



## **Local Government Act 1972**

**A Meeting of the Combined Fire Authority for County Durham and Darlington will be held in the Morton Room - County Durham and Darlington Fire and Rescue Service Headquarters on Monday 26 November 2018 at 10.00 a.m. to consider the following business:-**

### **PART A**


1. Declarations of interest, if any  
*If Members are aware of a private or personal conflict of interest in relation to any items on the Agenda, this should be disclosed at this stage or when the conflict of interest arises during consideration of an item in accordance with the Code of Conduct for Members*
2. Minutes of the meeting held on 24 September 2018 (Pages 3 - 6)
3. Current Correspondence - Report of Assistant Chief Fire Officer - Service Support (Pages 7 - 8)
4. Notes of Audit and Risk Committee - Report of Chair (Pages 9 - 10)
5. Notes of Finance Committee - Report of Chair (Pages 11 - 12)
6. Change of Elected Member from Darlington - Report of the Clerk (Pages 13 - 14)
7. Inclusive Fire Service Group Improvement Strategies - Report of the Assistant Chief Fire Officer - Service Support (Pages 15 - 34)
8. Member Attendance at Conference - Report of the Vice Chair (Pages 35 - 40)
9. Bonfire Period Update - Presentation
10. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration
11. Any resolution relating to the exclusion of the public during the discussion of items containing exempt information

## Part B

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

12. Strategic Planning Day 08 October 2018 - Report of the Chief Fire Officer (Pages 41 - 44)
13. Appointment of the Assistant Chief Fire Officer - Report of the Chair (Pages 45 - 48)
14. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration

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



**H LYNCH**

Clerk to the Combined Fire Authority  
for County Durham and Darlington

County Hall  
Durham  
DH1 5UL

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

**Durham County Councillors:**

Councillors B Avery, A Batey, D Bell, J Bell, P Brookes, C Carr, A Gardner, D Hicks, P Howell, A Laing, L Marshall, H Nicholson, C Potts, G Richardson, J Robinson, J Shuttleworth, M Simmons, W Stelling, F Tinsley, D Stoker and J Turnbull.

**Darlington Borough Councillors:**

Councillors H Crumbie, C Johnson, B Jones and S Richmond.

At the Meeting of the **Combined Fire Authority for County Durham and Darlington** held at Darlington Community Fire Station, St Cuthberts Way, Darlington, DL1 5LN **Monday 24 September 2018** at **10.00 am**.

### **Present:**

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

Councillors B Avery, A Batey, D Bell, J Bell, C Carr, A Gardner, J Grant (substitute for P Brookes), D Hicks, P Howell, A Laing, L Marshall, H Nicholson, C Potts, G Richardson, J Robinson, M Simmons, W Stelling, F Tinsley and J Turnbull.

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

Councillors S Harker, C Johnson, B Jones and S Richmond.

#### **Independent Standards Members: -**

Apologies for absence were received from Councillors P Brookes, A Laing, J Shuttleworth, D Stoker.

The Chair welcomed S Harker, who had been re-elected onto the CFA and congratulated him on his appointment as Leader of Darlington Borough Council.

The Chair noted that on Saturday 13 October Assistant Chief Fire Officer – Service Delivery and himself would be representing the CFA and Service at FBU Centenary Event in London and that the FBU and the Service had unveiled a Red Plaque at Peterlee Fire Station on 5 September to commemorate the two firefighters, John Donley and Tony Hall, who gave their lives in the line of duty on 5 September 1982.

### **A1 Declarations of interest**

There were no declarations of interest.

### **A2 Minutes of the meeting held on 17 July 2018**

The minutes of the meeting held on 17 July 2018 were confirmed as a correct record and signed by the Chair (for copy see file of minutes).

### **A3 Current Correspondence**

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

#### **A4 Notes of the Audit and Risk Committee**

The Authority considered a report of the Chair of the Audit and Risk Committee, which provided an update on the discussions at the meeting held on 26 July 2018 (for copy see file of minutes).

J Turnbull thanked the Treasurer and finance staff for all their hard work in preparing the statement of accounts.

#### **A5 Notes of the Performance Committee**

The Authority considered a report of the Chair of the Performance Committee, which provided an update on the discussions of the meeting held on 11 September 2018 (for copy see file of minutes).

C Carr noted that the Performance Committee recommended the implementation of the new format performance report.

#### **Resolved:**

That the new format of the performance report be implemented.

#### **A6 Joint Emergency Services Interoperability Principles (JESIP) Update**

The Authority considered a report of The Assistant Chief Fire Officer – Service Delivery which provided members with an update on the Service's approach to the introduction, adoption and embedding of the Joint Emergency Services Interoperability Principles (JESIP) (for copy see file of minutes).

#### **Resolved:**

That the report was noted and further updates would be received when appropriate.

#### **A7 Staffing Update**

The Authority considered a report of the Head of Workforce Development which informed members of the strategies for maintaining operational ridership in the short to medium term (for copy see file of minutes).

The Chair thanked the Head of Workforce Development for the excellent presentation that was given at the LGA Conference on the Service's apprenticeship scheme.

#### **Resolved:**

That the contents of the report be noted.

