females is 81 and both are lower than the England average.

## Adults

The number of people aged 65 and over in County Durham and Darlington is 133,713 which is 21% of the population. This is higher than the England average of 18.4%.

## Dementia

5490 people were diagnosed with dementia in County Durham and Darlington.

## Physical problems

On average 27% of people living in County Durham and Darlington are physically inactive.

On average 19.7% report having a long-term musculoskeletal problem, which is higher than the England average of 17%

## Smoking

In Durham 17% of adults are smokers, in Darlington this figure is 13.7%. The England average is 13.0%

## Children

Within our area, the level of child poverty is worse than the England average of (15.1%), with 29.6% of children under 16 years living in relative poverty

## Indices of Multiple Deprivation

Out of the 317 Local Authorities in England Durham ranks 70th in the league table of the most deprived and Darlington is 49th with 1 being the most deprived and 317 being the least.

# What we do - Prevention

Preventing fires and other dangerous incidents is as important to us as responding to them. We invest significantly in our prevention work which includes going into communities, schools and homes to give fire safety advice, as well as running safety campaigns.

We have a dedicated Community Safety and Arson Reduction Team to deliver our preventative activities, this work also forms a large part of the day-to-day activities carried out by our firefighter crews. We deliver Home Fire Safety Visits (HFSVs) which includes installing smoke alarms through to giving in depth advice and materials to support people in our local areas who are at high risk of an accidental fire starting. HFSVs allow us to target our most vulnerable people in society and we have well established relationships with our partner agencies to encourage referrals of people who are most at risk.

In 2022 our hard work was rewarded by the fantastic achievement that we were within the top 5 FRs for the delivery of HFSVs per 1,000 dwellings across the UK (Home Office data).

Prevention also covers our campaigns on things such as road safety, water safety including cold water shock and working in partnership with other agencies to reduce community risk.

The Service faces a longstanding challenge with the setting of deliberate fires and has seen 3374 deliberate primary and secondary fires in 2021-22. We have increased investment in arson reduction and engagement with children and young people. Our work includes visiting schools, taking referrals to work with higher risk young people and attending community events.

[You can read more about our Community Safety work here.](#)

We will continue to seek and receive high-risk and safeguarding referrals from partner agencies such as community nurses, social workers, carers and social housing providers that work in our communities on a daily basis and are therefore in a unique position to signpost vulnerable individuals to us.



# What we do - Prevention

## Reaching our most vulnerable people

Following consultation with you we are continuing to focus our attention on reaching the most vulnerable members of our communities who are at the greatest risk of having a fire in their home.

We start by looking at different types of data and then assessing people and property in terms of risk levels, with level one being the most vulnerable, and level five the least. This analysis ensures we focus our HFSVs in the right areas, to the right people, at the right time.

## Community Safety Successes

Last year, we delivered 18,843 Home Fire Safety Visits (HFSVs) 97% of which were completed by our operational crews. 85% of these visits were delivered to high-risk people or properties.

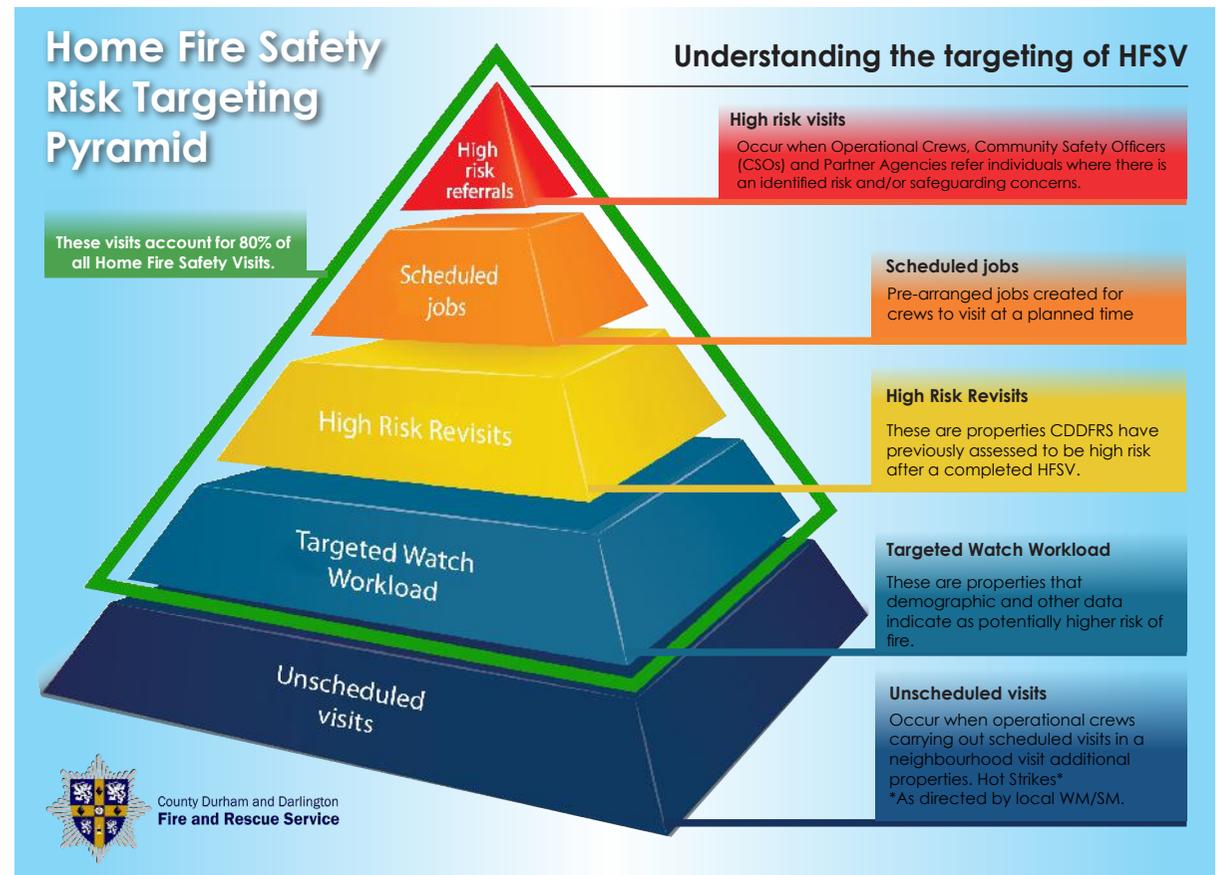
Our ability to carry out visits was severely affected in 2020-21 due to the Covid-19 pandemic and we therefore adapted our way of working and used a model of telephone triage to offer advice and with additional safety measures we continued to provide support in the home for the most vulnerable. In 2021-22 we were able to reinstate home visits in full.

Our investment in HFSVs particularly over recent years has resulted in an overall reduction of accidental dwelling fires (ADFs). We recognise our activities and investment has saved lives and reduced the devastating impact that fires in the home bring. 2021-22 saw the Service record that we attended 208 accidental house fires, the lowest in 10 years, where the number was nearer to 300.

As a result of the HFSVs carried out, in 2021-22 we made 574 onward lifestyle referrals to our partners.

**Our commitment to you** is that we will reduce the risks to vulnerable people in our communities through our prevention work by operating a mutual referral pathway with partner agencies. We aim to identify and target our resources to support the most vulnerable members of our communities with the highest proportion of our HFSVs aimed at these individuals.

**Our commitment to you** is that at least 80% of all HFSVs are targeted towards members of the community who are at the greatest risk from fire, and then ensuring that those residents still deemed to be at high risk will be revisited within a 12-month period.



# What we do - Protection

## Business Premises

The Fire and Rescue National Framework for England (2018) states that FRA must make provision for promoting fire safety, including fire prevention. In order to do this, we have a management strategy for providing advice to businesses, conducting fire safety audits and where necessary enforcing compliance with the Regulatory Reform (Fire Safety) Order 2005 (we call this the FSO). These inspections are carried out by our central Business Fire Safety team for higher risk premises and operational crews if the level of risk is medium or low.

Our Business Fire Safety work involves us visiting commercial premises to conduct fire safety audits, which form part of what is known as our Risk Based Inspection Programme (RBIP). We are among the highest performing FRS for the delivery of fire safety audits per 100 business premises, with HMICFRS noting that we undertook 6.1 audits per 100 known premises which is notably higher than the England rate of 1.7.

Our management Information System (CFRMIS) develops our RBIP through an algorithm which takes into account factors such as premises type, building size, compliance rating, occupation numbers to calculate relative risk rating and identify appropriate inspection frequencies for premises. The relative risk score considers a detailed analysis of national data (including information from the National Incident Recording System (IRS)) and data from other sources. This includes evidence-based, empirical evaluations of the risk in buildings in terms of:

- the frequency of fires nationally by type of premises, taken from the IRS based on national and international data
- the effectiveness of passive and active fire precautions
- the impact of fire safety management; and compliance levels from audits
- the societal risk presented by the type of occupancy, e.g. less mobile occupants.

The RBIP covers large manufacturing companies, student residences, care homes and small businesses such as shops and food outlets. We are also a statutory consultee on building regulations and licensing applications where necessary to ensure buildings comply with legislation and remain safe for occupants. This is a vital tool in keeping you safe. We also have a range of enforcement powers which we use with the aim of keeping occupants safe or to reduce the risk of a fire.

We work with businesses to help them in their compliance with legislation and will take enforcement action to ensure that people who work in and visit premises across County Durham and Darlington remain safe.

We carried out 2,120 fire safety audits between April 2021 and March 2022, 85% of which were completed by our operational crews. We continue to invest resources to protect businesses and are confident that the inspection programme has returned to pre-pandemic levels.

442 business regulation consultations took place during the same period, while we also reviewed 178 licensing applications.

Our continued heavy investment in Business Fire Safety has paid dividends as we are proud to say that, in the year to 31 March 2022 we carried out more than four times the England rate for fire safety audits per 100 known premises resulting in a continued decrease in the number of fires within premises regulated by the FSO by the FRS.

We have continued to train our crews to achieve a Level 3 Certificate in Fire Safety so that we comply with the Competency Framework for Fire Safety Regulators. Staff have also undertaken a great deal of engagement work with businesses, including online seminars.

