



County Durham and Darlington **Fire and Rescue Authority**

County Durham and Darlington Fire and Rescue Service
Fire and Rescue National Framework for England Gap Analysis and Action Plan



Version	Date	Comment
0.1	11.05.18	Populated pre SLT from published document
0.2	24.05.18	Amended following SLT comments

Key	
	Compliant
	Working/making progress towards compliance
	Not compliant

CHAPTER 2 DELIVERY OF CORE FUNCTIONS

Identify and assess

	Responsibility	Key	Notes	Lead
<p>2.1 Every fire and rescue authority must assess all foreseeable fire and rescue related risks that could affect their communities, whether they are local, cross-border, multi-authority and/or national in nature from fires to terrorist attacks. Regard must be had to Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.</p>	CFA		<p>3-year strategic plan incorporating the IRMP produced on a 3-year basis and updated annually.</p> <p>(https://www.ddfire.gov.uk/service-plans)</p> <p>As a member of the LRF, CDDFRS considers the Community Risk Register in its assessment, planning and testing arrangements to respond to the risks identified in addition to the risk analysis tools utilised and developed by the Service. The CRR is referenced in our current strategic plan.</p> <p>At a local level each of the 5 Districts have risks identified and logged on a register based on the PESTELO assessment methodology. Each District are developing a station risk profile which will include local operational risks. Risks with organisational impacts are also logged on the Corporate Risk Register. These are reviewed regularly up to SLT level.</p> <p>The Service undertakes 7.2.d assessments and records this information.</p> <p>ORI information is contained on the MDT's on each appliance and is kept up to date.</p> <p>The Service uses a range of data sets, information sharing agreements and partner organisation referrals to identify members of the community who are at risk and target resource to intervention and prevention activity.</p>	ACFO Service Delivery

<p>2.2 Fire and rescue authorities must put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working, or building new capability. Fire and rescue authorities should work through the Strategic Resilience Board where appropriate when determining what arrangements to put in place.</p>	<p>CFA</p>	<p>Emergency Response Review conducted whilst ensuring resources are allocated to risk locally.</p> <p>Section 13/16 agreements for cross border support.</p> <p>The Service is actively involved in the training and assurance of national resilience assets and attends the National Resilience Board which feeds into the SRB.</p> <p>Robust and effective business continuity resilience arrangements are in place for local, regional and national risks and these are recorded on the national resilience business continuity survey.</p> <p>Resilient MTFA capability introduced into the Service in response to the increased threat of terrorism.</p> <p>Robust Partnership arrangements are in place with both DCC and DBC and the Service plays a full role in various partnerships to reduce risk e.g. Safe Durham Partnership, One Darlington Partnership, AAP's and MAPS.</p> <p>Expansion of partnership work and support into Health under Safe & Well and EMR.</p> <p>Statement of intent in place with Durham Constabulary, Tyne and Wear Fire and Rescue Service and Northumberland Fire and Rescue Service to maximise collaboration opportunities in respect of efficiency and effectiveness.</p> <p>The Service is a key player in the LRF structure both locally and regionally, chairing the Strategic Board, Tactical Business Group, Risk Assessment Group and the Warning and Informing Group.</p>	<p>ACFO Service Delivery</p>
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			<p>The Service is an integral part of the Community Resilience Task and Finish Group and forms part of the Risk Assessment Working Group under the LRF structure; and considers the CRR during the compilation of the strategic plan.</p> <p>The Service uses a range of data sets, information sharing agreements and partner organisation referrals to identify members of the community who are at risk and target resource to intervention and prevention activity.</p> <p>The Service plays an active role in NFCC and the workstreams that underpin it and has a presence on the following NFCC groups;</p> <ul style="list-style-type: none">• National Resilience – HVP, MTFA, DIM, NILO• H&S• Fleet• Procurement• RDS• Data• Equality, Diversity & Inclusion <p>The Service has a legal agreement for Fire Safety with Essex FRS and works closely on protection to support our business community.</p>	
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Prevent and Protect			
<p>2.3 Fire and rescue authorities must make provision for promoting fire safety, including fire prevention, and have a locally determined risk-based inspection programme in place for enforcing compliance with the provisions of the Regulatory Reform (Fire Safety) Order 2005 in premises to which it applies.</p>	<p>CFA</p>	<p>Business Fire Safety Strategy.</p> <p>FS-1-2 Fire Safety Operational Inspection Visits Policy.</p> <p>FS-1-3 Fire Safety Risk Based Audit Programme.</p> <p>FS-2-1 Fire Safety Operational Inspection Visits Procedure.</p> <p>Business fire safety practise notes (all audited under ISO).</p> <p>Fire Safety risk-based inspection programme - paper presented to SLT 24th May 2018.</p> <p>Agreement with Essex FRS Legal for professional legal advice and support during enforcement and prosecution.</p>	<p>ACFO Service Delivery</p>
<p>2.4 We expect fire and rescue authorities to target their fire safety, prevention and protection resources on: those individuals or households who are at greatest risk from fire in the home; those most likely to engage in arson or deliberate fire setting; and on those non-domestic premises where the life safety risk is the greatest. Consideration could also be given to non-domestic premises which are at risk from fire in order to mitigate loss to economic wellbeing.</p>	<p>CFA</p>	<p>Community Safety Strategy.</p> <p>Service analytic and targeting tools.</p> <ul style="list-style-type: none"> • Ward based and LSOA risk tools • Webmap layers – geographic analysis of incident activity • Data slicer • Mosaic • Partnership referrals • Fire fatalities protocol with the Safe Durham Partnership • MOU with housing associations • Fire Safety risk-based inspection programme <p>Fire investigation procedures.</p> <p>Safe and Wellbeing Visits (Framework document).</p>	<p>ACFO Service Delivery</p>

			<p>Information sharing protocols in place include:</p> <ul style="list-style-type: none"> • ISP with the Safer Durham Partnership • High Impact Users of Services in Darlington lead by Darlington CCG • Advice for County Durham • MOU with Livin (this is only an MOU) • MOU with County Durham Housing Group • Exeter dataset – agreed and signed on behalf of the FRS sector by the NFCC with NHS England and the Royal College of General Practitioners <p>MAPS deliberate fire escalation procedure.</p> <p>Fire Safety risk-based inspection programme – reviewed annually</p>	
<p>2.5 To identify those at greatest risk from fire, we expect fire and rescue authorities to work closely with other organisations in the public and voluntary sector, as well as with the police and ambulance services. Wherever appropriate, we expect fire and rescue services to develop partnerships to support risk reduction services to those identified as vulnerable, including from exploitation or abuse, and wherever possible to share intelligence and relevant risk data.</p>	<p>CFA</p>		<p>Safe and Wellbeing Visits (Framework document).</p> <p>Fire fatality protocol with Safe Durham Partnership and partnership referrals.</p> <p>Information sharing protocols in place include:</p> <ul style="list-style-type: none"> • ISP with the Safer Durham Partnership • High Impact Users of Services in Darlington lead by Darlington CCG • Advice for County Durham • MOU with Livin (this is only an MOU) • MOU with County Durham Housing Group • Exeter dataset – agreed and signed on behalf of the FRS sector by the NFCC with NHS England and the Royal College of General Practitioners <p>Partnership register.</p>	<p>ACFO Service Delivery</p>

			<p>Police and Fire joint stagey group and collaboration delivery group.</p> <p>EMR arrangements with NEAS.</p> <p>CS-1-1 Combined Safeguarding Children and Adults Policy.</p> <p>CS-2-2 Safeguarding Children Procedure.</p> <p>CS-2-3 Safeguarding Adults Procedure.</p> <p>All staff have completed online safeguarding training packages for children and adults.</p>	
<p>2.6 In many cases, fire and rescue staff may be in a position to identify individuals' wider vulnerabilities and exposure to risks beyond fire. By working closely and collaboratively with other public and voluntary sector organisations – both nationally through the National Fire Chiefs Council (NFCC) and through local arrangements – we recognise fire and rescue authorities can make an important contribution to increasing the effectiveness and efficiency of public services and alleviating pressures on local response resources. However, this should not be at the expense of effective delivery of their statutory core fire functions.</p>	<p>CFA</p>		<p>Safe and Wellbeing Visits (Framework document).</p> <p>Fire fatality protocol with Safe Durham Partnership and partnership referrals.</p> <p>Information sharing protocols in place include:</p> <ul style="list-style-type: none"> • ISP with the Safer Durham Partnership • High Impact Users of Services in Darlington lead by Darlington CCG • Advice for County Durham • MOU with Livin (this is only an MOU) • MOU with County Durham Housing Group • Exeter dataset – agreed and signed on behalf of the FRS sector by the NFCC with NHS England and the Royal College of General Practitioners <p>Partnership register.</p> <p>CS-1-1 Combined Safeguarding Children and Adults Policy.</p> <p>CS-2-2 Safeguarding Children Procedure.</p>	<p>ACFO Service Delivery</p>