#### **A8 Performance Report Quarter One 2018/19**

The Authority considered a report of the Area Manager Community Risk Management which presented a summary of organisational performance at the end of quarter one 2018/19 (for copy see file of minutes).

C Carr thanked Area Manager Community Risk Management for his work on the new performance report format.

#### **Resolved:**

- (i) That the report be noted.
- (ii) Agree that the new reporting format be approved

#### **A9 Cultural Survey**

The Authority received an update from the Head of Workforce Development which informed members of the findings of the second cultural survey conducted by Durham University Business School (DUBS) in April 2018 (for copy see file of minutes).

The Chair noted that organisational culture was a strong focus for HMICFRS during their inspection process and how the service was addressing the area was positive.

#### **Resolved:**

That the report be noted.

#### **A10 Apprentice Update Presentation**

The Authority considered a presentation on the apprentices first weeks.

#### **A11 Any other Business**

There was no other business.

#### **A12 Exclusion of the public**

That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 and 4 of Part 1 of Schedule 12A to the said Act.

**B13 Marauding Terrorist Firearms Attack (MTFA) Capability Update**

The Authority Received a report from the Assistant Chief Fire Officer – Service Delivery which provided members with an update on the National Resilience (NR) capability known as Marauding Terrorist Firearms Attack (MTFA) (for copy see file of minutes).

**Resolved:**

That the report be noted.

**B14 Update of the Fire Brigade Union’s Pay Claim**

The Authority received an update from the Chief Fire Officer which informed members to the latest position in relation to the Fire Brigade Union’s (FBU) pay claim and the potential impact on the Authority (for copy see file of minutes).

**Resolved:**

- (i) That the report be noted.
- (ii) Agree to receive further updates on this issue as more information becomes available.

**B15 Any Other Business**

There was no other business.

**CLOSE OF MEETING**



### Current Correspondence: September 2018 – November 2018

Release date	Subject	Summary	Action		
			CFA Report	CFA Response	Info
11/09/2018	Letter from HMI Zoe Billingham	HMICFRS update letter and key date schedule for the services involved in the inspections for tranche 2.			√
18/10/18	Letter from Sir Thomas Winsor WS	Appointment of HMI Phil Gormley as one of Her Majesty's Inspectors of Constabulary and Her Majesty's Inspectors for Fire and Rescue Services from 22 October and will be primarily responsible for inspection work of HMICFRS in relation to the northern region.			√
18/10/18	Letter from Matt Wrack, General Secretary, FBU to Simon Pannell Employers' Secretary	Statement which sets out FBU position for consideration by the NJC.			√
30/10/2018	Circular NJC/6/18	Joint NJC circular concerning the Independent Chair's Annual Report and the appointment of a new Independent Chair.			√
6/11/2018	Circular NJC/7/18	A Technical Advisory Panel had been held in Cumbria on 11 October following a failure to agree the introduction of two new duty systems.			√

This page is intentionally left blank



Safest People, Safest Places

County Durham and Darlington  
Fire and Rescue Authority



## COMBINED FIRE AUTHORITY

26 NOVEMBER 2018

### NOTES OF THE AUDIT AND RISK COMMITTEE HELD ON 18 OCTOBER 2018

---

## REPORT OF THE CHAIR OF THE AUDIT AND RISK COMMITTEE

---

**Members Present:** Cllr J Turnbull in the Chair  
Cllrs B Avery, D Bell, C Johnson and L Marshall

**Apologies:** Cllr M Simmons

#### Purpose of the report

1. The purpose of this report is to provide members with an update of the discussions and recommendations of the Audit and Risk Committee held on 18 October 2018.

#### Annual Audit Letter

2. Members were presented with the annual audit letter.

The Committee **noted** the report.

#### Corporate Governance Action Plan

3. Members were presented with the actions arising from the corporate governance action plan.

The Committee **noted** the contents of the report and the ongoing work in relation to the corporate governance action plan.

#### Corporate Risk Register

4. Members considered and discussed the amendments to the Corporate Risk Register and any actions taken to mitigate risk.

The Committee **noted** the report.

#### Internal Audit Progress Report

5. Members were presented with the detailed work undertaken between 1 April 2018 and 30 September 2018 and considered the progress against planned work, assurance levels, summary of work completed and performance indicators for 2018/19.

The Committee **considered** the outturn position in delivering the internal audit plan for 2018/19.

### **External Audit Process Report**

6. The members were presented with the key audit stages for 2018/19, national publications and guidance for auditors.

The Committee **noted** the report.

## **PART B**

### **Internal Audit Outstanding Actions Appendix 3**

7. The Committee **noted** and **approved** the revised target dates set out.



## COMBINED FIRE AUTHORITY

26 NOVEMBER 2018

### NOTES OF THE FINANCE AND GENERAL PURPOSES COMMITTEE HELD ON 23 OCTOBER 2018

#### REPORT OF THE CHAIR OF THE FINANCE COMMITTEE

**Members Present:** Cllr A Batey (Chair)  
Cllrs P Howell, J Shuttleworth, W Stelling, R Manchester and  
S Richmond

**Officers Present:** T Hope and K Metcalfe

**Apologies:** Apologies were received from Cllr C Potts

#### Sickness Absence Performance Quarter 4

- Members received an update on sickness absence performance at the end of the reporting year 2017-18. Overall sickness across all categories had improved with a 11% reduction in shifts lost in comparison with last year.