Through the active targeting of our RBIP, we have seen an increase in the number of unsatisfactory audits between 1 April to 31 December 2022, 33% of all fire safety audits were unsatisfactory, which provides assurance that we are inspecting the right premises and making safety improvements.

**Our commitment to you** is that we will identify, inspect and engage with local businesses to ensure the appropriate levels of fire safety measures are in place.

# What We Do – Response

We do all we can to prevent and protect but if something goes wrong, we are always here to respond to you if you need us.

CDDFRS is proud to say that we are one of the fastest services to answer emergency calls and deploy fire appliances, and we are the fastest to respond amongst all predominately rural FRSS.

The total number of emergency calls that we received in 2021-22 was 18,007. There were 3324 deliberate fires in 2021-22. Breaking it down even further, 403 of these were deliberate primary fires, while 2291 were deliberate secondary fires. This shows a similar number to the previous year, and we therefore continue to recognise that in the North East the number of deliberate fires is well above the national average and we are working with our partners across the region to reduce these.

We attended 208 Accidental Dwelling Fires (ADF) during the same period, a figure which is down from a figure of 292 10 years ago. These resulted in 1 death and 22 injuries that required hospital treatment.

There were 184 fires in commercial premises, which resulted in 7 injuries requiring hospital treatment.

We responded to 339 RTCs between April 2021 and March 2022.

The total number of false alarms we received was 2,553. Of this number, 764 were caused by automatic fire alarms within commercial premises, whereas 49 were malicious in nature. We also have a charging policy which aims to reduce the impact of automatic fire alarms on businesses on our Service.

Special Service calls account for 1435 incidents in 2021-22, with some of the most frequent incidents involving medical assistance, RTCs, gaining entry into property, assisting other agencies and flooding.

Although the Service makes every effort to avoid incidents from occurring through its proactive work, we are also realistic in acknowledging that we will always be required to respond to emergency incidents. Where this is necessary, however, we ensure control measures are in place to mitigate the impact on everyone involved.

Through this process, we are committed to evaluating and reviewing all of our work, implementing continuous improvements along the way.

**Our commitment to you** is that if and when an event does occur, we will be fully prepared to respond in order to mitigate any impact caused.



# How are we performing?



Performance is scrutinised across the organisation. The Combined Fire Authority (CFA) regularly monitors the performance of the organisation through its Performance Committee.

The Service has a Performance Board which tracks data across the organisation and provides the same performance reports to the Service Leadership Team (SLT) and Performance Committee, ensuring thorough scrutiny.

You will see our results throughout this document but for more detailed information on our performance over the last three years use the link below:

<https://www.ddfire.gov.uk/performance>

***Our commitment to you*** is that we will track performance using a mix of performance and management indicators, which are set against localised targets. Our measures include Station Plans and corporate indicators – the CFA, SLT and Performance Board will review outcomes and outputs.

# Achievements and Innovation

The Service has implemented a new, state-of-the-art Breathing Apparatus washing facility, with the aim of keeping our firefighters safe. This facility removes the products of combustion from the Breathing Apparatus equipment and is used alongside additional cleaning of firefighting personal protective equipment.

The Service is immensely proud of the fact that it has led the way with a national award-winning Firefighter Apprenticeship Scheme, which was launched in 2017.

The Service welcomed its sixth cohort of Apprentices beginning their journey onto the scheme in May 2022 and the seventh cohort planned for 2023.

The scheme itself was named as The Best Apprenticeship Scheme in the UK at the Training Journal Awards. In 2020 the Scheme also won the Accenture Award for Recruitment Excellence of the Year at the National Apprenticeship Awards, an outstanding achievement, and in 2022 the Service was named in the top 100 apprenticeship employers.

As part of the Service's estates improvement programme our Sedgefield station has been renovated and a new training facility added to give crews and our partners at the North East Ambulance Service who share the station with us a 'fit for the future' place to work. Work has now begun on refurbishing our Wheatley Hill Station to upgrade this key community resource. The Service continues to invest in its workforce through the Talent Management Framework which develops staff at all levels into effective and supportive leaders.

The Service is a Disability Confident Leader and holds the Better Health at Work Award at Ambassador status, which demonstrates our commitment to the well-being of our workforce. Meanwhile, we are also proud to have signed the Armed Forces Covenant and achieved Gold status. We were also given a Silver award by LGBT organisation Stonewall.

Staff can also receive a commendation or certificate of appreciation from the Chief Fire Officer for conduct that is over and above the usual expectations of their role.

The Service met the challenge of the Covid-19 pandemic head on and staff undertook a range of additional duties to support local communities and vulnerable people. This included food parcel deliveries, getting PPE to care homes, vaccinating the public at mass vaccination centres and staffing local testing centres.

In 2022 we were named Fire and Rescue Service of the Year at the iESE awards, acknowledging our commitment to innovation.

**We are very proud of our staff's fantastic achievements.**

***Our commitment to you*** is that we will continue to strive for excellence in everything we do and encourage our staff to achieve through innovation.

# Governance

How are we accountable to our communities for the service we provide?

## Locally

Our CFA consists of 25 elected councillors; 21 from Durham County Council (DCC) and 4 from Darlington Borough Council (DBC). The CFA is the legal body with statutory duties and responsibilities for:

- Ensuring the Service is effective and efficient;
- Setting the strategic direction, policies and procedures of the Service;
- Holding the Chief Fire Officer to account for the effective and efficient running of the Service.

The CFA has a number of subcommittees with delegated powers that look at specific areas such as audit and finance, human resources and performance. CFA Members operate under our Constitution and Code of Corporate Governance, as well as a dedicated Code of Ethics, which is aligned to the new jointly endorsed National Fire Chiefs' Council (NFCC), Local Government Association (LGA) and Association of Police and Crime Commissioners (APCC) Code.

[You can read more about the CFA, how it works and papers from meetings here.](#)

We have representatives on all 14 of the Area Action Partnerships in the Service area who link directly with elected members and community representatives across County Durham. We are a member of the Darlington Partnership, and we also liaise with Parish Councils.

We publish our Annual Governance Statement; Statement of Accounts and our Performance information on our website. Our strategic documents are also available on our website for the public to scrutinise. [You can read more about financial governance here.](#)

Our staff work under a Code of Conduct for Employees which governs the standards we expect and ensures accountability to you. This has been refreshed in 2022 to reflect the introduction of the National Fire Chiefs' Council Core Code of Ethics You can read [the Code of Conduct which incorporates the national Core Code of Ethics, in our Constitution.](#)

**Our commitment to you** is that we will provide additional scrutiny in a range of areas, including health and safety, prevention, protection, equality and diversity, and young people through having representatives from the CFA as member champions within specific areas.



# Statement of Assurance

The annual Statement of Assurance provides the necessary accountability and transparency to the people of County Durham and Darlington and is evidence that their FRS continues to deliver under the expectations detailed within both the 'Fire and Rescue National Framework for England 2018' and our own CRMP process.

It also details the measures taken to assure our communities that the CFA's performance is efficient and effective in relation to finance and governance. It measures operational assurance to demonstrate that our services are delivered in line with our statutory responsibilities and with due regard to the expectations set out in our CRMP, including cross-border, multi-authority and national incident arrangements.

[You can read the annual statement of assurance here.](#)

***Our commitment to you*** is to improve our business through the continued scrutiny of the CFA, audit bodies and our consultation process.



# How we identify risk

## How do we identify and assess the full range of foreseeable fire and rescue related risks our areas face?

When determining how we identify risk, we first have to take into account a number of key documents which cover national, regional and local risks. These documents feed into our 'Community Risk Identification Process'. We talk to our crews on the ground, senior officers, partner agencies and other responder organisations to help us to better understand the risks in our community. In addition to monitoring national, regional and local risks, our Community Risk Profile (CRP) provides an in-depth piece of research and analysis of the incidents we have attended over previous years, and the risk of emergency incidents occurring in the future. This document is refreshed annually.

We have access to a lot of useful data which helps us to know where our risks are and to identify trends and demand. Recent examples of this include the use of a number of datasets associated with elevated risk. This involves profiling geographical areas, businesses, dwellings and individuals by combining data from past incident activity and other demographic data such as age, deprivation and lone households. The first stage of our risk assessment methodology used within the CRP is to identify incidents that can cause harm to the people, environment and economy within our communities, using various data sources and tools. We also utilise a nationally recognised risk assessment matrix based on a reasonable worst-case scenario, with an assessment of the likelihood and impact in order to come to definitive scoring.

Understanding national risks, our CRP and Station Plans help us plan our emergency response, and the Service has a Corporate Risk Register that looks at all the risks to our business (service provision and financial). These risks are monitored with measures put in place to ensure we can fulfil our role as a FRS protecting the communities of County Durham and Darlington.

Areas of business are addressed through one of our strategic priorities. The purpose of these priorities is to define a simple practical framework to manage risk, while highlighting how the Service intends to mitigate these risks on an ongoing basis through a detailed action plan.

A comprehensive understanding of risk and demand enables the Service to allocate our prevention, protection and emergency response resources appropriately. We then consider how our resources should be allocated according to the risks we have identified. In our review of the CRP in 2022 we have removed the risk known as "Other Outdoor Fires." The rationale for this decision is based on the assessment that this risk incident type can be incorporated within the existing risk of Secondary Fires, given our response to both risks is the same. The data for Other Outdoor Fires showed 103 incidents over 3 years which does not influence a change in our response or risk planning by merging this into R6 Secondary Fires.

We have also taken the decision to add a new risk which is known as Void and Empty Properties. The recent rise in such properties pose a unique risk in that if such properties are left unsecure and unmanaged, there is the opportunity for people to enter often unsafe or hazardous buildings without the permission or knowledge of the owner. In the event of an emergency, entering these type of buildings becomes hazardous for firefighters when faced with firefighting or search and rescue.

You can read more about this in the Community Risk Profile.

**Our commitment to you** is that we will provide an overview of those risks identified and where each risk sits in terms of severity, which in turn will allow us to plan how to utilise our resources in the most effective way to save lives, improve public safety and reduce emergency incidents.

# Community Risk Identification Process

The infographic shows the cycle we follow each year as part of our risk planning and management. It contains the following documents:

National Risk Register of Civil Emergencies

County Durham and Darlington Local Resilience Forum

Community Risk Register

CDDFRS Community Risk Profile

CDDFRS Community Risk Management Plan

CDDFRS Strategies

CDDFRS Station Plans

CDDFRS Appraisal System



# What are the risks we have identified?

Our CRP identifies the main risks within County Durham and Darlington and further details of the proactive and reactive measures are contained within our Station Plans.