		<p>CS-2-3 Safeguarding Adults Procedure.</p> <p>All staff have completed online safeguarding training packages for children and adults.</p>	
<p>2.7 In all their prevention and protection activities, fire and rescue authorities should assess what they are aiming to achieve through the activity, what type of intervention is most likely to achieve the aims and how best to measure and evaluate outcomes. Fire and rescue authorities should share details of their interventions to support each other to understand and improve the evidence base of what works best and what is most cost-effective.</p>	<p>CFA</p>	<p>Community Safety Strategy.</p> <p>Business Fire Safety Strategy.</p> <p>Performance and Programme Board – scrutiny.</p> <p>Performance indicators.</p> <p>Evaluation of SWVs via the Safer Stronger Overview and Scrutiny Committee and Teesside University.</p> <p>Sharing interventions</p> <ul style="list-style-type: none"> • Provided information to the Arson Reduction Forum for the publication of the State of the Nation Report • Responses to NFCC requests for information • Shared information with neighbouring FRS <p>The Service has demonstrated its analytical tools with other Services e.g. East Sussex and North Yorkshire.</p> <ul style="list-style-type: none"> • East Sussex visited the service in October 2017 to look at what tools we use to calculate/work out risk in domestic premises and what tools we use to understand performance and produce analysis. East Sussex subsequently restructured their performance and information team and introduced a business intelligence focus. • North Yorkshire visited the service in May 2018 to understand and learn how we target our resources to domestic risk. What tools and data we used to 	<p>ACFO Service Delivery</p>

			<p>calculate risk and how we informed crews where to go.</p> <ul style="list-style-type: none"> • West Yorkshire visited to see how the service used CadCorp Workload Modeller (software for modelling station location changes, crewing and shift changes and understanding demand and impact). The subsequent purchased the tool. • Buckinghamshire visited the service to evaluate our 3tc Incident Recording System – at the time they were using the Home Office system. They subsequently purchased the 3tc IRS system • CDDFRS visited Tyne and Wear (2016) to have a demonstration of the CadCorp Web Map Layers system. CDDFRS subsequently purchased the same system. <p>Graeme Lockhart chairs family group two performance group</p>	
<p>2.8 Given the wide range of roles that fire and rescue personnel undertake, including with people with complex needs and vulnerabilities, fire and rescue authorities will need to ensure that all their staff in public-facing roles have the necessary skills and training to meet such demands. They also should have appropriate safeguarding arrangements in place – including ensuring staff have appropriate vetting clearance - to provide the public with the</p>	<p>CFA</p>		<p>Training records of safeguarding training.</p> <p>SWV training.</p> <p>Staff DBS checks.</p> <p>Additional DBS checks for EMR staff (via NEAS).</p> <p>CS-1-1 Combined Safeguarding Children and Adults Policy.</p> <p>CS-2-2 Safeguarding Children Procedure.</p> <p>CS-2-3 Safeguarding Adults Procedure.</p>	<p>ACFO Service Delivery</p>

reassurance and confidence that they have every right to expect.			AM & GM CRM attend the Durham and Darlington Safeguarding Adult Boards (respectively).	
Respond				
2.9 Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic collisions and other emergencies within their area and in other areas in line with their mutual aid agreements.	CFA		<p>The service currently delivers its emergency response activities from 15 fire stations across 5 administrative districts.</p> <p>27 front line response appliances and a number of specialist appliances respond to a wide range of incidents as statutorily required under the fire and rescue act 2004, including fires, RTC's, and other special services including water rescue & flooding, working at height and animal rescue.</p> <p>Response activities are supported by Standard Operating Guidance developed from National Operational Guidance Programme information.</p> <p>Response activities are measured using performance indicators that cover On-Call availability and response times to dwelling fires, non-domestic property fires and road traffic collisions.</p> <p>The service plays a fundamental part in the County Durham and Darlington Local Resilience Forum (LRF) and responds as part of multi-agency arrangements to a wide range of emergencies as determined by the LRF Community Risk Register under the Multi Agency Incident Procedure.</p> <p>This response is underpinned by the JESIP principles, including supporting Joint Organisational Learning (JOL) to influence national policy and guidance.</p>	ACFO Service Delivery

<p>2.10 Fire and rescue authorities must, so far as is practicable, enter into reinforcement schemes, or mutual aid agreements, with other fire and rescue authorities for securing mutual assistance.</p>	<p>CFA</p>		<p>The service has current section 13/16 arrangements with Tyne & Wear Fire & Rescue Authority and Northumberland County Fire Authority and the National Mutual Aid Protocol.</p> <p>CDDFRS provide a range of mutual aid to other services and have specific mobilising instructions to areas of NYFRS, CFRS, CFB and are in the process of reviewing formal arrangements in line with the above which will be reviewed and kept current</p>	<p>ACFO Service Delivery</p>
<p>2.11 Fire and rescue authorities must have effective business continuity arrangements in place in accordance with their duties under the Civil Contingencies Act 2004. Within these arrangements, fire and rescue authorities must make every endeavour to meet the full range of service delivery risks and national resilience duties and commitments that they face. Business continuity plans should not be developed on the basis of armed forces assistance being available.</p>	<p>CFA</p>		<p>The Service has recently reviewed its Business Continuity arrangements in line with the new guidance within the national Framework document. It will continue to utilise existing Emergency Response staff via Voluntary BC Resilience agreements to ensure it has effective and robust BC arrangements for all its identified service delivery risks and this has now been expanded to include its national resilience duties including MTFA, MDU, HVP and DIM.</p> <p>The arrangements ensure a response level that is above 25% of its business as usual levels and based on evidence when these arrangements have been tested previously, this level has been above 35% and has included the NR DIM capability for the entire region. BCR arrangements are tested annually.</p>	<p>ACFO Service Delivery</p>
<p>Collaboration</p>				
<p>2.12 The Policing and Crime Act 2017 created a statutory duty on fire and rescue authorities, police forces, and ambulance trusts to:</p> <ul style="list-style-type: none"> • keep collaboration opportunities under review; 	<p>CFA</p>		<p>MOU in place with Durham Constabulary, Tyne and Wear Fire and Rescue Service and Northumberland Fire and Rescue Service to maximise collaboration opportunities in respect of efficiency and effectiveness.</p>	<p>CFO</p>

<ul style="list-style-type: none"> • notify other emergency services of proposed collaborations that could be in the interests of their mutual efficiency or effectiveness; and • give effect to a proposed collaboration where the proposed parties agree that it would be in the interests of their efficiency or effectiveness and that it does not have an adverse effect on public safety. 			<p>Strategic Collaboration Group and Tactical Delivery Group meeting structure in place between CDDFRS and Durham Constabulary.</p> <p>FRS Collaboration</p> <ul style="list-style-type: none"> • Recruitment: examples include - ACFO, Wholetime firefighters • WT FF recruitment • Inter- Service secondee opportunities • Health, fitness and welfare <p>Police Collaboration</p> <ul style="list-style-type: none"> • Shared Estates at Barnard Castle, Newton Aycliffe • Shared training facilities • Community Safety Responders • Safer Homes <p>NEAS Collaboration</p> <ul style="list-style-type: none"> • EMR in place at some 'on call' stations • Shared Estate at Barnard Castle, Darlington, Crook. 	
<p>2.13 The duty is deliberately broad to allow for local discretion in how it is implemented and recognises that local emergency services are best placed to determine how to collaborate for the benefit of their communities. However, the duty sets a clear expectation that collaboration opportunities should be considered.</p>	<p>CFA</p>		<p>See comments in 2.12.</p>	<p>CFO</p>