Moving forward sickness absence would be monitored by the Performance Committee.

The committee **noted** the report.

#### Revenue and Capital Outturn for the year ended 31 March 2018

- Members were provided with information on the 2017/18 revenue and capital outturn compared with the original budget. The comparison with the original budget is a requirement for the published statement of accounts and differs from the information provided during the year which compared actual expenditure and income with the revised budget.

The committee **noted** the outturn position for the financial year ended 31 March 2018.

#### Short Term Investments Quarter 4 2017/18

- Members received an update on the performance of the Authority's short term investments for the period ended 31 March 2018.

The committee **noted** the position regarding the Authority's short term investments at 31 March 2018.

#### Short Term Investments Quarter 2 2018/19

- Members received an update on the performance of the Authority's short term investments for the period ended 30 September 2018.

The committee **noted** the current position regarding the Authority's short term investments.

### **Forecast of Outturn Quarter 2 2018/19**

5. Members were provided an indication of the Service's revenue and capital financial outturn position based upon expenditure and income to the 30 September 2018. The forecast revenue underspend for the year is £0.469M. An underspend of £3.0M is currently forecast on the capital budget at the year end due to slippage in the Darlington fire station scheme.

The committee **noted** the forecast revenue and capital outturn position and **approved** the revisions to the capital budget.

### **2019/20 Budget and Medium Term Financial Plan**

6. Members were advised of the proposed timetable for the consideration and approval of the 2019/20 budget and Medium-Term Financial Plan.

The committee **agreed** that the 2019/20 revenue budget is prepared at a standstill position highlighting requirements for any inflationary contingencies and inescapable commitments.

The committee **agreed** that the Finance Committee give detailed consideration to budget matters as outlined in the report and makes appropriate recommendations to the Fire Authority.

### **2019 20 Local Government Finance Settlement Technical Consultation**

7. Members received details of the Authority's response to a recent technical consultation on the Governments proposals for distributing government funding in 2019/20.

The committee **noted** the Authority's response to the consultation.



## COMBINED FIRE AUTHORITY

26 NOVEMBER 2018

## CHANGE OF ELECTED MEMBER FROM DARLINGTON

---

### REPORT OF CLERK

---

#### PURPOSE OF THE REPORT

1. This report makes members aware of a change in representation on the Combined Fire Authority (CFA) from Darlington Borough Council (DBC) and the impact of that on the committee structure and representation on external bodies.

#### BACKGROUND

2. DBC have informed the Authority that Cllr Stephen Harker is standing down from the CFA and will be replaced by Cllr Helen Crumbie. DBC have also requested that Cllr Crumbie take over the responsibilities previously held by Cllr Harker and Cllr Richmond on committees and outside bodies.
3. Representation on committees and outside bodies are agreed every year at the CFA Annual General Meeting (AGM). Any in-year amendments are the responsibility of the Clerk following consultation with the Chair, Vice Chair and the appropriate Group Leader.
4. At the AGM on 11 June 2018 Cllr Harker was not assigned to any committee roles or hold any roles on outside bodies, however, Cllr Richmond was assigned the roles set out below, which will transfer to Cllr Crumbie:
  - Member of the Finance and General Purposes Committee;
  - Representative to the Local Government Association.
5. The relevant stakeholders listed in paragraph 3 have approved the request from DBC in relation to Cllr Crumbie's roles on committees and outside bodies.

#### RECOMMENDATIONS

6. Members are asked to:
  - (a) **Note** that Cllr Crumbie has replaced Cllr Harker on the CFA and will be undertaking the roles and responsibilities listed in paragraph 4.

This page is intentionally left blank

## COMBINED FIRE AUTHORITY

County Durham and Darlington  
Fire and Rescue Authority



26 NOVEMBER 2018

## INCLUSIVE FIRE SERVICE GROUP IMPROVEMENT STRATEGIES

---

### REPORT OF ASSISTANT CHIEF FIRE OFFICER SERVICE SUPPORT

---

#### PURPOSE OF REPORT

1. The purpose of this report is to provide Members with an update on the progress of the action plan which was developed in response to the Inclusive Fire Service Group (IFSG) improvement strategies as published in Circular NJC/1/18.

#### BACKGROUND

2. As Members will be aware from previous updates, the IFSG led by the National Joint Council for Local Authority Fire and Rescue Services (NJC) undertook a comprehensive piece of work engaging directly with Fire and Rescue Services (FRS) and their employees to consider equality, diversity, cultural and behavioural issues with the purpose of developing improvement strategies which could be supported across the board and used at local level to deliver improvement.
3. As a result, a number of improvement strategies were identified and circulated to all FRS who were asked to consider them at both officer and member levels. The Service conducted a gap analysis and developed an action plan which reports our position and progress on the four key areas of the improvement strategies which is attached as Appendix A. Members were last updated on progress of the action plan at the Fire Authority meeting on 21 March 2018.
4. Of the 25 Improvement Strategies identified, 2 were directed at the Government and the National Fire Chiefs Council (NFCC), the remainder were to be considered by fire and rescue authorities.