## Risk 1 Dwelling Fires

Every year, we experience fires in people's homes that are devastating for those people involved and can cause injury and death.



## Risk 2 Other residential building fires

Other residential building fires are a classification of primary fires and includes institutional properties such as hostels for homeless people, hotels and B&Bs, nursing/care homes and student halls of residence.



### Proactive measures

We will:

- Provide equipment and training for crews
- Identify those people most at risk/vulnerable
- Conduct HFSVs, fit smoke alarms and provide fire-retardant equipment focusing on fire safety messaging which reduces the likelihood of an accidental fire and educate those within the property to reduce the spread of fire within the home if one should occur
- Refer people to other agencies where vulnerability is identified
- Arson reduction and fire setter interventions
- Attend national events to establish best practice
- Conduct regular evaluation of our work in relation to dwelling fires

### Reactive measures

We will:

- Attend 70% of all dwelling fires within eight minutes
- Provide advice after the fire and carry out hot strikes
- Utilise support, if required, from Red Cross Fire Victim Support Teams
- Investigate the cause of fires at the appropriate level in partnership with the police
- Where appropriate, submit post-incident safeguarding referrals
- Conduct performance-management processes to identify trends in incidents

### Proactive measures

We will:

- Provide equipment and training for crews
- Use data to understand which premises present the highest risks
- Deal with complaints and enquiries
- Carry out fire safety audits to ensure compliance with the FSO
- Adopt a continuous re-inspection programme based on risk levels
- Use enforcement action where required
- Work with businesses to ensure they keep their premises safe
- Conduct regular evaluation of our work in relation to these types of incidents

### Reactive measures

We will:

- Investigate the cause of fires at the appropriate level in partnership with the police
- Carry out post-fire audits to offer advice
- Consider enforcement action where necessary
- Deal with complaints
- Charge businesses for Unwanted Fire Alarms
- Work with partners to mitigate the impact of these incidents on the environment
- Ensure we have secured appropriate water supplies, to aid firefighting

# What are the risks we have identified?

## Risk 3 Other Non-residential building fires

Every year, we experience fires in places such as offices, factories, and commercially operated residential premises.



### Proactive measures

We will:

- Provide equipment and training for crews
- Use data to understand which premises present the highest risks
- Deal with complaints and enquiries
- Carry out fire safety audits to ensure compliance with the FSO
- Adopt a continuous re-inspection programme based on risk levels
- Use enforcement action where required
- Work with businesses to ensure they keep their premises safe
- Conduct regular evaluation of our work in relation to these types of incidents

### Reactive measures

We will:

- Attend 70% of all non-domestic property fires within nine minutes
- Investigate the cause of fires at the appropriate level in partnership with the police
- Carry out post-fire audits to offer advice
- Consider enforcement action where necessary
- Deal with complaints
- Charge businesses for Unwanted Fire Alarms
- Work with partners to mitigate the impact of these incidents on the environment
- Ensure we have secured appropriate water supplies, to aid firefighting

## Risk 4 Road Vehicle Fires

Road vehicle fires are a classification of primary fires and are fires in vehicles used for transportation on public roads, such as cars, vans, buses/coaches, motorcycles, lorries and heavy goods vehicles.



### Proactive measures

We will:

- Provide training and equipment for crews
- Use the Service data systems and business intelligence to identify areas where vehicle fires occur
- Provide dedicated arson reduction staff to reduce the number of car fires
- Work in partnership with Durham Police to reduce the prevalence of road vehicle fires

### Reactive measures

We will:

- Investigate the cause of road vehicle fires
- Work with authorities to prosecute those guilty of deliberately setting fire to road vehicles
- Consider the deployment of targeted response vehicles (TRV), where appropriate, to reduce the demand on other front-line resources

# What are the risks we have identified?

## Risk 5 Secondary Fires

Across the North East and within County Durham and Darlington higher levels of primary and secondary fires occur, the majority of which are as a result of arson. These incident types have a significant community impact, as well as being a drain on the FRS resource that could be deployed elsewhere. Our data indicates the areas of high levels of arson which enables us and our partners to focus our resources effectively.



## Risk 6 Void and Empty Properties

Fires involving buildings which are no longer occupied present a significant challenge, especially if the void or empty property is left unsecured, unmanaged, accessible and located in a populated area. When involved in fire, void or empty properties can be extremely hazardous for anyone within the building and responding emergency personnel.



### Proactive measures

We will:

- Provide equipment and training for crews
- Provide dedicated arson reduction staff to reduce the number of deliberate fires
- Work with partners to reduce the burden on all agencies
- Work with authorities to prosecute those guilty of arson or deliberate fire-setting
- Develop strategies with key partners and evaluate campaigns, education packages and initiatives
- Utilise data analysis software to highlight hotspot areas
- Conduct regular evaluation of our work in relation to primary and secondary fires

### Reactive measures

We will:

- Consider the deployment of TRVs, where appropriate, to reduce the demand on other front-line resources
- Conduct arson/environmental audits with partners in areas subject to high operational activity
- Investigate the causes of fires in partnership with the police
- Conduct Service-wide and local performance management measures to help to identify problem areas or trends

### Proactive measures

We will:

- Work with key partners to influence how void and empty properties are managed
- Seek to identify void and empty properties and ensure operational crews have up to date risk information
- Provide training to ensure operational crews are aware of the dangers associated with void and empty properties
- Use the Service data systems to identify hotspot locations of void and empty properties

### Reactive measures

We will:

- Work in partnership and apply interventions to reduce the prevalence of fires involving void and empty properties
- Investigate the causes of fires in partnership with the police

# What are the risks we have identified?

## Risk 7 Wildfires

Wildfires can quickly escalate and spread across large areas, causing major disruption to life, property and infrastructure.



### Proactive measures

- We will:
- Provide equipment and training for crews
  - Work with landowners and responsible authorities to reduce the risk of widespread wildfires
  - Promote the potential dangers of starting fires in rural locations such as barbeques or campfires
  - Train our staff to provide expert advice
  - Conduct regular evaluation of our work in relation to wildfires

### Reactive measures

- We will:
- Deploy appropriate resources to contain and extinguish wildfires
  - Deploy specialist wildfire personnel and equipment as appropriate
  - Request assistance from other agencies and organisations for specialist equipment as required
  - Consider mutual aid requests where necessary to assist with large or protracted incidents

## Risk 8 Rescues from water

The rivers, lakes and other areas of open water throughout the Service area present a risk when members of the public enter flowing or static water, get into difficulty and require to be rescued by fire and rescue service personnel.



### Proactive measures

- We will:
- Provide training and equipment to deal with water related incidents
  - Identify the locations of water risks throughout the Service area
  - Respond to water related incidents and carry out rescues of people requiring assistance
  - Work in partnership to reduce the risk of water related fatalities

### Reactive measures

- We will:
- Debrief these types of rescues to identify the opportunity for organisational learning to improve service delivery

# What are the risks we have identified?

## Risk 9 Rescue from height

Incidents at heights could occur in many different formats and anywhere across the Service area. The dangerous nature of dealing with such incidents leads to an increased risk of injury to anyone involved.



### Proactive measures

We will:

- Provide equipment and training for crews
- Work closely with partner agencies such as mountain rescue, coast guard and other FRSS
- Provide a specialist capability to respond to the most challenging rescues
- Conduct regular evaluation of our work in relation to height rescues

### Reactive measures

We will:

- Deploy specialist line rescue teams supported by additional fire crews to effect rescues
- Utilise specialist engines such as the aerial ladder platform (ALP) to assist with rescues
- Work in partnership to assist with the resolution of incidents
- Support other agencies to assist vulnerable persons involved in height incidents

## Risk 10 Road Traffic Collisions (RTCs)

Deaths and serious injuries on the road affect County Durham and Darlington residents each year as well as people from further afield.



### Proactive measures

We will:

- Provide equipment and training for crews
- Work with our key strategic partners to reduce risk through education
- Utilise local and national data sets on RTC numbers and type
- Train RTC ambassadors to campaign locally
- Attend national and local working groups that share best practice
- Provide crews with the latest technology to meet the modern methods of vehicle construction
- Conduct regular evaluation of our work in relation to RTCs

### Reactive measures

We will:

- Attend 70% of life-risk RTCs within 10 minutes
- Respond with appropriate resources to RTCs to effect rescue, mitigate the risk from fire and other related risks, and assist partners in resolving the incident
- Respond to non-life risk RTCs on request to help to make the scene safe

# What are the risks we have identified?

## Risk 11 Rail incidents

Fires and accidents on the transport network not only present an immediate threat to life and property but can also have a long-lasting impact on infrastructure and our communities.



## Risk 12 Aircraft incidents

Fires and accidents on the transport network not only present an immediate threat to life and property but can also have a long-lasting impact on infrastructure and our communities.



### Proactive measures

We will:

- Provide equipment and training for crews
- Work with our partners to help to improve safety within the transport industry
- Understand the main rail networks within our area
- Conduct operational exercises at high-risk sites/locations
- Collect information and develop plans on our highest transport risks so that we are prepared to respond
- Conduct regular evaluation of our training in relation to rail incidents we attend

### Reactive measures

We will:

- Respond to incidents with sufficient resources to effect rescue, deal with fire and other hazards, and assist with casualties
- Request support of specialist fire and rescue teams such as Urban Search and Rescue where appropriate
- Work in partnership to mitigate the impact of such incidents and facilitate recovery

### Proactive measures

We will:

- Provide equipment and training for crews
- Work with our partners to help to improve safety within the transport industry
- Understand the main flight paths within our area
- Conduct operational exercises at local airports
- Collect information and develop plans on our highest transport risks so that we are prepared to respond
- Conduct regular evaluation of our training in relation to aviation incidents we attend

### Reactive measures

We will:

- Respond to incidents with sufficient resources to effect rescue, deal with fire and other hazards, and assist with casualties
- Request support of specialist fire and rescue teams such as Urban Search and Rescue where appropriate
- Work in partnership to mitigate the impact of such incidents and facilitate recovery

# What are the risks we have identified?

## Risk 13 Sea Vessels

These incidents refer to fires on board ships or within the harbour area of the coastline within the Service area.