<p>2.14 The duty does not preclude wider collaboration with other local partners, such as local authorities and wider health bodies. To reflect their wider role, ambulance trusts are required to consider the impact of the proposed collaboration on their wider nonemergency functions and the NHS when determining if it would be in the interests of their efficiency or effectiveness.</p>	<p>CFA</p>	<p>The Service is involved in a range of strategic partnerships with health and local authority partners including;</p> <ul style="list-style-type: none"> • County Durham Partnership • Safer Durham partnership • One Darlington partnership • Health and Wellbeing Board • CONTEST • Organised Crime Group – Tactical and Strategic <p>EMR with NEAS – currently at RDS stations and funded through the Local A&E Delivery Board.</p> <p>SWV in collaboration with the LA PH and other relevant partners, which is set out in a framework document.</p> <p>We provide information to the NFCC Health Coordinating Committee – mainly on SWVs.</p> <p>We have in place a referral under Safer Homes for security regarding Crime.</p>	<p>ACFO Service Delivery</p>
<p>2.15 Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver intraoperability (between fire and rescue authorities) and interoperability (with other responders such as other emergency services, wider Category 1 and 2 responders and Local Resilience Forums) in line with the Joint Emergency Services Interoperability Principles (JESIP). Fire and rescue authorities must collaborate with the National</p>	<p>CFA</p>	<p>The Service works as part of the LRF to develop interoperability across the category 1 & 2 responders and the voluntary sector to ensure a multi-agency response to a wide range of incidents in the community risk register under the JESIP principles.</p> <p>The Service maintains the following National Resilience capabilities - Detection, Identification and Monitoring (DIM) officers, Mass Decontamination Unit capability, MTFA and that are available for local, regional and national deployment. The Service HVP capability has excellent interoperability arrangements with the Environmental Agency</p>	<p>ACFO Service Delivery</p>

Resilience Lead Authority to ensure interoperability is maintained for National Resilience assets.

The Service is currently reviewing the Command & Control room intra-operability communication channels between FRS that border the CDDFRS boundary as well as from an inter-operability perspective for Police and Ambulance services that again border the CDDFRS boundary.

All exercises planned by CDDFRS or the LRF Training & Exercising Group (TEG) contain an objective to test JESIP and the service has received positive feedback following a JESIP Assurance visit with particular reference to staff training and embedding JESIP into wider training delivery.

The service is also represented on the NE Regional JESIP group.

The Service continues to support the Emergency Services Mobile Communications Programme (ESMCP) that will ensure improvements to future security and intra & inter-operability.

The Service has collaborative arrangements in place with the Police at the Service Training Centre.

The Service is committed to a tri responder scheme from Stanhope fire station and Emergency Medical Response arrangements from a number of On Call stations.

CDDFRS has a number of co-located stations that improve interoperability and responses across the Fire, Police and Ambulance services. The Service has a strategic officer on the National Resilience Board and operating as deputy lead for the NFCC NR HVP capability.

CHAPTER 3 NATIONAL RESILIENCE

<p>3.1 The Government retains responsibility for the provision of national resilience assets and capabilities managed and delivered through fire and rescue services. This responsibility extends to undertaking the National Risk Assessment which informs the requirements for fire and rescue national resilience capabilities. In meeting this responsibility, the Government has committed significant financial resource to build national resilience capabilities and to support their ongoing maintenance.</p>	<p>Government</p>	<p>The Service has the following National Resilience assets which are declared available through the National Resilience Control Centre for Local, Regional and National Deployment:</p> <ul style="list-style-type: none"> • Mass Decontamination Unit • DIM • High Volume Pump • MTFA <p>Recent work has ensured that all these assets are available at all times having been embedded into the Services BCR arrangements.</p>	<p>ACFO Service Delivery</p>
<p>3.2 The Government relies on the strategic leadership role of the NFCC to maintain fire and rescue national resilience capabilities in a high state of operational readiness through a comprehensive assurance regime delivered through lead authority arrangements.</p>	<p>Government</p>	<p>The Service has representation on the National Resilience Board at principal officer level.</p> <p>The Service is committed to maintaining National Resilience capabilities and ensures that availability is declared through the National reporting tool and National Resilience Control Centre.</p> <p>The service has excellent working relationships and welcomes representatives from the National Resilience Assurance Teams who provide feedback on capability back to the NFCC.</p> <p>The service recently organised and hosted one of the first regional MDU deployment exercises – exercise Frazer. Members of the central National Resilience Team and NRAT</p>	<p>ACFO Service Delivery</p>

			<p>were invited and attended the exercise which received national recognition.</p> <p>HVP assurance planned for 27 May.</p> <p>Emergency Response and Resilience Planning Officer attends the national DIM/HMEPO user groups and provides feedback to the region.</p> <p>The service currently has 4 Mass Decontamination Instructors whose qualification is in over and above the requirements of the new MDUI course.</p>	
<p>3.3 Fire and rescue authorities must work with the lead authority to support the national resilience assurance processes in order to ensure capabilities are maintained at a high state of operational readiness. This includes co-operation of fire and rescue authorities, as necessary, on devolved training and, where applicable, on the long term capability management arrangements.</p>	CFA		<p>CDDFRS attend the National Resilience Board and ACFO Brown is the deputy national lead for HVP.</p> <p>The Service is represented on a range of National Working and User Groups such as HVP, MTFA and DIM.</p> <p>The Service continues to build an excellent reputation nationally with our STC viewed as a centre of excellence for HVP training and HVPI qualifications to Environmental Agency and the private sector.</p> <p>The Service has two HVP tactical advisors who have been deployed to national incidents.</p> <p>In terms of new capability, the service has a new MTFA capability. This has been tested during the implementation and future multi agency exercises will be planned.</p> <p>The Service has the appropriate long-term capability management arrangements in place which are supported by MFRS and Babcock's.</p>	ACFO Service Delivery
<p>3.4 Fire and rescue services, through the NFCC's representation on the</p>	FRS		<p>The Service has representation on the National Resilience Board at principal officer level.</p>	ACFO Service Delivery

<p>Strategic Resilience Board, must also work with Government to identify and address any national resilience capability gaps identified through ongoing analysis of the National Risk Assessment.</p>			<p>The service has an identified SPOC for Joint Organisational Learning to both record and influence national policy and decision making.</p>	
<p>Gap Analysis</p>				
<p>3.5 Fire and rescue authorities' risk assessments must include an analysis of any gaps between their existing capability and that needed to ensure national resilience (as defined above).</p>	<p>CFA</p>		<p>Proactive engagement through the individual NR capability streams (MTFA, CBRNE, HVP, DIM) ensures that any gaps in the Services response capability are identified and addressed. Close working relationships with neighbouring Services who have additional NR capabilities (Cumbria – ELS, Tyne and Wear – USAR) ensure gaps in knowledge are also identified and addressed with training.</p> <p>The Service has ensured these NR assets are fully available with robust BCR arrangements that have been developed following the change to the national framework document.</p>	<p>ACFO Service Delivery</p>
<p>3.6 Fire and rescue authorities are required to assess the risk of emergencies occurring and use this to inform contingency planning. To do this effectively, fire and rescue authorities are expected to assess their existing capability and identify any gaps as part of the integrated risk management planning process.</p>	<p>CFA</p>		<p>A full review of the Services ER provision has been carried out in 2017. This has reviewed the current ER capability and also identified future efficiency savings within this area.</p> <p>Work is ongoing to create a bespoke document from this ER Review to feed into the IRMP. In the absence of a national template the Service is working with NFCC to ensure its integrated risk management and risk assessment processes are aligned to NFCC guidance as this develops</p>	<p>ACFO Service Delivery</p>