#### CONCLUSION

5. The Service already satisfies or will continue to progress the objectives of the strategies through inclusion in the Workforce Development and Equality, Diversity and Inclusion strategies going forward.
6. Workforce reform is one of the three key pillars of the Fire Reform Programme and there is no doubt that the government are determined to ensure that fire authorities make progress in these areas which, it is hoped, will lead to a more inclusive FRS.
7. Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) will utilise a diagnostic question set to assess 'how well the fire and rescue service looks after its people', so it is expected that HMICFRS will examine our position against the strategies.

## RECOMMENDATIONS

8. Members are requested to:

- (a) **Note** and comment on the content of the report and the action plan;
- (b) **Approve** the completed status of the action plan.

Sarah Nattrass, Assistant Chief Fire Officer Service Support, 0191 375 5587





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

County Durham and Darlington Fire and Rescue Service  
Inclusive Fire Service Group (IFSG) Improvement Strategies Gap Analysis and Action Plan



## IFSG Improvement Strategies 2017

Key	
	Compliant
	Working/making progress towards compliance
	Not compliant

## IFSG Improvement Strategies 2017

### GENERAL

	Resp	Key	Notes/existing capability	Lead
<p>Inclusivity should be embedded in every aspect of the fire and rescue service.</p>	<p><b>WFD</b></p>		<p>This commitment will be highlighted in the ED&amp;I strategy/plan which will be reviewed by April 18 in line with the WFD strategy and IFSG recommendations. ED&amp;I strategy and action plan developed, the action plan is progressed and monitored by the EDIWG, SLT and CFA.</p> <p>The ED&amp;I group has membership from across the Service and includes a CFA Member Champion.</p> <p>A module on inclusivity is included in the leadership programme.</p> <p>ED&amp;I learn pro module mandatory for all staff to complete once every 2 years. Additional mandatory ED&amp;I learn pro module specific for line managers to complete once every 2 years.</p> <p>Consideration needs to be given on what needs to be delivered and by what means at induction/onboarding for new employees. Induction will be reviewed by the HR team in 18/19.</p> <p>Needs to form part of the initial recruitment process, ensuring we measure behaviours around inclusivity at an early stage. A behavioural styles questionnaire is used at point of entry recruitment for all operational employees. This also needs to be developed further for use in corporate recruitment.</p>	<p><b>ACFO Service Support</b></p>

## IFSG Improvement Strategies 2017

			<p>Behaviours are being measured in recruitment processes.</p> <p>Equality analysis is undertaken on all service documentation to ensure inclusivity of all groups.</p> <p>Managers seminars and station/section visits hosted by SLT allow staff to provide feedback in addition to having ideas/opinions on the future direction and culture of the Service.</p> <p>Fire Forums hosted by PO's introduced for middle managers to enhance engagement and inclusivity.</p>	
<p>There is a need for visible senior ownership and leadership - to lead by example and to ensure that local strategies and initiatives become reality on the ground, thereby embedding inclusion as the norm. Within a service this should be at chief officer level. Within a fire authority a specific member of the authority should hold the portfolio.</p>	<p><b>WFD</b></p>		<p>Endorsement of the ED&amp;I strategy/plan by the CFO and CFA member champion in April 18.</p> <p>ED&amp;I working group is led by the ACFO with a CFA member champion.</p> <p>ED&amp;I is a standard agenda item on the SLT meeting.</p> <p>Messages are regularly delivered regarding ED&amp;I issues via the comms brief.</p> <p>Unconscious bias and emotional intelligence training has been delivered to SLT by an external consultant.</p> <p>A workshop for SLT focussing on values, behaviours, impacts, perceptions and language has been delivered.</p>	<p><b>ACFO Service Support</b></p>

## IFSG Improvement Strategies 2017

<p>Union involvement should be recognised as an important factor in delivering improvement, particularly in respect of peer to peer involvement.</p>	<p><b>WFD</b></p>		<p>Rep body presence on ED&amp;I group.</p> <p>FBU LGBT representation from the Service is active both locally and regionally.</p> <p>FBU actively involved in increasing staff awareness for underrepresented groups - LGBT and Durham Pride.</p> <p>Dyslexia training delivered in conjunction with FBU learning.</p> <p>Rep bodies formal meetings with SLT and ad-hoc meetings as necessary.</p> <p>FBU catch up meetings with CFO.</p> <p>Rep body consultation on service policy and procedures and in addition to specific issues e.g. maternity leave.</p> <p>Continue to seek opportunities for training via FBU lifelong learning around inclusivity issues (mental health, ED&amp;I awareness, sign language).</p> <p>1 local and 1 regional FBU post supported by secondment to enhance communications and employee relations.</p>	<p><b>ACFO Service Support</b></p>
<p>Fire and Rescue Services should ensure the workplace is fit for purpose for all groups of employees including correct Personal Protective Equipment and gender specific station and fire ground facilities.</p>	<p><b>Assets / Corporate Resources</b></p>		<p>All buildings are fitted with male and female toilet facilities. Shower facilities in some are unisex however, separate cubicles are in place. All new premises are provided with accessible facilities, all premises renovated are provided with accessible facilities.</p>	<p><b>AM Training, Assets &amp; Assurance / Corporate Resources Manager</b></p>