### Proactive measures

We will:

- Provide training and equipment for operational crews to respond to an incident involving sea vessels
- Work in partnership to reduce the impact of an incident occurring within Seaham Harbour
- Provide risk information to operational crews on the risks associated with Seaham Harbour

### Reactive measures

We will:

- Debrief these types of fires and rescues to identify the opportunity for organisational learning to improve service delivery

## Risk 14 Flooding

Widespread flooding can devastate parts of the community and leaves an impression for years beyond an event. We have also seen some tragic drownings in our waterways over the years.



### Proactive measures

We will:

- Provide equipment and training for crews
- Develop flood plans and provide operational risk information for crews
- Work with partners to prepare for flood risk
- Campaign to members of the public to educate them about the dangers posed by bodies of water
- Work closely with the Environment Agency (EA) to share ideas
- Make a specialist water rescue team available to respond locally and nationally
- Conduct regular evaluation of our work in relation to water related incidents

### Reactive measures

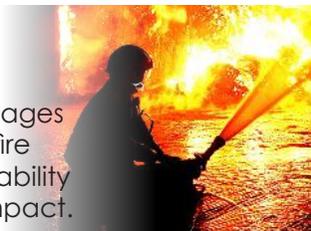
We will:

- Work with partners to protect and maintain critical infrastructure in times of flooding
- Prioritise and respond to domestic flooding calls and assist if appropriate
- Deploy a specialist water rescue team to perform rescues and evacuation of people affected by flooding
- Work with other agencies to help to protect areas at immediate risk of flooding
- Deploy High Volume Pumps (HVP), where appropriate, to areas most affected

# What are the risks we have identified?

## Risk 15 Industrial Fires

There are many industrial premises amongst the villages and towns in the Service area, which if involved in fire can have the potential to affect the longer term viability of the business and have a negative community impact.



### Proactive measures

We will:

- Provide equipment and training for crews
- Conduct fire safety audits of premises across the Service area
- Exercise and train with our partners to prepare for a range of eventualities

### Reactive measures

We will:

- Respond with equipment, appliances and personnel to help to resolve the incident
- Work with partners to resolve the incident and minimise the impact on the environment
- Debrief these types of rescues to identify the opportunity for organisational learning to improve service delivery

## Risk 16 Hazardous Materials

Hazardous materials can present a risk to the public from a range of sources including road transport, industrial sites and malicious use by terrorists or organised criminal groups.



### Proactive measures

We will:

- Provide equipment and training for crews
- Work with industry to ensure safe practices
- Conduct fire safety audits of premises across the Service area
- Work with the police to understand the threat from terrorism and organised criminality
- Exercise and train with our partners to prepare for a range of eventualities
- Train a range of tactical advisors to provide expert advice
- Conduct regular evaluation of our work in relation to these types of incidents

### Reactive measures

We will:

- Respond with specialist equipment and personnel to help to resolve the incident
- Seek specialist advice from national centres where required
- Work with partners to mitigate the impact of hazardous materials on the environment

# What are the risks we have identified?

## Risk 17 Waste and recycling sites

Fires in waste and recycling sites can have significant impacts on the local environment and can pollute water courses in the area surrounding a fire. Although waste and recycling sites are licensed, some may be unlicensed and linked to the illegal transfer and disposal of waste.



### Proactive measures

We will:

- Provide equipment and training for crews
- Work in partnership to understand which premises present the highest risks
- Work with owners of waste and recycling sites to ensure they keep their premises safe and reduce the impact on the environment

### Reactive measures

We will:

- Investigate the cause of fires at the appropriate level in partnership with the police
- Work with partners to mitigate the impact of these incidents on the environment
- Ensure we have secured appropriate water supplies, to aid firefighting
- Debrief these types of rescues to identify the opportunity for organisational learning to improve service delivery

## Risk 18 Animal Incidents

As a predominantly rural area, we are inevitably called to incidents where animals are in distress.



### Proactive measures

We will:

- Provide equipment and training for crews
- Work with partner agencies to keep animals safe in the service area
- Maintain a specialist animal-rescue capability
- Attend national and regional learning events to share best practice
- Learn from specialist vets in how to deal with different types of animals
- Debrief and learn lessons following animal rescue incidents

### Reactive measures

We will:

- Respond with specialist animal rescue teams to effect rescue
- Work in partnership with other agencies to help to resolve incidents
- Request other specialist teams and equipment as needed to assist with the incident
- Seek specialist advice where required
- Work with partners to mitigate the impact of disruption to the public from animals on our roads

# What are the risks we have identified?

## Risk 19 Heritage

Historic buildings are of considerable economic value, especially to the tourist industry and for their positive impact to their surrounding area and community. Fires in buildings of heritage and special interest can adversely affect the significance, authenticity, and continuing functionality of these premises.



### Proactive measures

We will:

- Provide equipment and training for crews
- Use data to understand which premises present the highest risks
- Carry out fire safety audits to ensure compliance with the FSO
- Work with owners of buildings of heritage and special interest to ensure they keep their premises safe

### Reactive measures

We will:

- Investigate the cause of fires at the appropriate level in partnership with the police
- Work with partners to mitigate the impact of these incidents on the environment
- Ensure we have secured appropriate water supplies, to aid firefighting
- Debrief these types of fires to identify the opportunity for organisational learning to improve service delivery

## Risk 20 Malicious attacks, terrorist incidents

The UK faces a serious and sustained threat from terrorism.



### Proactive measures

We will:

- Provide equipment and training for crews
- Work with the police to understand the threat from terrorism
- Be ready to respond nationally to events outside, and locally to incidents within the Service area
- Learn from similar events of this nature that have occurred both within the UK and internationally
- Train a range of tactical advisors and commanders to provide expert advice
- Conduct regular evaluation of our work in relation to these types of incidents

### Reactive measures

We will:

- Respond with appropriately trained and equipped specialist teams to effect rescue and casualty care for victims
- Use fire crews to support the work of specialist teams where appropriate
- Seek specialist advice from national centres where required
- Deploy National Incident Liaison Officers (NILO) to provide a unified approach with key partners
- Ensure measures are in place to support staff welfare post-incident
- Undertake debriefs to ensure learning from incidents is captured

# Emerging Risks

As part of our risk identification and analysis process we assess emerging factors that we think will cause risks in the future. This involves monitoring the external environment and our own incident data to help build up a picture of emerging risks.

Our most recent analysis has identified the following as likely to require a greater response from us in the coming years:



## Power Sources (Lithium-ion batteries used in Electric Vehicles and other materials such as Solar Panels)

We recognise that new and emerging technologies are likely to become more widely used in the future and this creates a new set of challenges for us as a Service. Lithium ion batteries carry a greater risk as a fuel source as they can reignite and emit toxic vapour clouds so the risk to firefighters and our communities will increase as we see an increase in their use.



## Adverse Weather

We capture the effects of severe weather in some of our existing risks such as flooding and wildfires but the impact of storms with accompanying strong winds or snow can be very disruptive, especially in our rural communities. It can also impact on our response times. Where storms lead to felled trees and power lines our firefighters can be called to assist other agencies in the aftermath. This is a risk we are monitoring closely and will add in the future if the data supports this.

# Service Strategies

How do we make appropriate provision for fire prevention and protection activities and response to fire and rescue-related incidents?

**Our commitment to you** is that we will demonstrate how our prevention, protection and response activities address the fire and rescue-related risks that have been identified during our CRMP process in greater detail.

Our key strategies outline the measures we have in place and actions we intend to take to ensure we are doing everything we can to keep our communities safe. We also have a range of other support strategies which assist in the delivery of our Service, which includes Equality, Diversity and Inclusion.



# Service Strategies

## Community Safety Strategy

We are proud of our record on delivering home safety both in terms of the number of HFSVs our crews and Community Safety Officers undertake and the campaigns we do.

To help us improve even more we follow the NFCC Community Risk Programme which will deliver a standardised way to identify, assess and mitigate community risks. By adopting the NFCC 'Person Centred Framework' we will enhance how we target our resources to the most vulnerable people at higher risk in our community as this focuses the advice we give.

[You can read more about the NFCC Community Risk Management Planning Guidance Project here.](#)

We will work with our partner agencies to improve road safety and will use the County Durham and Darlington Road Safety Strategy 2020/23 to provide a delivery framework for this, which includes a strong educational focus. Our officers deliver a range of educational programmes in schools and manage the delivery of Fire Cadet schemes at stations throughout the Service.

Arson has for too long been a significant problem in the North East of England and within County Durham and Darlington, ourselves and our partners need to do more. Arson remains a priority for us and to help improve the picture for our Service area we will continue to collaborate with our partners, such as the Police, Local Authorities and Academics along with encouraging the wider use of their powers as well as promoting the Firestoppers telephone line (0800 169 5558). We will also take an educational approach by working with specific schools through initiatives such as our Phoenix Fire Champions.

[For more detailed information, you can read the full Community Safety Strategy here](#)



## Community Safety Strategy 2020 - 2023



County Durham and Darlington  
Fire and Rescue Service

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# Service Strategies

## Business Fire Safety

We are fully committed to our statutory obligations to enforce fire safety legislation under the FSO and to implement the recommendations made following the tragic Grenfell Tower fire.

To make sure we have a robust, flexible approach our Business Fire Safety (BFS) delivery model will have adopted the NFCC Fire Safety Competency Framework so that relevant staff have the formal qualifications (Level 3 Certificate in Fire Safety or higher) needed to carry out fire safety audits. We have restructured our BFS team to help us achieve this.

[You can read the NFCC Competency framework here.](#)

We use a RBIP which is based on accurate data and business intelligence about premises in our area so that we target our fire safety audits according to risk. We have developed the software to use with existing technology to improve the quality of data at source and trained staff to collect risk information during an audit.

Through collaboration with FRSs in the North East region we will share skills, knowledge, expertise and resources to meet the future demands of our communities as this will help us to achieve best practice.

[For more detailed information, you can read the Business Fire Safety Strategy here](#)



## Business Fire Safety Strategy

2020 - 2023



County Durham and Darlington  
Fire and Rescue Service

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# Service Strategies

## Emergency Response Strategy

While we do as much as we can to reduce fires and other emergencies, there will always be a need for us to provide a very high standard of emergency response. In 2020 we moved from 5 Districts to 2 Divisions and restructured our operational staff to ensure that our response is as efficient as it can be.