<p>This gap analysis needs to be conducted by fire and rescue authorities individually and collectively to obtain an overall picture of their ability to meet the full range of risks in their areas.</p>				
<p>3.7 As part of their analysis, fire and rescue authorities must highlight to the Home Office or the Fire and Rescue Strategic Resilience Board, any capability gaps that they believe cannot be met even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action.</p>	<p>CFA</p>		<p>The Service completes the NFCC ER Response Survey and Gaps in the provision have been identified and addressed.</p> <p>Section 13/16 arrangements with neighbouring FRS have been reviewed in 2017 and will be reviewed again in 2018.</p> <p>During the most recent periods of national Industrial action the service provided a regional DIM capability and also provided specialist aerial ladder platform support to a neighbouring service.</p>	<p>ACFO Service Delivery</p>
<p>3.8 The Home Office, in liaison with other government departments and the devolved administrations, will support fire and rescue authorities in considering and defining the gap between existing capability and the capability required to ensure national resilience.</p>	<p>Government</p>		<p>The Service has worked closely with the HO and NFCC NR to ensure its NR capabilities are effective and robust.</p> <p>This includes active involvement in the Assurance processes for the capabilities, attendance at the working and user groups and this has seen the successful launch of the latest NR capability, MTFA, within the Service on 18 May 2018.</p>	<p>ACFO Service Delivery</p>
<p>National Coordination and Advisory Framework</p>				
<p>3.9 The National Coordination and Advisory Framework (NCAF) has been designed to provide robust and flexible response arrangements to major emergencies that can be</p>	<p>CFA</p>		<p>The Service Emergency Response and Resilience Planning Officer is responsible for maintaining appropriate engagement arrangements with the NCAF lead.</p>	<p>ACFO Service Delivery</p>

<p>adapted to the nature, scale and requirements of the incident. Fire and rescue authorities must proactively engage with, and support, the NCAF arrangements including the NFCC's lead operational role.</p>		<p>The Service hosted a regional National Resilience day in March 2017 which was attended by Tyne & Wear, Cleveland, Northumberland and Cumbria. A full range of NR capabilities were demonstrated including USAR, DIM & ELS.</p> <p>The Service were presented with an NCAF update was and the service are currently arranging future NCAF CPD dates with the NCAF operational lead.</p> <p>Command and Control have also received NCAF updates from the Command and Control lead Alison Carey in August 2017.</p>	
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Response to Terrorist Attacks or Marauding Terrorist Firearms Attacks

<p>3.10 Fire and rescue services must be able to respond to the threat of terrorism and be ready to respond to incidents within their areas and across England. Fire and rescue services should also be interoperable to provide operational support across the UK to terrorist events as required. Government recognises the critical contribution of fire and rescue services when responding to acts of terrorism. This is an agreed function of fire and rescue services as set out in the National Joint Council for Local Authority Fire and Rescue Services Scheme of Conditions of Service ("the Grey Book") and is encompassed within the broad descriptions within the existing</p>	<p>FRS</p>	<p>The Service has a sufficient number of trained staff at operational and tactical level to provide a specialist response team to all areas of the service area as part of a multi-agency response which is in line with Home Office National Guidance and Joint Operating Principles.</p> <p>Representative bodies have been negotiated and consulted with during all stages of the implementation.</p> <p>The specialist response team is also available as part of a regional and national capability and declared through the National Resilience Control Centre.</p>	<p>ACFO Service Delivery</p>
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<p>agreed firefighter role maps: to save and preserve endangered life, and safely resolve operational incidents.</p>				
<p>3.11 To enhance resilience to terrorist risks, the Government has committed significant financial resources to develop a Marauding Terrorist Firearms Attack (MTFA) capability, with the support of fire and rescue services. This is aligned to the National Risk Assessment and provides a specialist response across the country. Fire and rescue authorities are responsible for maintaining the robustness of this capability.</p>	<p>CFA</p>		<p>This capability was tested during the implementation phase in a full multi agency exercise at Kynren – Exercise Root in September 2017 with Durham Constabulary and NEAS.</p>	<p>ACFO Service Delivery</p>
<p>3.12 MTFA arrangements shall be further enhanced by putting in place an appropriate multi-agency assurance mechanism that will ensure the capability is effective and delivered to the agreed standard.</p>	<p>FRS</p>		<p>The Service will engage with any National Resilience Assurance process and follow any National requirements to ensure MTFA capabilities are maintained.</p> <p>The Service MTFA lead is responsible for maintaining sufficient testing and exercising arrangements that also link into multi agency arrangements through the LRF Training and Exercising Group (TEG).</p> <p>Both initial and maintenance training has been carried out with Durham Constabulary and NEAS HART and a LRF multi agency assurance exercise was ran in September 2017 and the lessons learned fed back into the Service.</p>	<p>ACFO Service Delivery</p>

National Resilience Assurance				
<p>3.13 Fire and rescue authorities must continue to work collectively and with the Fire and Rescue Strategic Resilience Board and the national resilience lead authority to provide assurance to government that:</p> <ul style="list-style-type: none"> • existing national resilience capabilities are fit for purpose and robust; and • risks and plans are assessed and any gaps in capability that are needed to ensure national resilience are identified. 	CFA		<p>Resilience capabilities are maintained and available.</p> <p>In line with the requirements of 2.11 above, the service has effective business continuity plans in place to provide National Resilience capabilities during industrial action.</p> <p>The Service plays a fundamental part in both the LRF risk assessment and Training & Exercising Groups who are also responsible for ensuring appropriate plans are in place are in place aligned to the Community Risk Register.</p>	ACFO Service Delivery
<p>3.14 Fire and rescue authorities with MTFA teams must work with police forces and ambulance trusts to provide tri-service assurance of this capability.</p>	CFA		<p>Following the successful implementation of the service MTFA capability this commitment will be the responsibility of the MTFA lead and progressed through the LRF TEG.</p> <p>Currently no Tri-Service assurance programme exists but the Service has taken part in a tri-service assurance exercise, multiple tri service training events and continues to work with NEAS and Durham Constabulary to ensure the effectiveness and robustness of its capability. This will include no notice testing for Service assets and tri service control rooms.</p>	ACFO Service Delivery
CHAPTER 4 GOVERNANCE				
<p>4.1 Fire and rescue authorities operate with a range of different locally determined governance arrangements including an individual – either a police, fire and crime commissioner (PFCC) or a mayor – having sole</p>	CFA		<p>CFA and Committee Structure Constitution</p>	CFO

<p>responsibility for being the fire and rescue authority for an area. Each fire and rescue authority has a statutory duty to ensure provision of their core functions as required by the Fire and Rescue Services Act 2004.</p>				
<p>4.2 Where police and crime commissioners under the Fire and Rescue Services Act 2004 – and mayors – wish to develop a local proposal to take on governance responsibility for fire and rescue in their area, fire and rescue authorities must provide them with such information that they reasonably require to develop a proposal. The Secretary of State can only give effect to a fire governance proposal where, in their view, it appears to be in the interests of economy, efficiency and effectiveness, or in the interests of public safety. The Secretary of State cannot give effect to a proposal if, in their view, it would have an adverse effect on public safety.</p>	<p>PCVC</p>		<p>The PCC was asked if he would like to attend the CFA and has since formally written to the Authority stating that he does not intend to submit a business case to take over the governance of the Service and he does not wish to have a place on the Combined Fire Authority.</p>	<p>CFO</p>
<p>Managing the Fire and Rescue Service/ Chief Fire Officer</p>				
<p>4.4 Each fire and rescue authority will appoint an individual – commonly known as a Chief Fire Officer – who has</p>	<p>CFA</p>		<p>CFA and Committee Structure Constitution</p>	<p>CFO</p>

<p>responsibility for managing the fire and rescue service. This role does not have to be operational but includes managing the personnel, services and equipment secured by the fire and rescue authority for the purposes of carrying out functions conferred on it by the Fire and Rescue Services Act 2004, Civil Contingencies Act 2004, and other enactments. Each fire and rescue authority must hold this person to account for the exercise of their functions and the functions of persons under their direction and control.</p>			<p>The CFO receives an annual appraisal from the CFA Chair and Vice Chair, objectives are set and reviewed regularly.</p> <p>The Salary Review Group monitors and reviews the performance of the CFO, Brigade Managers and Treasurer. The Group meets on an annual basis in order to undertake the Brigade Manager Salary Review Process and will agree the level, if any, of any local pay award for Brigade Managers and the Treasurer position.</p>	
<p>4.5 The chief fire officer must, in exercising their functions, have regard to the fire and rescue authority's Integrated Risk Management Plan and any set objectives and priorities which may be outlined in a strategic plan. The fire and rescue authority should give due regard to the professional advice of the Chief Fire Officer while developing the Integrated Risk Management Plan and when making decisions affecting the fire and rescue service.</p>	<p>CFA</p>		<p>CFA and Committee Structure Constitution</p> <p>3-year strategic plan incorporating the IRMP produced on a 3-year basis and updated annually.</p> <p>(https://www.ddfire.gov.uk/service-plans)</p>	<p>CFO</p>

Documents to be prepared

4.6 Each fire and rescue authority is required to produce:

i. Integrated Risk Management Plan

Each plan must:

- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance

CFA

3-year strategic plan incorporating the IRMP produced on a 3-year basis and updated annually.