Page 13

## IFSG Improvement Strategies 2017

			<p>Gender specific uniform and PPE is provided, a maternity wear provision is also provided.</p> <p>Welfare vehicle and welfare packs are available for use on the incident ground and off site training.</p>	
<b>PROMOTING AN INCLUSIVE CULTURE</b>				
Fire and Rescue Services should ensure that all managers are trained in people management including skills such as how to have difficult conversations and that all managers recognise their responsibilities in promoting an inclusive culture.	<b>WFD</b>		<p>Included in the WFD strategy, this training commenced in January and was delivered to all managers across the service by July 18 and will form part of the wider leadership programme for future management training.</p>	<b>HO Workforce Development</b>
Senior managers should lead by positive example. They should challenge bullying and harassment behaviours at every level, ensuring where necessary that management styles change in order to drive a different and improved culture.	<b>WFD</b>		<p>Introduction of service values and the behavioural framework which communicates the way the service expects its employees to conduct themselves at work.</p> <p>Introduction of meeting the CFO, DCFO or ACFO as part of induction programme for all new employees – set standards from start.</p> <p>Values and behaviours utilised as the measurement framework in new appraisal process which went live Jan 2018. Dignity at Work policy and procedure in place.</p> <p>Unconscious bias and emotional intelligence training as well as I3 profiling delivered to SLT.</p>	<b>HO Workforce Development</b>
Fire and Rescue Services should promote a culture where challenge is accepted and welcomed as a positive contribution. This should be in both directions.	<b>WFD</b>		<p>Measured via the cultural survey via 'voice behaviour', 'silence motives' 'positive culture' and 'making improvements' measures. Positive results were achieved in these areas however we will strive for continuous improvement.</p>	<b>ACFO Service Support</b>

## IFSG Improvement Strategies 2017

			<p>Second survey to be conducted in April 18 to assess progress. Second survey complete with improvements made in all areas remeasured and positive results received in new measures introduced.</p> <p>Values and behaviours framework developed by staff and not SLT.</p> <p>Development of a 'you said we listened' scheme – to be communicated via the bulletin.</p> <p>SLT station visits undertaken twice per year to communicate and seek feedback on service strategy and key work streams.</p> <p>SLT middle manager 121 discussions held annually to communicate and seek feedback on service strategy and key work streams.</p> <p>Delivery of middle manager and supervisory manager workshops to provide clarity and importance of role.</p> <p>Unconscious bias and emotional intelligence training as well as I3 profiling delivered to SLT. Inclusive leadership training which includes unconscious bias, emotional intelligence and having difficult conversations training to all supervisory and middle managers.</p> <p>Whistleblowing policy in place.</p> <p>Fire Forums hosted by PO's introduced for middle managers to enhance engagement and inclusivity.</p>	
--	--	--	--	--



## IFSG Improvement Strategies 2017

<p>Fire and Rescue Services should ensure that all employees are aware of, and understand, the relevant policies. Where an incident is reported and found to be accurate it is important that action is taken and is seen to be taken as a result. Everyone needs to be confident in the process.</p>	<p><b>WFD</b></p>	<p>Procedural justice (fairness) scored average in the cultural survey, this is an area of focus for improvement. Second survey to be conducted in April 18 to assess progress. Second survey complete with improvements made against this measure.</p> <p>A review of policies and procedures is being undertaken with changes already actioned, e.g. Driving Standards Panel and drug and alcohol testing.</p> <p>Consultation of new and reviewed policies and procedures is conducted by Section Heads and the trade unions which are then communicated to all staff via The Bulletin with any training delivered as necessary.</p> <p>Have delivered bullying, harassment and victimisation workshop to all watches. This is being redelivered through the inclusive leadership programme to all supervisory and middle managers and leadership programme for SLT.</p> <p>Trainees and apprentices have received this workshop however, this needs to form part of the wider induction process and will be included as part of the review.</p> <p>Consideration needs to be given to a wider measure for this regarding confidence in the process – cultural survey.</p>	<p><b>HO Workforce Development</b></p>
---	-------------------	---	--

## IFSG Improvement Strategies 2017

<p>Fire and Rescue Services should monitor the use of discipline and grievance procedures in order to identify and correct any problematic trends. This should also include an element of monitoring at the informal level in order to pick up issues at an early stage.</p>	<p><b>WFD</b></p>		<p>We currently monitor all formal ER cases. This will be widened to informal cases via meetings between the HRBPs and line managers.</p> <p>HR have added additional space on register to monitor diversity information.</p>	<p><b>HO Workforce Development</b></p>
<p>Fire and Rescue Services should consider the creation of trained Equality and Diversity champions. These are voluntary roles based on enthusiasm and commitment and irrespective of seniority. Champions play a central role in actively supporting the mainstreaming of equality and diversity initiatives and disseminating equality and diversity good practice, whilst also supporting the strategic development of initiatives to create an inclusive culture. Consideration should also be given to the role Allies can play. In relation to LGBT for example, 'allies' is a term used to describe heterosexual people who believe that lesbian, gay and bisexual people should experience full equality in the workplace and use their role within the organisation to create a culture that is inclusive of everyone.</p>	<p><b>WFD</b></p>		<p>ED&amp;I group is inclusive of a CFA member champion.</p> <p>Currently have D@W advisors in place – would benefit from having an SLT champion. Training for SLT member has been requested.</p> <p>Review of the ED&amp;I membership undertaken to ensure those attending are actively interested and engaged in the work streams and act as champions.</p> <p>ED&amp;I group members have achieved the level 2 qualification in ED&amp;I, consideration to be given to the level 4 qualification to further enhance knowledge and understanding to enhance credibility.</p> <p>Allies training undertaken by LGBT champion of ED&amp;I group, consider completion by all ED&amp;I members.</p> <p>Members of the EDIWG and allies which included the Chief Fire Officer and senior managers attended the launch of the Rainbow Alliance in Durham to enhance CDDFRS image as an employer of choice.</p>	<p><b>ACFO Service Support</b></p>