In 2019 we upgraded the cover at Spennymoor Fire Station, moving an appliance there from Durham, to better reflect the needs of the wider Service area using detailed incident and risk data. We supplemented the arrangements at Durham to introduce a permanently crewed TRV to respond to lower risk incidents or provide additional staff at higher risk incidents. We also trialled a different type of shift system in Seaham and Newton Aycliffe which has now become a permanent arrangement.

We continue to embed the National Operational Guidance Programme, have implemented a new Fire Hydrant Management System, and continue to gather further Operational Risk Information.

Much of our Service relies on our highly committed On-Call Firefighters, particularly in our more rural communities. We recognise that recruitment, availability and retention of On-Call staff is an issue locally and is reflected across almost all FRSs in the UK. We are now in the third year of our project to improve this which has included introducing two dedicated On-Call Firefighter Liaison Officers who are supporting innovative ways of working, the introduction of new technology and reviewing our staffing models.

For more detailed information you can read our [Emergency Response Strategy](#) on our Service Strategies page of our website



## Emergency Response and Resilience Strategy 2020-2023



County Durham and Darlington  
Fire and Rescue Service

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# Service Strategies

## People Strategy

We employ over 600 highly skilled, professional, and dedicated staff, with the majority of our workforce employed as operational firefighters. We provide a programme of continuous improvement which focuses on training, equality and diversity, engagement and communication as we recognise that the requirements of the FRS are changing. To help us prevent and prepare to respond to all foreseeable fire and rescue related risks, our workforce has developed their skills to respond to a changing risk profile, including extreme weather events such as flooding or wildfire; terrorist incidents; and medical emergencies. The change in our community risk results in the need to ensure that we maintain a workforce that is competent and safe within their respective and diverse roles. We review our structures regularly which enables us to remain flexible, supportive and efficient as an employer, and FRS.

As an employer, our aim is to develop a diverse workforce and ensure that our PIE values, behavioural framework and Core Code of Ethics help us to develop a working environment where everyone can feel engaged, valued and respected, whatever their background.

[For more detailed information you can read our People Strategy and the associated action plans here](#)



## People Strategy

2020 - 2023



County Durham and Darlington  
Fire and Rescue Service

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# Service Strategies

## Estates Strategy

The primary drivers for the Estates Strategy are derived from operational requirements, matters arising from the CRMP and maintaining prudent and efficient estates management to secure fit for purpose facilities to meet the future needs of the Service.

The location of and resources held at our stations are a result of detailed risk analysis and incident modelling to demonstrate that our stations and appliance locations are representing the best value for money that we can achieve.

In the years leading to the comprehensive spending review the Service invested in an estates capital improvement reserve. This has funded an ambitious programme of estates improvements in recent years despite the continuing austerity.

Key improvements have been seen in significant parts of the estate being replaced by new buildings or with substantial renovations.

More than 60% of Service estate buildings are now less than 10 years old. This in itself brings new challenges as it is of great importance that these new assets are protected and maintained to ensure they provide long service life.

In order to support the in house Estates team there are numerous contracts in place to ensure specialist repairs and maintenance can be undertaken. These are periodically reviewed for best value. The Service shares 50% of its estate buildings with partners from other emergency services who have a similar agenda, aims or values to CDDFRS.



## Estates Strategy 2020 - 2023



County Durham and Darlington  
Fire and Rescue Service

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# Service Strategies

## ICT Strategy

In recent years despite the challenging reductions in funding from central government, investment in ICT within the Service has remained strong. Key improvements have been made in resilient infrastructure, software and security systems to protect Service resources and data.

In particular, the move to cloud-based technologies has not only improved ways of working for all personnel but significantly improved resilience and allowed access to flexible working for all staff.

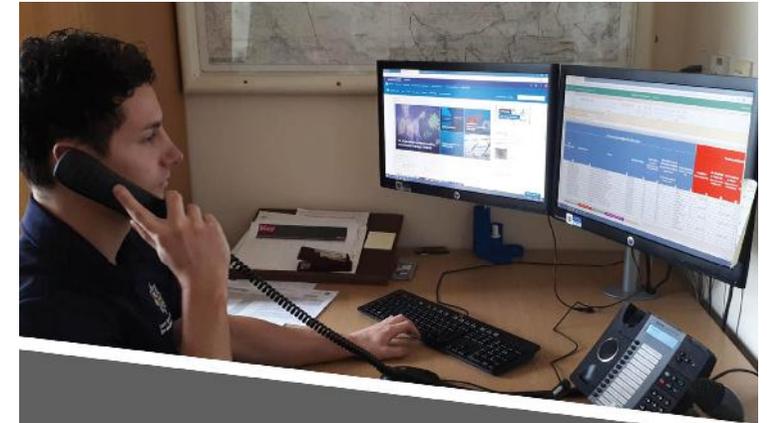
The Service is at the forefront of innovation in technology within our sector, embracing forthcoming technologies such as the Emergency Services Network (ESN), being one of the first emergency services in the UK to equip frontline fleet with equipment capable of connecting to this new critical infrastructure network.

The Service makes use of modern tablet technologies to enable greater and productive interactions with the communities we serve. Furthermore, our appliances are equipped with technology that places all critical risk and incident management information at the hands of firefighters at the incident ground.

The Service has increased awareness of the threats to information assets across the workforce and has a rigorous audit regime in place to ensure standards across all aspects of ICT are continually being challenged.

A 10-year capital replacement programme exists to ensure major investments are managed over the medium term. This also ensures that the whole ICT estate can be managed in accordance with emerging technologies to fully exploit current capabilities. Although the ICT strategy is primarily focused on support for delivery of the CRMP, there are of course issues that arise in the technological landscape that require continuous appraisal. This is to ensure that the Service can work with emerging technologies. Examples of this include the view to the future of Telecommunications and the switch off of the Public Switched Telephone Network (PSTN). National infrastructure changes such as these will have an impact on how we manage and maintain our technologies and cannot be ignored.

Investment in ICT requires constant review. There is a balance between achieving value for money from the lifetime of an asset to enabling the workforce to make use of ICT and current capabilities to deliver enhanced services or achieve improved productivity.



## ICT Strategy 2020 - 2023



County Durham and Darlington  
Fire and Rescue Service

Safest People, Safest Places

# Service Strategies

## Fleet and Equipment Strategy

As a FRS, we own or lease a wide range of assets that include vehicles, equipment and Personal Protective Equipment (PPE) that support our prevention, protection and training services as well as supporting us to respond effectively to a considerable range of emergency incidents. We aim to provide our staff with the best vehicles, equipment and PPE we can afford.

Our strategy is supported by a 15-year capital replacement programme to ensure major investments are managed over the medium term. As part of this programme, we will support collaboration and the national procurement agenda wherever there is a clear business case to do so. Our internal processes are designed to identify, develop and evaluate new and innovative vehicle and equipment technologies to continue to improve our effectiveness, value for money and firefighter safety.

Our Technical Services Centre at Bowburn coordinates the maintenance, servicing and testing of all our fleet and equipment to ensure compliance with all associated legislative requirements.



# How do we collaborate?

## Collaboration Strategy

As a Service we recognise the benefits of collaboration with our partners in our local area and beyond. In County Durham and Darlington, we have several collaborative arrangements in place between our Service and other emergency services. The Policing and Crime Act 2017 introduced a duty upon all three emergency services to collaborate in the interests of improved efficiency or effectiveness. We are co-terminus with Durham Constabulary and work well with other regional FRSs operating together at both a strategic and tactical level.

We frequently review our opportunities for collaboration with a range of regional partners. This ensures we provide cost effective services and helps us to reduce demand and risks within our communities. This will then ensure a better service is provided, including a reduction in the level of risks and/or demand within our communities to ensure the public are safer while living and working in County Durham and Darlington. This assessment is recorded in our collaboration register.

Our Collaboration Strategy is to identify willing strategic partners who have a compelling common purpose for collaboration to ensure mutual commitment is given towards shared goals. Although we have a duty to collaborate, we will only do so when it provides benefit to your FRS as outlined above.

Durham Constabulary, the Great North Air Ambulance Service (GNAAS), Hazardous Area Response Team (HART) and other partners use our state-of-the-art training centre at Bowburn, and we share several of our Service estates' premises with Durham Constabulary and North East Ambulance Service (NEAS). In Barnard Castle, we have built the only Quad emergency service station in the country, housing Fire, Police, Ambulance and Mountain Rescue personnel. This has provided greater opportunities for emergency service interaction and is a central emergency service point for this rural community.

We use a collaborative approach with our police colleagues for Fire Investigation, implementing the International Standardisation Organisation (ISO) 17020 standard.

We have formal agreements with our neighbouring FRSs for sharing special appliances and officers and we have formal agreements in place with other FRS Control Rooms to ensure resilience. We also support national resilience across the UK and host specialist appliances and officers for deployment across the country.

Our Tri-Service responders provide joint cover for CDDFRS, Durham Constabulary and the NEAS at Stanhope, and are an innovative way of responding to emergencies in rural areas.

In the past 2 years we have embarked upon further estates collaboration opportunities, sharing service premises at Darlington Fire Station with NEAS. We have carried out the modernisation of Sedgfield station which involves some shared facilities with NEAS.

In 2021 we have also explored opportunities to share administrative support for maintenance of duties associated with the General Data Protection Regulations (GDPR) and this is being done in collaboration with Cleveland Fire Brigade.

We are among leading members of emergency services in assisting the Home Office to deliver new technological solutions for emergency service communications on a new ESN.

For more detailed information, see the Collaboration Strategy and the associated register: <https://www.ddfire.gov.uk/service-plans>

# Money and Resources

County Durham and Darlington Fire and Rescue Authority remains committed to protecting front line services to the public. The Service continues to face considerable financial pressures including a shortfall in council tax and business rates receipts due to the Covid19 pandemic together with cost pressures arising from rapidly increasing inflation which is resulting in demands for higher pay awards. The financial pressures faced by the Service are compounded by uncertainty surrounding the level of government funding from 2024/25 onwards.

Our challenge is to balance our resources against the risks we face. By resources, we mean money. By risk we mean the potential for emergencies to occur that's everything from fires and RTCs to flooding and even terrorism. Like all public services, we have to work within our available resources. We have continued to adopt a progressive approach to managing our finances making sensible and sustainable efficiencies to offset known cost pressures.