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

Director of Corporate Resources and Treasurer

<p>for Regulators, and the Enforcement Concordat;</p> <ul style="list-style-type: none"> • cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework; • reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and • be easily accessible and publicly available. 				
<p>ii. Annual statement of assurance</p> <p>The statement should outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document – to this National Framework, the Integrated Risk Management Plan and to any strategic plan (e.g. the Fire and Rescue Plan – see 4.10 below) prepared by the authority for that period. The authority must also provide assurance to their community and to government on financial, governance and operational matters.</p>	<p>CFA</p>		<p>The statement of assurance was fully reviewed and rewritten in 2017. Annual statement of assurance published on website:</p> <p>https://www.ddfire.gov.uk/sites/default/files/attachments/Statement%20of%20Assurance%202016-17_0.pdf</p>	<p>Director of Corporate Resources and Treasurer</p>

<p>iii. Financial plans</p> <p>A medium-term financial strategy, an efficiency plan and a reserves strategy. These can be combined or published separately. Please see section 5 for further details.</p>	<p>CFA</p>		<p>MTFP incorporating efficiency plan update and reserves strategy agreed by CFA February 2018:</p> <p>https://www.ddfire.gov.uk/sites/default/files/attachments/Budget%20Report%2018-19%20v7%20-%20la%2002-02-2018.pdf</p>	<p>Director of Corporate Resources and Treasurer</p>
<p>National Fire Chiefs Council</p>				
<p>4.10 The NFCC brings together the operational leadership of the UK's fire and rescue services to provide co-ordinated professional, operational and technical leadership of the sector, advising and supporting central and local government, and other stakeholders.</p>	<p>NFCC</p>		<p>CDDFRS is a member of the NFCC and leads on National Fleet.</p> <p>The Service plays an active role in NFCC and the workstreams that underpin it and has a presence on the following NFCC groups;</p> <ul style="list-style-type: none"> • National Resilience – HVP, MTFA, DIM, NILO • H&S • Fleet • Procurement • RDS • Data • Equality, Diversity & Inclusion 	<p>CFO</p>
<p>4.11 The NFCC fulfils a multifaceted role that is reflected throughout this document and other national frameworks. The NFCC represents the sector in local and national structures, helping to develop national policies and strategies. The</p>	<p>NFCC</p>		<p>The Service links in with NCAF through the NFCC National Resilience arrangements and refresher training has been arranged for SLT.</p>	<p>ACFO Service Delivery</p>

<p>NFCC is the first line of operational advice to central and local government during major incidents. This is outlined within the National Coordination and Advisory Framework (NCAF), which fire and rescue services must proactively engage with.</p>			
<p>4.12 The NFCC has a role to drive continuous improvement and development throughout the sector. Fire and rescue services should consult the NFCC for advice and support when developing improvement plans, particularly in response to inspections.</p>	<p>NFCC</p>	<p>The Service will consult with the NFCC for advice and support as necessary.</p>	<p>ACFO Service Support</p>
<p>4.13 The expectation is that fire and rescue services in England engage with the NFCC and, in turn, that the NFCC works to support and represent every service.</p>	<p>NFCC</p>	<p>CDDFRS is a member of the NFCC and leads on National Fleet.</p> <p>The Service plays an active role in NFCC and the workstreams that underpin it and has a presence on the following NFCC groups;</p> <ul style="list-style-type: none"> • National Resilience – HVP, MTFA, DIM, NILO • H&S • Fleet • Procurement • RDS • Data • Equality, Diversity & Inclusion • 	<p>CFO</p>

CHAPTER 5 ACHIEVING VALUE FOR MONEY

<p>5.1 Fire and rescue authorities must manage their budgets and spend money properly and appropriately and ensure the efficient and effective use of their resources, pursuing all feasible opportunities to keep costs down while discharging their core duties effectively. Fire and rescue authorities should regularly review the numbers and deployment of firefighters and other staff to ensure that their fire and rescue service has a workforce that is commensurate with the risks that they face.</p>	<p>CFA</p>	<p>Monthly budget monitoring by management and quarterly forecast of outturn reports received by SLT and F&GP committee. Robust annual budget process with a focus on identification of efficiency savings in place.</p> <p>Unqualified external audit VFM conclusion: <i>‘overall the Authority has responded well to the financial pressure it has faced, at a time of unprecedented reductions in public sector spending and continues to have a strong record of delivering savings and keeping within budget’.</i></p> <p>The Service has recently undertaken a review of Emergency Response where a number of options were identified which required further exploration of the impacts of efficiency and effectiveness. Members and staff were consulted which resulted in further options being identified and trialled.</p> <p>Workforce establishment and strength are discussed at a monthly workforce planning meeting and fed back through PPB. PPB also considers any restructure needs and makes necessary recommendations to SLT.</p>	<p>Director of Corporate Resources and Treasurer</p>
<p>5.2 Fire and rescue authorities must ensure that financial decisions are taken with the advice and guidance of the chief finance officer and that decisions are taken with an emphasis on delivering value for money to the public purse. Fire and rescue authorities should ensure that management of their finances is undertaken with regard to published guidance including those set out at Annex B.</p>	<p>CFA</p>	<p>The Treasurer reports directly to the Chief Fire Officer, is a member of SLT and attends the CFA. The Authority demonstrates full compliance with published financial guidance as set out in Annex B.</p>	<p>Director of Corporate Resources and Treasurer</p>

<p>5.3 Combined and Metropolitan Fire and Rescue Authorities should produce and publish a medium term financial plan, efficiency plan and a reserves strategy (see para 5.8 below). The efficiency plan and reserves strategy can form part of the medium term financial plan and do not need to be separate documents. Where fire and rescue is part of a County Council, Unitary Authority or Mayoral Body we expect that these requirements will be included within the parent authorities' documentation.</p>	<p>CFA</p>		<p>MTFP incorporating efficiency plan update and reserves strategy agreed by CFA February 2018.</p> <p>https://www.ddfire.gov.uk/sites/default/files/attachments/Budget%20Report%2018-19%20v7%20-%20la%20-02-02-2018.pdf</p>	<p>Director of Corporate Resources and Treasurer</p>
<p>5.4 The medium term financial plan should include funding and spending plans for revenue and capital. The plan should take into account multiple years, the interdependencies of revenue budgets and capital investments, the role of reserves and the consideration of risks. It should have regard to affordability and also to CIPFA's Prudential Code for Capital Finance in Local Authorities. The strategy should be aligned with the fire and rescue authority's Integrated Risk Management Plan and – if appropriate – the Fire and Rescue Plan.</p>	<p>CFA</p>		<p>MTFP is fully compliant.</p>	<p>Director of Corporate Resources and Treasurer</p>

<p>5.5 Local Authorities (including combined fire and rescue authorities) were required to produce robust, transparent and locally owned efficiency plans and publish them on their website in order to receive a four year funding settlement from 2016/17 to 2019/20. Each fire and rescue authority should publish an annual report on their progress against these efficiency plans and publish any updated efficiency plan if produced. Again, this can form part of the medium term financial plan.</p>	<p>CFA</p>		<p>Efficiency plan update incorporated into MTFP.</p> <p>Efficiency plan published on website.</p> <p>https://www.ddfire.gov.uk/sites/default/files/attachments/Efficiency%20Plan%20201617%20to%20201920_0.pdf</p>	<p>Director of Corporate Resources and Treasurer</p>
<p>Reserves</p>				
<p>5.6 Sections 31A, 32, 42A and 43 of the Local Government Finance Act 1992 requires billing and precepting authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.</p>	<p>CFA</p>		<p>General reserve of 5% of budget requirement is considered adequate to meet any unforeseen expenditure. Funds set aside in earmarked reserves to meet known or predicted liabilities.</p>	<p>Director of Corporate Resources and Treasurer</p>
<p>5.7 Fire and rescue authorities should establish a policy on reserves and provisions in consultation with their chief finance officer. General reserves should be held by the fire and rescue authority and managed to balance funding and spending priorities and to manage risks.</p>			<p>Part of MTFP see 5.6</p>	<p>Director of Corporate Resources and Treasurer</p>