## IFSG Improvement Strategies 2017

			SLT have completed a Level 2 qualification in Mental Health Awareness.	
Fire and Rescue Services should also consider the creation of mediators (and may wish to consider whether they should be provided externally as well as internally).	<b>WFD</b>		The service has a small number of trained mediators.  Access to external mediators where required can be sought from DCC / ACAS.	<b>HO Workforce Development</b>
<b>Recruitment</b>				
<p>There should be a national media campaign covering the full range of the modern firefighter role (similar to the current Army campaign) and what the fire service does in order to inform perception. It should:</p> <ul style="list-style-type: none"> <li>• be supported by a website which would also include information on recruitment and potentially divert the interested person to their 'home' fire and rescue service;</li> <li>• include information on selection (based on national guidance, not prescription) recognising that the skill set needs to be wider than operational i.e. people skills, and provide information on fitness requirements.</li> </ul> <p>This suggestion was seen, by far, as the most influential way to alter perceptions and improve diversity. It would be useful in terms of recruitment and retention. Recruitment because it would dispel the myth that the job is just about fighting fires and retention to avoid the job not living up to expectations.</p>	<b>Government / NFCC</b>		Awaiting further information on national campaign, however we are designing our own recruitment video to share via social media channels.	<b>HO Workforce Development /Comms and Governance Manager</b>
Fire and Rescue Services should explore, and where appropriate utilise, recruitment opportunities such as apprenticeships and cadets in order to increase diversity in the workforce.	<b>WFD</b>		FF apprenticeship scheme developed, first cohort started in May 17, outcome of recruitment shows an increase in diversity with a 50/50	<b>HO Workforce Development</b>

## IFSG Improvement Strategies 2017

male/female split. Working in partnership with the NJC to promote and evaluate the scheme.

Service wide RDS recruitment campaign undertaken in 2017 to fill vacancies across the establishment. A further 3 females were recruited through this campaign. We review and amend our campaigns as necessary to ensure continuous learning.

YFA / cadet has both male/female members. However, positive action to increase BME in addition to female representation will continue.

Career paths to be identified for YFA / cadets into roles across the full service. Apprenticeship & Recruitment Co-ordinator is to attend careers events (designing supporting materials).

Employability and interview technique sessions were delivered to YFA/cadets throughout January 18 for those who are at school leavers age and would be eligible to apply for the apprenticeship scheme this year. Work experience week to be arranged twice per year.

Second cohort of apprentices started in September. Diversity results were positive with again a 50/50 split. In comparison with WT recruitment, data suggests this method gives more positive outcomes for gender. Also 2 YFA members were successful as well as 3 RDS FFs showing the scheme gives a clear career path from other areas.

## IFSG Improvement Strategies 2017

<p>Fire and Rescue Services should undertake greater and early engagement with specific communities/schools/colleges and not just when recruitment is on the horizon. This would further reinforce understanding of the role as it is today. This should utilise employee role models whilst being careful to maintain a balance with their core work.</p>	<p><b>WFD</b></p>		<p>ED&amp;I strategy includes an action to progress strategic positive action.</p> <p>A positive action plan is being developed in anticipation for the next WT recruitment process however, will continue beyond this to maintain a continuous focus and encourage applicants to the 'on call' duty system.</p> <p>Business ambassador scheme in development to enable wider engagement with schools and colleges regarding roles within the FRS.</p> <p>Role profiles to be developed and advertised on our website of personnel from underrepresented groups.</p> <p>As part of the apprenticeship network ambassador scheme a number of our first cohort deliver presentations out in businesses and schools raising awareness of the value apprenticeships can bring.</p>	<p><b>HO Workforce Development</b></p>
<p>Fire and Rescue Services should ensure they have visible family friendly working policies supported by a greater use of flexible working arrangements.</p>	<p><b>WFD</b></p>		<p>The service has several work-life balance procedures in place which provide flexible working options such as job share, other leave, flexible working, enhanced maternity / paternity / adoption and shared parental leave, career break, flexible retirement and union leave.</p> <p>The service is supporting the 'dying to work' campaign and considering developing a 'carers leave' procedure.</p>	<p><b>HO Workforce Development</b></p>