Our 2023/24 annual budget is £32.1M. To set a balanced budget it will be necessary to progress the options outlined in this CRMP or draw a further £0.571M from our already limited reserves in addition to the £0.500M drawn from reserves in 2022/23. The Authority has the third lowest level of reserves of all English fire and rescue authorities therefore using reserves to balance the budget is not sustainable on an on-going basis. We have developed options to deal with reductions in funding through our Emergency Response Review which will assist in balancing the budget in future years. Like other FRS our capabilities are built around our people and staff costs make up over 80 percent of our budget. We have always aimed to protect our front-line resources; however, it is inevitable that staff numbers will continue to decline as we pursue further savings to balance the budget. Despite doing everything to protect frontline posts the Service has still lost approximately 15% of its firefighters since 2010. It is not sustainable to cut the numbers further without reducing the service we provide to the public and increasing risk.

Despite the reductions in funding, we continue to operate from the same number of fire stations, albeit some are in different locations, and some have different crewing systems. Ultimately, we still aim to deliver the best possible service to the communities of County Durham and Darlington with the funds we are given. To this end a recent HMICFRS inspection found us to be good at keeping people safe and secure.

Historically, we have received an equal amount of our funding from direct government grants and council tax. However, over time this has changed, with two thirds of our funding now being received from council tax increases which are subject to strict limits without going through a very expensive referendum process. The Government have provided a Band D council tax increase limit of £5 on fire and rescue authorities for 2023/24. Reliance on council tax also brings with it challenges in an area such as ours where a significant number of the properties are in council tax Band A or Band B. A 1% increase in council tax raises an additional £190,000 for the Authority whereas in other areas 1% raises significantly more. To further illustrate the problem a 1% pay award costs us over £250,000 per year and other inflationary pressures are adding significant costs to the Service.

For more detailed information about our finances, you can read the [Medium-Term Financial Plan](#) using this link

# Equality and Diversity

CDDFRS recognise that Equality, Diversity and Inclusion runs through every aspect of the Service and is of utmost importance in both our outward facing service delivery activities and inward facing responsibilities as an employer.

CDDFRS believe diversity, in all its various forms, is central to our success as an organisation, ensuring a diversity of experience, thought, challenge and understanding. Our efforts to become more diverse and inclusive don't take place in isolation, they are part and parcel of us achieving wider cultural transformation across the whole Service supported by our vision, strategic priorities, and organisational strategies. We are ever conscious of the need to ensure that our workforce reflects our local population and undertake positive action to make all reasonable adjustments to our workplaces and roles to ensure that people with cultural, religious or disability requirements are welcomed into our workforce.

Working with our communities and staff, we are developing a better understanding of their needs and identified any potential barriers within our recruitment processes, the working environment and our policies and practice. CDDFRS continue to build strong employee networks to overcome and remove any disadvantage experienced and create an organisation which is institutionally inclusive.



# Allocating resource to risk

*Our commitment to you* is that we will allocate resources to risk in order to provide the best possible service to the community.

## *Who are our people?*

- We have 310 Wholtime Firefighters, 272 of which work on our Fire Stations with a further 38 in managerial roles working from Headquarters, Service Training Centre and Technical Services Centre.
- We have 168 On Call firefighters;
- 18 fire control operators;
- We have 98 Corporate staff based at key sites over our estate.

## *Who are our people?*

They are based out of our 15 fire stations, our Service Headquarters in Belmont and a Training Centre and Technical Services Centre located in Bowburn.



# What resources do we have?

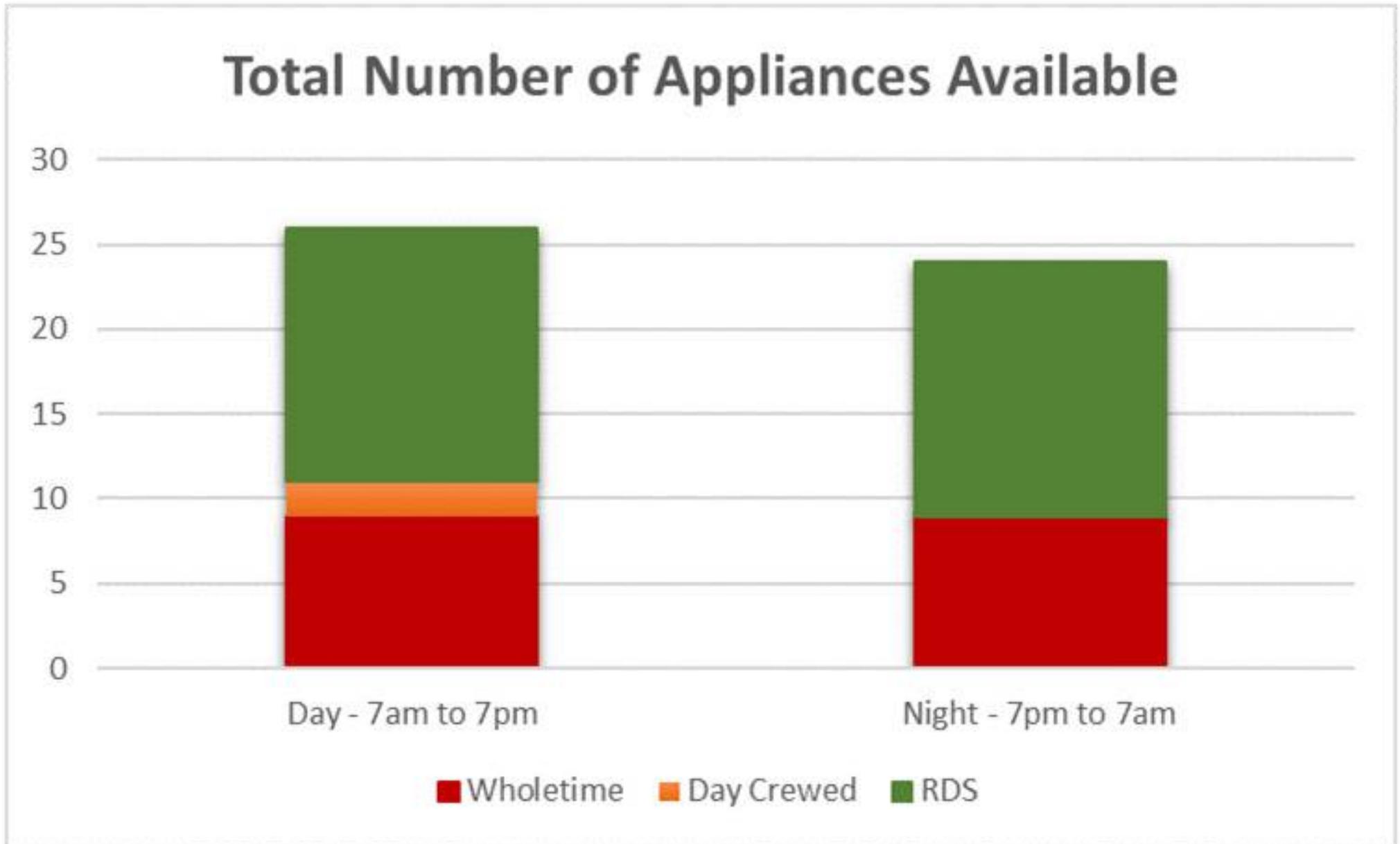
We have a fleet of 26 front-line fire engines in addition to specialist appliances and a range of off-road four-wheel drive vehicles to help to deal with those risks identified throughout our CRMP process. These include:

- Aerial Ladder Platform for performing rescue at height;
- Line Rescue Teams at Seaham and Newton Aycliffe Stations for performing rescues at height;
- A Specialist Rescue Unit for RTCs, building collapse and animal rescue;
- Water rescue equipment including boats and flood response units for water-related incidents;
- A High Volume Pump, foam unit and bulk water carrier to provide water and foam at large incidents;
- Environmental Protection Units for hazardous materials incidents;
- A Mass Decontamination Unit for dealing with hazardous materials incidents;
- A Welfare Support Unit to provide welfare facilities for our staff at protracted incidents
- An Incident Logistics Support Unit to support Incident Commanders coordinate the logistics of large or complex incidents.
- 4x4 targeted response and wildfire vehicles to provide support to the front line and access hard-to-reach areas;
- Targeted Response Vehicles for attending small fire incidents and responding to automatic fire alarms.
- A Fire Investigation Dog;
- A specialist team dealing with Marauding Terrorist Attacks (MTAs)

The distribution of our fire stations across the Service area ensures we are able to provide the optimum level of response in those areas deemed to be of greatest risk. Each station is resourced with appliances and specialist equipment that match the levels of risk and demand in that part of our Service area.

# Appliance availability

Our maximum appliance availability from 7am to 7pm is 26 whilst between 7pm and 7am it is 24.



# Degradation plan

Our degradation plan considers a range of local and national events. These include the reasonable planning assumption of responding to two simultaneous incidents of 5 pumps or one large incident of 10 pumps.

The degradation plan also provides the strategic location of the number of required appliances for normal business. Management intervention is enacted when the Service reaches a heightened state of appliance availability, this is defined at below 15 appliances.



# Response Standards

The Service's response standards have been in place since 2004 and since then much has changed across both County Durham and Darlington, with significant residential and commercial development along with new and improved transportation networks. Similarly, based upon risk, we have relocated some of our fire stations, and changed the way we staff some fire appliances, in addition to operating with less staff and a reducing budget.

Following our consultation in 2021 you asked us to carry out an extensive review of our response standards which has included looking at all our response data and attendance times over a 5-year period.

We are committed to responding to life risk incidents as quickly as possible. The proactive work our teams undertake, such as delivering to the most vulnerable, continues to reduce risk and the number of incidents we attend. However, we continue to see a high level of risk to life as a result of accidental fires within the home and accidents on our roads. Conversely, we see much lower levels of risk to life from fires in non-domestic buildings, recording just two injuries over a 5-year reporting period, this is partly as a result of our engagement with businesses but also due to our risk-based approach to auditing premises.

Therefore, to ensure we remain focused on providing a prompt response to life risk incidents we proposed changes to the response standards to reflect this, along with streamlining them to provide greater clarity. The feedback received from our 2022-23 consultation was in favour of implementing the new standards, from 1st April 2022.