<p>This should be established as part of the medium-term financial planning process.</p>				
<p>5.8 Each fire and rescue authority should publish their reserves strategy on their website, either as part of their medium term financial plan or in a separate reserves strategy document. The reserves strategy should include details of current and future planned reserve levels, setting out a total amount of reserves and the amount of each specific reserve that is held for each year. The reserves strategy should cover resource and capital reserves and provide information for the period of the medium term financial plan (and at least two years ahead).</p>	<p>CFA</p>		<p>Part of MTFP see 5.6</p>	<p>Director of Corporate Resources and Treasurer</p>
<p>5.9 Sufficient information should be provided to enable understanding of the purpose(s) for which each reserve is held and how holding each reserve supports the fire and rescue authority's medium term financial plan. The strategy should be set out in a way that is clear and understandable for members of the public, and should include:</p> <ul style="list-style-type: none"> • how the level of the general reserve has been set; 	<p>CFA</p>		<p>Part of MTFP see 5.6</p>	<p>Director of Corporate Resources and Treasurer</p>

<ul style="list-style-type: none"> • justification for holding a general reserve larger than five percent of budget; and • details of the activities or items to be funded from each earmarked reserve, and how these support the FRA's strategy to deliver a good quality service to the public. Where an earmarked reserve is intended to fund a number of projects or programmes (for example, a change or transformation reserve), details of each programme or project to be funded should be set out. 				
<p>5.10 The information on each reserve should make clear how much of the funding falls into the following three categories:</p> <ol style="list-style-type: none"> Funding for planned expenditure on projects and programmes over the period of the current medium term financial plan. Funding for specific projects and programmes beyond the current planning period. As a general contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management (e.g. insurance). 	<p>CFA</p>		<p>Part of MTFP see 5.6</p>	<p>Director of Corporate Resources and Treasurer</p>

Commercial Transformation

5.11 Each fire and rescue authority must demonstrate that it is achieving value for money for the goods and services it receives. Every fire and rescue authority should look at ways to improve its commercial practices including whether they can aggregate their procurement with other fire and rescue authorities and other local services (e.g. police) to achieve efficiencies.

CFA

The Service participates in regional and national procurement where it is in our interest to do so. However, we have experienced limited success in collaborating with the Police and other FRA's on procurement.

The Service is a member of the NFCC Strategic Commercial Board and the CFO is the NFCC national category lead for fleet. The Service has an overall policy on procuring all goods collaboratively, either locally or nationally where this drives efficiency or effectiveness. An excellent example is the collaboration for the purchase of fire appliances which was undertaken with North Yorkshire and West Yorkshire FRSs.

Following completion of the first basket of goods exercise a review was undertaken by the Service to identify efficiencies, this process will be repeated following completion of the next basket of goods exercise.

The Service can access strategic procurement support through its SLAs with Durham County Council.

Director of Corporate Resources and Treasurer

5.12 Fire and rescue authorities must demonstrate and support national and local commercial transformation programmes where appropriate. Each fire and rescue authority should be able to demonstrate full awareness of the objectives to standardise requirements, aggregate demand and manage suppliers of products and services within their commercial arrangements.

CFA

The Service supports national and local programmes where appropriate which includes the NFCC Strategic Commercial Board. The CFO is the NFCC national category lead for fleet. A significant number of purchases are undertaken at local and regional level through access to frameworks such as NEPO.

The Service can access strategic procurement support through its SLAs with Durham County Council.

Director of Corporate Resources and Treasurer

<p>5.13 Fire and rescue authorities must ensure that their commercial activities, be that the placement of new contracts or the use of existing contracts, is in line with their legal obligations, including but not limited to the Public Contracts Regulations, the Public Services (Social Value) Act 2012, the Modern Slavery Act 2015 and transparency commitments.</p>	<p>CFA</p>		<p>Procedures for the placement of contracts are set out in Contract Procedure Rules – Section 11 of the Constitution. (Note the constitution is currently under review and this section has been updated as part of the review.)</p> <p>https://www.ddfire.gov.uk/sites/default/files/attachments/Constitution%20June%202016%20FINAL.pdf</p>	<p>Director of Corporate Resources and Treasurer</p>
<p>Research and Development</p>				
<p>5.14 Fire and rescue authorities should engage with national research and development programmes, including those overseen by the NFCC, unless there is a good reason not to.</p>	<p>CFA</p>		<p>The Service contributes to, and are supporters of, the NFCC national R&D programme and where relevant the Service will take part in research and development projects as required.</p> <p>Examples of supporting national projects include leading on national fleet and also supporting and advising on the development of the national operational guidance programme.</p>	<p>ACFO Service Support</p>
<p>5.15 Where fire and rescue services embark on research and development outside of any national programme, processes should be put in place to ensure it meets quality standards and, where possible and appropriate, is available to the sector to enable good practice to be shared.</p>	<p>FRS</p>		<p>For equipment and vehicle development, the Service will utilise scrutiny from the operational vehicles and equipment group [OVEG] to provide assurance of quality standards. Prior to progressing from research and development into procurement, the OVEG will give final approval and endorsement of the requirements and standards met.</p> <p>Where relevant, examples of good practice will be shared throughout the sector. For example, the development of the Service ward-based risk tool and vulnerable person profiling by the information services team.</p>	<p>ACFO Service Support</p>

Trading			
<p>5.16 Fire and rescue authorities have the power to trade and make a profit but they must ensure that their commercial activities are performed in accordance with the requirements of the Local Government Act 2003, the Fire and Rescue Services Act 2004 (as amended by the Localism Act 2011), the Local Government Order 2009 and the Local Authorities (Goods and Services) Act 1970. Fire and rescue authorities must also ensure that such commercial activities are exercised through a company within the meaning of Part 5 of the Local Government and Housing Act 1989.</p>	<p>CFA</p>	<p>The Authority's trading arrangements are fully compliant with legislative requirements. All commercial trading is carried out through the Authority's trading companies, County Durham & Darlington Fire & Rescue CIC (CIC) and Vital fire Solutions (VFS).</p> <p>The accounts of both companies are audited by the Authority's external auditor Mazars LLP</p>	<p>CIC/VFS Board</p>
<p>5.17 A trading company is a separate legal entity and elected members and officers should at all times be aware of potential conflicts of interest when carrying out their roles for their authorities, or when acting as directors of trading companies.</p>	<p>VFS/CIC Boards</p>	<p>Director and Risk training provided by an external provider to Board members in November 2015. Any new Board members will also receive the training as required.</p>	<p>CIC/VFS Board</p>
<p>5.18 Fire and rescue authorities must ensure any actions taken in respect of their trading</p>	<p>CFA</p>	<p>No financial assistance is provided to either of the Authority's trading companies (CIC or VFS). Where the companies</p>	<p>CIC/VFS Board</p>

<p>companies are considered against the requirements of competition law. Any financial assistance – in cash or in kind – given by an authority that establishes or participates in it, should be for a limited period, set against the expectation of later returns, and re-paid by those returns. Any assistance should be provided under a formal agreement with the company and must be entered into for a commercial purpose. Before entering into such an agreement, the authority should satisfy itself that it will achieve its objective, and the company should satisfy itself that it will meet its objective in terms of its business plan. The parties should consider any State Aid implications and obtain their own expert advice where necessary.</p>			<p>utilise Authority staff or services they are invoiced for the full cost. State aid implications have been considered in full and the companies are also charged a fee for the use of the Authority logo and brand.</p> <p>Both companies are wholly owned by the Authority and the Authority has £15,000 of share capital in VFS.</p>	
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CHAPTER 6 WORKFORCE