## IFSG Improvement Strategies 2017

<p>Fire and Rescue Services should develop an internal communications strategy to explain the difference between positive action and positive discrimination in order to counteract the view of some that an individual has only been employed/promoted because they are female/BME/LGBT. This would be supportive to such individuals and also be helpful in terms of encouraging progression.</p>	<p><b>WFD</b></p>		<p>Included in Workforce Development Strategy and will be delivered as part of the inclusive leadership training but is only being delivered to managers.</p> <p>WFD to work with the Comms team on a strategy to ensure the message around positive action and positive discrimination is received by all employees.</p>	<p><b>HO Workforce Development</b></p>
<p>Fire and Rescue Services should consider commissioning work in their own areas to identify any obstacles that local communities feel there are to applying to work with the service.</p>	<p><b>WFD</b></p>		<p>Work undertaken with students from Teesside University to identify obstacles to a career within the FRS, report received with recommendations considered and incorporated into the Workforce Development Strategy.</p> <p>To be considered as a dissertation project for a degree student.</p>	<p><b>HO Workforce Development</b></p>
<p><b>PROGRESSION</b></p>				
<p>Fire and Rescue Services should ensure that promotion processes which are fair and transparent are applied consistently and clearly explained to all employees.</p>	<p><b>WFD</b></p>		<p>Review of promotion process in place. Trade unions will be consulted as part of the review.</p> <p>Career progression model being developed covering both vertical and lateral development and opportunities to broaden the skills base.</p> <p>Feedback is offered to all personnel on conclusion of the process.</p> <p>Introduction of IFE examinations will add an element of transparency and ownership to the process.</p> <p>Middle managers who are utilised in the recruitment process are receiving an Inclusive</p>	<p><b>HO Workforce Development</b></p>

## IFSG Improvement Strategies 2017

			<p>recruitment course which includes inclusivity and unconscious bias.</p> <p>Staff from across the organisation have been utilised in the recruitment process which has included the ACFO, SM, WT FF and Apprentices.</p>	
<p>Fire and Rescue Services should develop support networks and meaningful mentor/coaching programmes. (Note - mentors/coaches do not need to come from the particular group e.g. a BME mentor for a BME crew manager).</p>	<b>WFD</b>		<p>Mentoring programme in development. Framework and templates being developed for use. This is a project set for WFD in 18/19 and had been allocated to a development project.</p> <p>Training delivered to a group of cross service volunteers. All apprentices now being mentored. Offer extended to trainees once initial training completed and to be part of the revised induction process. Further funding for training requested as part of the 18/19 TNA.</p> <p>The basics of mentoring is covered for 1 day of the inclusive leadership programme, designed to encourage all managers in the service to actively mentor others to share their knowledge or consider mentoring themselves.</p> <p>Mentoring will be mandatory through the revised career progression procedures.</p> <p>External mentors have been sourced for the new ACFOs.</p>	<b>HO Workforce Development</b>
<p>Fire and Rescue Services should encourage interest in promotion in general and through talent spotting by including leadership training, opportunities for development such as job swaps, taster weeks and acting-up/temporary promotion (so that an individual can experience the different role). This should be</p>	<b>WFD</b>		<p>Job shadowing in place and open to all staff, this can either be within the service or external with the Police.</p>	<b>HO Workforce Development</b>

## IFSG Improvement Strategies 2017

<p>Underpinned by a fair and transparent policy which sets out clearly the criteria by which such opportunities will be offered.</p>			<p>Career progression model being developed covering both vertical and lateral development and opportunities to broaden the skills base.</p> <p>Secondment procedures have been reviewed and are ready for consultation. Looking to offer secondments into or from other FRS within our region, HR secondment already in place.</p> <p>Career progression procedures in development.</p>	
<p>Fire and Rescue Services should explore the greater use of flexible working arrangements which may also assist with improving e.g. the bottle neck at Station Manager level given the extent of on-call commitment which for some may conflict with caring responsibilities.</p>	<b>WFD</b>		<p>A Station Manager role with on call commitment is a national agreement as laid out in The Grey Book which would require discussion at a national level to change. However, locally we have a flexible working policy in place to allow discussions with individuals affected to be held if this were to hamper their progression.</p>	<b>HO Workforce Development.</b>
<b>RETENTION</b>				
<p>Introduction of a national media campaign as set out under 'recruitment' should ensure that recruits are fully aware of the work of the service and the part they will play in that. Therefore they should not become disappointed or disengaged as they progress in their career.</p>	<b>Government / NFCC</b>		<p>Awaiting further information on national campaign, however we are designing our own recruitment video to share via social media channels.</p>	<b>HO Workforce Development /Comms and Governance Manager</b>
<p>Fire and Rescue Services should ensure that expectations around fitness levels are clearly explained, and support provided, including the potential impact of female only issues such as maternity or the menopause.</p>	<b>WFD</b>		<p>Fitness policy and procedure embedded within the service with annual fitness testing in place. However, current policy and procedure is being reviewed to incorporate the use of the fire ground fitness test and a route to dismissal where standards are not met within a reasonable timeframe. Documents are out for consultation.</p>	<b>HO Workforce Development</b>