## ***Our Response Standards***

- o Attend Accidental Dwelling Fires in 8mins on 70% of occasions
- o Attend Non-Domestic Fires in 9 mins on 70% of occasions
- o Attend Road Traffic Collisions in 10 mins on 70% of occasions

Last year's performance against the Response Standards (before the review was implemented) is as follows:

## ***2021/22 Dwelling Fires***

- o 2021/22 Dwelling Fires: 8 mins 71.3%
- o 2021/ 22Non-Domestic Property Fires: 8 mins 69.2%
- o 2021/22 Road Traffic Collisions: 11 mins 79%

# Our Approach

Our approach is designed to:

## Protect frontline services

so far as we are able, our focus remains to protect our immediate 999 response service, continuing our lifesaving community safety initiatives and working to safeguard our buildings.

## Identify risks and plan accordingly

the people we serve expect us to provide our firefighters and fire stations in the places they are needed the most. Our focus remains on keeping our communities safe by utilising our limited resources effectively to balance risk and demand.

## Delivering for our communities and planning for the future

we know we make a difference across County Durham and Darlington, however with limited resources and significant uncertainty regarding our financial position over the forthcoming years we must plan for the future and consider all possible future funding scenarios.



# Our action plan for the next three years

In our 2022/23 consultation we outlined our plan for the year ahead and asked you to consider the following:

We asked	You said	We Did
<p>Do you agree with our proposal to introduce the following new response standards?</p> <ul style="list-style-type: none"><li>• Attend Accidental Dwelling Fires within 8 minutes on 70% of occasions</li><li>• Attend Non-Domestic Fires within 9 minutes on 70% of occasions</li><li>• Attend Road Traffic Collisions within 10 minutes on 70% of occasions</li></ul>	Yes	We implemented the new standards from April 2022 and have measured our response times against them since this time.



# We said, we did

In our last CRMP we told you about what we would do in the following year. Here's what we did:

We said	We Did
<p>Implement and evaluate the way we deliver Safe and Wellbeing Visits (SWV).</p>	<p>In line with national guidance we have renamed Safe and Wellbeing Visits to Home fire safety visits (HFSVs). HFSVs are the cornerstone of our prevention work to prevent fire, fire fatalities and serious injuries in the home, which is where the majority of fire fatalities occur.</p> <p>HFSVs have previously only been done in-person, however during the Covid-19 pandemic telephone 'visits' were introduced to continue the education of our community. Review of these has identified opportunities for a self-help tool for members of the community. Using a recently developed online tool, through a partnership between the National Fire Chiefs Council (NFCC), Fire Kills and Safelincs, an online 'Home Fire Safety Check tool' is now live on our website. This easy-to-follow home fire safety check will take members of the public through their home one room at a time using simple questions to help identify fire risks. The tool will offer tips and advice on the steps members of the public can take to reduce those risks and they will receive a personalised fire safety action plan to help keep them and their household safe from fire. Higher risk members of the community will be offered a visit by one of our teams.</p> <p>We have reviewed and adapted our HFSV approach to align with the NFCC Person-Centred Framework which aims to mitigate and reduce fire risk whilst trying to change some of the riskier behaviours that may affect or increase exposure to increased fire risk. By being person centred the following characteristic are emphasised in our approach:</p> <ul style="list-style-type: none"> <li>• affording people dignity, respect and compassion</li> <li>• offering coordinated support with partners</li> <li>• offering personalised support</li> <li>• being enabling towards independent living.</li> </ul> <p>The NFCC Definition of Risk project, aims to deliver the UK Fire and Rescue Service a risk framework with an approach that supports the consistent identification, understanding and assessment of risk. This project has delivered a new risk stratification model to identify those households at highest risk of:</p> <ul style="list-style-type: none"> <li>• Having an accidental dwelling fire</li> <li>• Being a casualty in an accidental dwelling fire, or</li> <li>• Being killed in an accidental dwelling fire</li> </ul> <p>The Service has aligned our targeting of HFSVs to this new risk stratification model with the aim of further reducing accidental dwelling fires and associated deaths or injuries.</p> <p>Our recent inspection by HMICFRS, which analysed this enhanced approach to targeting, recognised that our activity is "clearly prioritised using a risk-based approach towards people most at risk from fire and other emergencies." Our level of HFSVs completed per 1,000 population, remains much higher than the England rate (7.6 home fire safety visits per 1,000 population compared to the England rate of 4.5). This activity continues to lead to strong performance for ADFs and associated injuries when compared year to year and benchmarked against other areas.</p> <p>The number of ADFs and associated casualties in our area continues to reduce through our proactive prevention work whereby we attend over 18,000 households per year (in years unaffected by Covid-19) to conduct HFSVs. In 2021/22 we had our lowest ever number of ADFs and despite high levels of deprivation across our area, which traditionally correlates to high levels of fires, the latest national figures for ADFs per 100,000 population, highlight CDDFRS as the second-best performing FRS in England.</p>

# We said, we did

We said	We Did
Implement the outcome following the review of the Service's attendance standards	We implemented the new standards from April 2022 and have measured our response times against them since this time.
Evaluate the benefits of our continued investment in Fire Safety within the built environment.	We have continued to invest in staff training to ensure we comply with the Competency Framework for Fire Safety Regulators. From 1 April to 31 December 2022, 20 further members of operational staff have become qualified to Level 3 Certificate in Fire Safety. This now gives us a total of 66 operational staff either qualified to Level 3 Certificate or Level 4 Certificate in Fire Safety. We have continued to work with businesses to help them in their compliance with legislation and have taken enforcement action to ensure that people who work in and visit premises across County Durham and Darlington remain safe. We carried out 2,120 fire safety audits between April 2021 and March 2022, 85% of which were completed by our operational crews. In 2022/23 we are again on target to deliver over 2,000 fire safety audits. These figures are more than three times the England rate for fire safety audits per 100 known premises. This productivity has been highlighted by HMICFRS in their recent inspection stating they were "impressed with the service's productivity rates" noting the high rate of Fire Safety Audits (FSAs) – 6.1 per 100 known premises compared to the average England FRS rate of 1.7. Through the active targeting of our Risk Based Inspection Programme (RBIP), we have seen an increase in the number of unsatisfactory audits and enforcement action taken. Between 1 April to 31 December 2022, 33% of all fire safety audits were unsatisfactory, which provides assurance that we are inspecting the right premises and making safety improvements. Staff have also undertaken a great deal of engagement work with businesses, including online seminars. In addition, we continue to reply to high numbers of business regulation consultations and licensing applications. Our investment continues to result in decreasing numbers of fires within premises regulated by the Fire Safety Order. We have had no reported fire fatalities in business premises for over a decade. Despite our challenging demographics, the latest national figures for non-domestic fires per 100,000 population, highlight CDDFRS as the third-best performing FRS in England.
Implementing the outcomes of the review of the crewing arrangements of TRVs if the trials prove successful.	Covid- 19 meant that trialling the use of our new TRVs was delayed. However, we have now been able to introduce them and gather data about their use. We recognise the benefits when TRVs are correctly staffed, located and deployed, benefits include, helping to maximise the availability of front line fire engines , ensuring appropriate resources are deployed based on risk and increasing the services productivity of proactive prevention and protection activities. We will continue to explore the flexible use of TRVs based on risk and demand.
Implement any changes suggested through collaboration projects undertaken with local FRS and key partners.	We have access to the Cleveland Fire Brigade command vehicle which has been used at incidents. The Police and Fire Collaboration Board has been re-established. We are key attendees of the North East Regional JESIP meeting. We share service premises at Darlington Fire Station with North East Ambulance Service (NEAS). Following the modernisation of Sedgefield station we now have shared facilities with NEAS on site. We now have shared administrative support with Cleveland Fire Brigade for maintenance of duties associated with the General Data Protection Regulations (GDPR). We are working with colleagues in neighbouring Fire and Rescue Services, the Local Authority, Police and Academics to reduce the opportunity and consequences of deliberate fires and antisocial behaviour

# Our Options

We have already described our challenges, our approach to addressing them and the context behind County Durham and Darlington and our Service.

In preparing this plan, we have carried out a thorough and sophisticated analysis of the available data and financial information.

## *Over the duration of the last CRMP We have:*

- Reviewed our emergency response and support service functions and restructured where possible allowing reductions in our salary costs through offers of Early Retirement, Voluntary Redundancy or where unavoidable, compulsory redundancies.
- We have reduced the number of senior managers we employ, by reviewing the Service Leadership Team, removing 2 senior posts, and restructuring the remaining team.
- Reduced our expenditure on areas other than staff pay through a comprehensive review of departmental spend.
- Saved money by buying equipment or sharing resources in collaboration with other FRS, these include sharing specialist vehicles and specialist posts.

**We have saved in excess of £750,000 through the above initiatives but the reality is that, with around three quarters of our budget spent on firefighters' salaries and given the extent of the savings we still need to achieve, the only realistic options left involve changes to the way we provide our 999 service to the public.**

**In addressing the risks in our area using the resources available to us and having analysed the few options we have left available; we propose to make the following changes.**



# Crewing of our fire engines

We propose to crew all of our Wholetime fire engines with four firefighters.

Currently, and for a number of years, the majority of our wholetime fire engines have been crewed by 4 firefighters. Throughout the Covid pandemic all of our fire engines were crewed by 4 firefighters. Our proposal is to introduce this crewing arrangement to the remaining 5 appliances which are currently crewed with 5 firefighters. In reaching this proposal we have considered the following:

- We are proud of being one of the fastest FRS to respond to an emergency, HMICFRS recognised CDDFRS as the fastest predominantly rural FRS in England. This proposal protects this position by maintaining the same number of fire engines within our Emergency Response function enabling us to respond quickly when required.
- We are one of the most productive FRS in England, we know that our proactive prevention and protection work, of which the vast majority is delivered by front line crews who staff our fire engines, saves lives and keeps our communities safe. HMICFRS recognise that CDDFRS deliver almost two times the England average for HFSV and over three times the England average for Fire Safety audits. This proposal ensures we protect the current number of fire engines available to undertake proactive prevention and protection work.
- Since 2019 the majority of our fire engines have been crewed and safely operated with four firefighters.
- When we include our fire engines which are crewed by Retained Duty Firefighters during the day, 81% ride with four and during the night this increases to almost 88%.
- Many FRS elsewhere in the country safely operate with four firefighters crewing fire engines. Our immediate neighbouring FRS within the North East all crew appliances with four firefighters.
- This option will save £750,000 in order to meet the identified deficiencies contained within the MTFP, this can and will be achieved through the management of vacancies when they arise.
- The Service has experienced no health and safety related incidents or accidents as a result of crewing with 4 firefighters. Furthermore, this is included in the task analysis for operational incidents which ensure all incidents we are likely to respond to have been analysed.