People Strategy

<p>6.1 Each fire and rescue authority should have in place a people strategy that has been designed in collaboration with the workforce. This should take into account the principles set out in the NFCC's people strategy and at a minimum cover:</p>	<p>CFA</p>		<p>Workforce Development Strategy 2017 – 2020 and Strategic Workforce Plan published which is mapped against the NFCC's people strategy principles and covers the requirements listed.</p> <p>The strategy covers 6 key areas as listed below:</p>	<p>ACFO Service Support</p>
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<ul style="list-style-type: none"> • continuously improving the diversity of the workforce to ensure it represents the community it serves; • equality, cultural values and behaviours; • the various routes available in terms of recruitment, retention and progression; • flexible working; • professionalism, skills and leadership; • training opportunities; • health and safety, wellbeing, disabilities and support (e.g. mental health and physical support); and • tackling bullying, harassment and discrimination. 			<ul style="list-style-type: none"> • Workforce Sustainability; • Outstanding Leadership; • Talent Management and Development; • Wellbeing and Reward; • Positive Working Environment; • Operational Excellence. <p>A workforce development interventions plan has been developed to support the delivery of the strategy some of which include:</p> <ul style="list-style-type: none"> • Development of values and behaviours; • Appraisal system measures values and behaviours; • Culture survey and interventions; • Inclusive Leadership Programme for SLT, middle and supervisory managers; • I3 profiling; • ED&I qualifications; • FF Apprenticeship Programme; • Mentoring programme; • NLP; • Innovation and creativity training; • HR policies and procedures; • Functional fitness testing and equipment; • Associate fitness advisors; • BHAWA Continuing Excellence; • Mental Health Working Group and First Aiders; 	
<p>6.2 The Home Office collects and publishes a range of workforce data which fire and rescue authorities are required to provide. This includes workforce diversity, information on new joiners, reasons for leaving and firefighter injuries.</p>	<p>CFA</p>		<p>Workforce data supplied to the Home Office on request and reported to the CFA on publication.</p>	<p>ACFO Service Support</p>

Professional Standards				
<p>6.3 To enhance professionalism of fire and rescue services, a coherent and comprehensive set of professional standards across all areas of fire and rescue services' work will be developed, drawing on existing standards where appropriate. The development of new standards will be on an ongoing basis.</p>	<p>Professional Standards Body</p>		<p>The Service awaits the publication of the standards, however already utilises role maps, National Operational Guidance, ISO standards in Training, BFS and Health and Safety and is re-introducing IFE examinations into promotion processes.</p>	<p>ACFO Service Support</p>
<p>6.4 All fire and rescue authorities must implement the standards approved through this work and the inspectorate will have regard to these standards as part of their inspections.</p>	<p>CFA</p>		<p>A gap analysis of the standards will be undertaken once published to ensure compliance and measures taken to address any gaps.</p>	<p>ACFO Service Support</p>
Fitness Principles				
<p>6.5 Firefighting is a physically demanding occupation and it is essential that firefighters have sufficient levels of fitness to enable them to carry out their tasks as safely and effectively as possible. As such, this requires higher levels of fitness than most other occupations and therefore there is a requirement for operational personnel to maintain levels of personal fitness. It is recognised that</p>	<p>CFA</p>		<p>Workforce Development Strategy 2017 - 2020 and Strategic Workforce Plan published.</p> <p>Fitness Policy and Procedure in place. Annual fitness testing conducted for all operational staff.</p> <p>Health and Fitness Advisor employed by the Service.</p> <p>Health and Fitness Associates in place.</p> <p>BHAWA Continuing Excellence achieved.</p>	<p>ACFO Service Support</p>

<p>fitness levels may decline with age and whilst this may be mitigated by fitness training, diet and other lifestyle changes, it is acknowledged that there may be a general decline in fitness as a result of the ageing process.</p>			<p>Gym facilities and functional fitness equipment provided for all stations, HQ and Training Centre.</p> <p>Occupational Health and physiotherapy provision provided.</p>	
<p>6.6 Fire and rescue authorities have an important role in helping to ensure their firefighters remain fit and are supported in remaining in employment. Each fire and rescue authority must comply with the fitness principles set out at Annex C.</p>	<p>CFA</p>		<p>See comments in 6.5 above and the Service complies with all of the fitness principles set out in Annex C.</p>	<p>ACFO Service Support</p>
<p>Re-engagement of Senior Officers</p>				
<p>6.7 The re-appointment of principal fire officers to the same or similar posts within the same fire and rescue authority, a short time after they have retired, has caused concern in recent years and increases costs for taxpayers. These individuals very often receive their pension benefits on retirement (such as their tax free lump sum) and then return on favourable terms, including an increase in take-home pay through avoiding paying employee pension contributions.</p>	<p>CFA</p>		<p>The CFA has not re-appointed any principal officers following retirement. Principal Officers in the Framework refers to those officers at Brigade or Area Manager level, and above, or those with comparable responsibilities to those roles.</p> <p>The Authority's Pay Policy Statements states:</p> <p><i>In accordance with the requirements of the draft 2018 Fire and Rescue Framework for England the Authority has a policy of not re-appointing principal fire officers (Brigade Managers) after retirement to their previous, or a similar, post except for in exceptional circumstances when such a decision is necessary in the interests of public safety.</i></p>	<p>CFO</p>
<p>6.8 Fire and rescue authorities must not re-appoint principal fire</p>	<p>CFA</p>		<p>See comments in 6.7 above.</p>	<p>CFO</p>

<p>officers after retirement to their previous, or a similar, post save for in exceptional circumstances when such a decision is necessary in the interests of public safety. Any such appointment must be transparent, justifiable and time limited.</p>				
<p>6.9 In the exceptional circumstance that a re-appointment is necessary in the interests of public safety, this decision should be subject to agreement by a public vote of the elected members of the fire and rescue authority, or a publicised decision by the appropriate elected representative of the fire and rescue authority, taking into account the legislative requirements of PCC FRA Chief Fire Officer appointment procedures. The reason why the re-appointment was necessary in the interests of public safety, and alternative approaches were deemed not appropriate, must be published and the principal fire officer's pension must be abated until they cease to be employed by a fire and rescue authority.</p>	<p>CFA</p>		<p>In the exceptional circumstance that this was to occur, the CFA will comply with the requirements of the National Framework for England.</p>	<p>CFO</p>
<p>6.10 To ensure greater fairness and the exchange of talent and ideas, all principal fire officer</p>	<p>CFA</p>		<p>ACFO posts were advertised nationally and in collaboration with TWFRS.</p>	<p>ACFO Service Support</p>

<p>posts must be open to competition nationally, and fire and rescue authorities must take account of this in their workforce planning.</p>			<p>Temporary AM posts were advertised in collaboration with TWFRS.</p> <p>Future Principal Officer posts will be advertised nationally in accordance with the framework. Principal Officers in the Framework refers to those officers at Brigade or Area Manager level, and above, or those with comparable responsibilities to those roles.</p>	
<p>6.11 While the above requirements only extend to principal fire officers, we expect fire and rescue authorities to have regard to this principle when re-appointing at any level.</p>	<p>CFA</p>		<p>In addition to comments in 6.10, temporary GM posts were advertised in collaboration with TWFRS.</p> <p>For future vacancies, regard will be given to advertising both regionally and nationally.</p>	<p>ACFO Service Support</p>

7. INSPECTION, INTERVENTION AND ACCOUNTABILITY

Inspection

<p>7.1 Independent inspection of fire and rescue authorities in England – and the fire and rescue service they oversee - is delivered by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The chief fire and rescue inspector and inspectors of fire and rescue authorities in England have powers of inspection given to them by the Fire and Rescue Services Act 2004, as amended by the Policing and Crime Act 2017.</p>	<p>HMICFRS</p>		<p>This is an element to enable the HMICFRS to lead and conduct the inspection of the fire and rescue service.</p>	<p>ACFO Service Support</p>
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<p>7.2 The inspectorate will provide a crucial assurance function to consider how effective and efficient fire and rescue authorities are, how well they manage their people and whether they are fulfilling their statutory obligations. The inspectorate will also highlight good practice and identify areas where improvement is needed so that remedial or constructive action can be taken. Alongside the inspectorate, other mechanisms exist for fire and rescue authorities to seek assurance or views on how they operate and/or the service they deliver, for example the Local Government Association's sector improvement support. The Government's expectation is that these mechanisms should complement inspection rather than duplicate or hinder it.</p>	<p>HMICFRS</p>		<p>This section details the reason and purpose of the HMICFRS inspection and that these compliment other assurance mechanisms and emphasises that this inspection does not replace them.</p> <p>Other areas of assurance for the service include external ISO 9001 and 18001 accreditation, Skills for Justice accreditation and local authority audits.</p>	<p>ACFO Service Support</p>
<p>7.3 The Policing and Crime Act 2017 requires the chief fire and rescue inspector for England to publish an inspection programme setting out what inspections of fire and rescue authorities in England they propose to carry out, and an inspection framework setting out the manner in which inspections will be carried out, including the</p>	<p>HMICFRS</p>		<p>This section details the responsibility of the chief fire and rescue inspector to publish an inspection programme, inspection framework and also an annual report.</p>	<p>ACFO Service Support</p>

<p>matters that will be inspected. The inspection framework and programme applies to every fire and rescue authority in England. The 2017 Act also requires the chief fire and rescue inspector for England to submit an annual report to the Secretary of State providing an assessment of the efficiency and effectiveness of fire and rescue authorities in England for the period in respect of which the report is prepared.</p>				
<p>7.4 All fire and rescue authorities must cooperate with the inspectorate and its inspectors to enable them to deliver their statutory function. This includes providing relevant data and information to inform inspections. The Home Office and HMICFRS will work together to align data and information collections where possible to avoid duplication.</p>	<p>CFA</p>		<p>The Service has already provided data to the HMICFRS and will continue to support their requirements moving forward. Details of requested information have been indicated and the service will be able to provide this when required.</p> <p>CDDFRS has one member of staff seconded to the HMICFRS.</p>	<p>ACFO Service Support</p>
<p>7.5 Fire and rescue authorities must give due regard to reports and recommendations made by HMICFRS and – if recommendations are made – prepare, update and regularly publish an action plan detailing how the recommendations are being actioned. If the fire and rescue authority does not</p>	<p>CFA</p>		<p>This section details the requirement to take due regard to any reports and recommendations made by the HMICFRS following an inspection.</p> <p>Currently this service is scheduled for inspection as part of tranche three (Spring 2019) and therefore does not have any reports or recommendations to action at this time.</p>	<p>ACFO Service Support</p>

propose to undertake any action as a result of a recommendation, reasons for this should be given. When forming an action plan, the fire and rescue authority could seek advice and support from other organisations, for example, the National Fire Chiefs Council and the Local Government Association; and, for those areas where a PFCC has responsibility for fire governance, the Association of Police and Crime Commissioners.

Intervention

7.6 Section 22 of the Fire and Rescue Services Act 2004 gives powers to the Secretary of State to intervene should a fire and rescue authority fail, or be likely to fail, to act in accordance with this Framework. The Secretary of State is required to prepare a protocol about the exercise of these powers and to have regard to it when exercising the section 22 powers.

Secretary of State

CDDFRA will act in accordance with this Framework.

CFO

7.7 The 2004 Act allows the Secretary of State, by order, to require the fire and rescue authority to do something; to stop doing something; or not to do something in order to ensure the

Secretary of State

CDDFRA will act in accordance with this Framework.

CFO

<p>fire and rescue authority acts in accordance with this Framework. An order could be made if the Secretary of State considers it would promote public safety or the economy, efficiency and effectiveness of the relevant fire and rescue authority. Before any such order is made the Secretary of State must give the authority an opportunity to make representations about the order proposed.</p>				
<p>7.8 Use of this power is a last resort and intervention would only be considered if there was clear evidence that an authority was failing to act in accordance with the Framework, and that the failure was sufficiently serious as to warrant Government intervention. The expectation is that the fire and rescue authority should put in place remedial measures to overcome any concerns, seeking sector-led support as appropriate.</p>	<p>Secretary of State</p>		<p>CDDFRA will act in accordance with this Framework, however if intervention took place, the Fire Authority would put in place remedial measures to address the concerns identified.</p>	<p>CFO</p>
<p>7.9 The Secretary of State also has other powers of intervention (for example, under section 15 of the Local Government Act 1999) but the Protocol on Central Government Intervention Action for Fire and Rescue Authorities relates solely to ensuring fire and rescue authorities act in</p>	<p>Secretary of State</p>		<p>CDDFRA will act in accordance with this Framework.</p>	<p>CFO</p>

accordance with the National Framework.				
Accountability				
7.10 Fire and rescue authorities are expected to have governance and accountability arrangements in place covering issues such as financial management and transparency, complaints and discipline arrangements, and compliance with the seven principles of public life.	CFA		CFA and Committee Structure Constitution	CFO
7.11 Each fire and rescue authority must hold the individual who has responsibility for managing the fire and rescue service – an operational or non-operational Chief Fire Officer – to account for the delivery of the fire and rescue service and the functions of persons under their direction and control.	CFA		CFA and Committee Structure Constitution The CFO receives an annual appraisal from the CFA Chair and Vice Chair, objectives are set and reviewed regularly. The Salary Review Group monitors and reviews the performance of the CFO, Brigade Managers and Treasurer. The group meets on an annual basis in order to undertake the Brigade Manager Salary Review Process and will agree the level, if any, of any local pay award for Brigade Managers and the Treasurer position.	CFO
7.12 In demonstrating their accountability to communities for the service they provide, fire and rescue authorities need to: <ul style="list-style-type: none"> • be transparent and accountable to their communities for their decisions and actions; 	CFA		CFA and Committee Structure Constitution Safer and Stronger Communities Overview and Scrutiny Panel, Transparency Data , AAP engagement, Meeting	CFO

<ul style="list-style-type: none"> • provide the opportunity for communities to help to plan their local service through effective consultation and involvement; and • have scrutiny arrangements in place that reflect the high standard communities expect for an important public safety service. 			agenda and minutes , Durham Partnership Arrangements, Darlington Partnership Arrangements, performance data on website.	
Transparency				
<p>7.14 Each fire and rescue authority must comply with their statutory transparency requirements. The nature of the requirements is dependent on the legal basis of the authority; for example, combined fire and rescue authorities would be subject to the Local Authority Transparency Code 2015 while PCC FRAs must comply with requirements under section 11 of the Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Specified Information) Order 2011. All fire and rescue authorities should therefore publish certain information, including: senior salaries; register of interests; staffing; income and expenditure; property; rights and liabilities; and decisions of significant</p>	CFA		<p>Transparency information published on website.</p> <p>https://www.ddfire.gov.uk/transparency</p> <p>Information provided on council tax leaflet and in Statement of Assurance on how to access performance information.</p> <p>https://www.ddfire.gov.uk/sites/default/files/attachment/Council%20tax%20leaflet%202018-19_web.pdf</p> <p>Quick links to performance and transparency information on website homepage.</p>	Director of Corporate Resources and Treasurer

<p>public interest. Fire and rescue authorities must make their communities aware of how they can access data and information on their performance.</p>				
<p>7.15 Furthermore, section 26 of the Fire and Rescue Services Act 2004 states that a fire and rescue authority must: a) submit to the Secretary of State any reports and returns that are required; and b) give the Secretary of State any information with respect to its functions that are required.</p>	<p>CFA</p>		<p>Returns are submitted as required.</p>	<p>Director of Corporate Resources and Treasurer</p>
<p>7.16 Fire and rescue authorities also have a responsibility to provide regular data to the Home Office as stipulated by MHCLG's Single Data List process. The data supplied are the source for the official and national statistics published by the Home Office and are used for the purposes of policy development across a range of organisations including Government as well as providing a publicly available national overview of activity by fire and rescue services.</p>	<p>CFA</p>		<p>The single gateway data list consists of data from IRS and the Home Office Operational Statistics return (incorporating community and fire safety data, HR data and accident data). CDDFRS submits IRS data on a regular basis and is one of the most productive FRS in doing this. Incident reports are expected to be completed within two days of the incident. Uploads to the national IRS are completed every month. CDDFRS also completes the annual Home Office Operational Statistics return as per the specified deadlines.</p>	<p>ACFO Service Delivery</p>