# Risk Based Inspection Programme

We propose to review the Risk Based Inspection Programme (RBIP) for business premises to ensure our proactive protection and enforcement activities are aligned to identified risks, to maintain the reduction of non-domestic fires and ensure the continued safety, from fire, of employees and visitors to these premises.

Following HMICFRS inspections across the fire sector it has been highlighted there should be a national risk model for defining what are high-risk premises for the purposes of fire protection.

Through Phase 2 of NFCC's Definition of Risk project there will be a new model developed into the likelihood, consequence and risk of non-domestic fires. This work will support a national approach to fire safety and support fire and rescue service's RBIP.

These products will be supported by a risk assessment methodology to facilitate consistent application of the strategic framework to risk management planning.

Therefore, it is timely that we review our current model against this proposed national methodology. This will enable us to ensure we are focusing our resources on activities where they will have the greatest impact on reducing risk and vulnerability within their local communities.

By reviewing our current approach, we will ensure we are delivering an evidence-based and consistent approach to determining 'level of risk' that also provides a national benchmarking capability.

# Our commitment to you

**Our commitment to you** is to provide the best possible FRS within the budget that we have available to us which addresses our foreseeable risks.

If our performance is to continue to improve, it is therefore even more important that we:

- Continue to innovate to remove bureaucracy, improve efficiency and find new ways of working to free up capacity;
- Explore all opportunities for collaboration that improve value for money, improve outcomes, reduce risk for our communities and reduce demand on our service;
- Ensure our resources are allocated in the most appropriate way to maximise the impact we can have on the risks that our communities face.

We know that our staff are our greatest asset, and we need to ensure they have the right skills and are available in the right places at the right time to carry out their roles effectively.

**Our commitment to you** is that we will continually review the way that our staff are deployed in order to provide the most efficient and effective arrangements for the delivery of our services. We will do this while also recognising the particular challenge that recruiting On-Call firefighters presents to us across certain areas of the Service, which is why we will review our recruitment needs and practices to maximise fire engine availability.

While reviewing the emergency response part of our Service is important, we also intend to do so within a wider framework that considers the optimum organisational balance of resources and staffing.

**Our commitment to you** is that we will regularly review and update the equipment that is provided to our firefighters to ensure they have the most effective tools to do their job. We will continue to consider new technologies and equipment that make our emergency response more effective, efficient and safer for firefighters.



# Consultation

We are constantly striving to make our prevention, protection and response services to you better and we are accountable to you in everything we do. We want to hear from you about how we can improve and shape our activities over the next three years.

As we develop our plans, we will consult with you on any specific proposals so that we can fully understand the impact they may have.

The more informed we are by your views, the more able we are to meet your aspirations and deliver positive outcomes for the residents of County Durham and Darlington.

## *Do you agree with this consultation approach?*

During our annual consultation exercise, we aim to consult with a representative sample of the community we serve. This means consulting with as many of the population across County Durham and Darlington as possible.

Our aim is to receive as many responses as we can to ensure the sample size is robust, which means we can be confident in the findings of the consultation.

This year we will be consulting both online and out in the community, for example at your local Area Action Partnership meeting. If you have any difficulties with internet access let us know by telephone and we can provide you with a paper copy of our survey.



# Our 2023-2024 Consultation

As outlined in Our Options section we have two proposals to consider this year.

Therefore the questions we will be asking you in this year's consultation are:

**Q1. We propose to crew all of our Wholetime fire engines with four firefighters.**

**Do you agree with this proposal?**

- Yes
- No

**Q2. We propose to review the Risk Based Inspection Programme for business premises to ensure our proactive protection and enforcement activities are aligned to identified risks, to maintain the reduction of non-domestic fires and ensure the continued safety, from fire, of employees and visitors to these premises.**

**Do you agree with this proposal?**

- Yes
- No

**Q3. Do you have any overall comments about our Community Risk Management Plan and approach to allocating our resources?**

- You can find all the information you need explaining why we are asking these questions by reading our explanatory booklet: CRMP Consultation Booklet 2023-2024.pdf ([ddf.fire.gov.uk](http://ddf.fire.gov.uk))

You can complete the online survey by using this link:

**[Community Risk Management Plan Consultation 2023-24 \(smartsurvey.co.uk\)](https://smartsurvey.co.uk)**

# Our Plans

## In 2023/24, the following options will be considered:

- Review the proposal to crew all of our Wholetime fire engines with four firefighters.
- Review the Risk Based Inspection Programme
- Monitor and review the Service's response standards.
- Evaluate the staffing arrangements and application of Targeted Response Vehicles (TRVs).
- Evaluate the changes through collaboration projects with local FRS and key partners.

## In 2024/25 the following options will be considered:

- Monitor the crewing of Wholetime fire engines.
- Implement the findings following the review of the Risk Based Inspection Programme.
- Monitor the staffing arrangements and application of TRVs.
- Continue to explore opportunities and monitor changes introduced through collaboration projects.

## In 2025/26 the following options will be considered:

- Review the newly implemented Service Risk-Based Inspection Programme
- Evaluate the changes through collaboration projects with local FRS and key partners.

# How do we consult?

This year's consultation runs from 16 February 2023 to 12 May 2023.

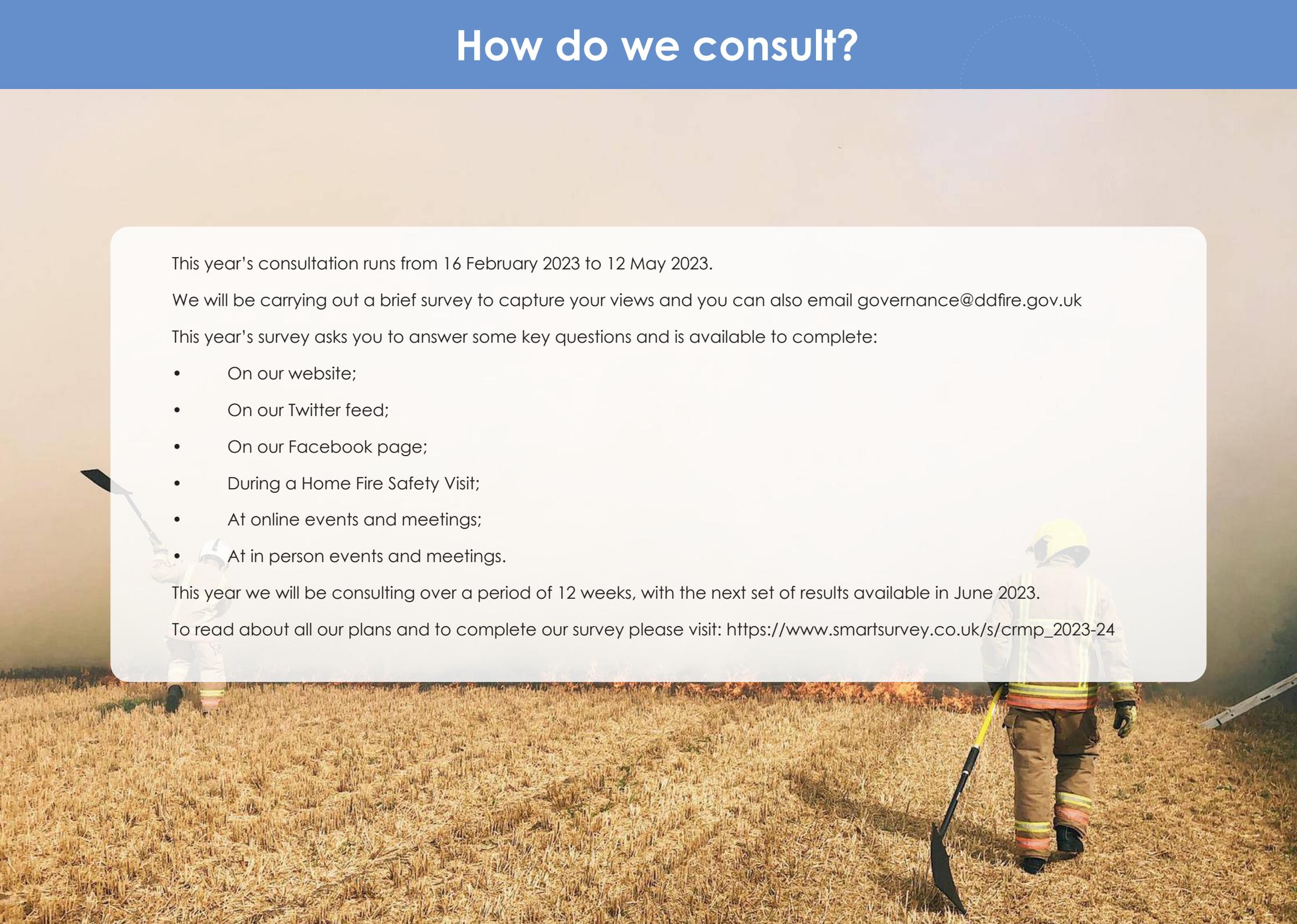
We will be carrying out a brief survey to capture your views and you can also email [governance@ddf.gov.uk](mailto:governance@ddf.gov.uk)

This year's survey asks you to answer some key questions and is available to complete:

- On our website;
- On our Twitter feed;
- On our Facebook page;
- During a Home Fire Safety Visit;
- At online events and meetings;
- At in person events and meetings.

This year we will be consulting over a period of 12 weeks, with the next set of results available in June 2023.

To read about all our plans and to complete our survey please visit: [https://www.smartsurvey.co.uk/s/crmp\\_2023-24](https://www.smartsurvey.co.uk/s/crmp_2023-24)





County Durham and Darlington  
**Fire and Rescue Service**

Community Risk Management Plan: 2023 - 2026

Last updated: 03.02.2023