## IFSG Improvement Strategies 2017

			<p>Health and fitness advisor employed by the service to provide support, development and testing individually for staff.</p> <p>Gyms provided on all stations, HQ and training centre. Functional fitness equipment purchased to increase the diversity of training available to operational personnel.</p> <p>Occupational Health provision in place as a support mechanism.</p> <p>The service has an enhanced maternity provision and a suite of procedures in place to support new parents.</p> <p>The review of the attendance management procedures includes information around menopause. In partnership with the FBU, the service is looking to develop an awareness session which can be delivered to watches.</p>	
<p>As with recruitment and progression, Fire and Rescue Services should explore greater use of flexible working arrangements.</p>	<p><b>WFD</b></p>		<p>The service has several work-life balance procedures in place which provide flexible working options such as job share, other leave, flexible working, enhanced maternity / paternity / adoption and shared parental leave, career break, flexible retirement and union leave.</p> <p>The service is supporting the 'dying to work' campaign and considering developing a 'carers leave' procedure.</p>	<p><b>HO Workforce Development</b></p>
<p>Where Fire and Rescue Services do not already conduct exit interviews they should now do so. The outcomes from such interviews should be recorded</p>	<p><b>WFD</b></p>		<p>Exit procedures developed with HR BPs undertaking independent exit interviews. Data to be collated on smart survey and fed back</p>	<p><b>HO Workforce Development</b></p>

## IFSG Improvement Strategies 2017

<p>and monitored to ensure early identification of any themes which can then be resolved for the future.</p>			<p>through Corporate Wellbeing Group. Documents ready for further consultation.</p> <p>Employees also offered exit discussion with CFO which are recorded with any notable items fed back to Workforce Development.</p>	
<p>Fire and Rescue Services should consider how best to maintain the interest and commitment of employees through the variety of the work undertaken within the role.</p>	<p><b>WFD</b></p>		<p>Career progression model being developed covering both vertical and lateral development and opportunities to broaden the skills base.</p> <p>Job shadowing in place and open to all staff.</p> <p>Recognition and reward procedure in place.</p> <p>RDS to WT detachments and RDS to WT recruitment process utilised.</p> <p>Opportunity for staff to volunteer to assist the YFA/Cadet schemes in operation across the organisation.</p> <p>Regular engagement through station / section visits to understand any issues and concerns.</p>	<p><b>HO Workforce Development</b></p>



## COMBINED FIRE AUTHORITY

26 NOVEMBER 2018

## MEMBER ATTENDANCE AT CONFERENCE

---

### REPORT OF VICE CHAIR

---

#### PURPOSE OF REPORT

1. To provide feedback to members on the recent Combined Fire Authority (CFA) Conference held on 11 October 2018.

#### BACKGROUND

2. Members have agreed to feedback a summary of any key issues emerging from conferences, events or seminars they have attended on behalf of the Authority.
3. The CFA Conference is held annually and is organised by Bedfordshire Fire and Rescue Service on behalf of all CFAs. This year the event was held in Milton Keynes on 11 October.
4. The Chief Fire Officer and Dr Les Graham from Durham University Business School gave a presentation on the cultural work that the Service have undertaken and the improvements we have seen in this area. Other key topics included: an update on the inspection process from Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS); a presentation on Home Office policy in relation to fire and an update from the Chair of the National Fire Chiefs Council, Roy Wilsher.
5. A summary of the main presentations attended and the implications for the Authority is set out in Appendix A.

#### RECOMMENDATION

6. Members are asked to **note** the report.

This page is intentionally left blank

## MEMBER FEEDBACK FROM CONFERENCE/SEMINAR/FIRE RELATED EVENT

<b>Attendees</b>	Cllr Laing – Vice Chair and Chief Fire Officer (CFO) Errington
<b>Event</b>	CFA Conference: Stadium MK, Milton Keynes
<b>Date</b>	11 October 2018
<b>Overview of event</b>	
<b>TOPIC</b>	<b>Election of Chair and Vice Chair</b>
<b>Speaker</b>	<b>Organisation</b>
<b>CFA Secretariat</b>	Buckinghamshire Fire and Rescue Service (BFRS)
Paul Downing (Chair of Bedfordshire Fire and Rescue Authority [FRA]) was elected Chair John Robinson (Chair of County Durham and Darlington FRA) was elected as Vice Chair	
<b>Implications for the Authority</b>	
<b>Cllr Robinson was elected as Vice Chair of the CFA Group.</b>	
<b>TOPIC</b>	<b>Organisational Culture</b>
<b>Speakers</b>	<b>Organisation</b>
Stuart Errington (SE) Dr Les Graham (LG)	CFO County Durham and Darlington Fire and Rescue Service (CDDFRS) Professor, Durham University Business School (DUBS)
SE and LG discussed the research CDDFRS and DUBS had undertaken in relation to measuring and improving organisational culture. The presentation covered the importance of understanding culture, how DUBS measure it and the improvements made over the last couple of years and two surveys. The approach was well received and there was a keen desire from other fire and rescue authorities to adopt a similar model. At present DUBS don't have capacity to do this additional research.	
<b>Implications for the Authority</b>	
<b>Discussions are taking place with DUBS about a potential commercial collaborative project to undertake research in other FRSS.</b>	
<b>TOPIC</b>	<b>Inspection Process</b>
<b>Speakers</b>	<b>Organisation</b>
Laura Gibb (LG)	Portfolio Director, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)
LG gave a general update on the inspection process so far and the timelines for Tranche Two Fire and Rescue Services (FRS). The process for each inspection involves: approximately 940 pieces of evidence, interviews with between 15 - 25% of staff and interviews with CFOs and CFA Chairs. Some of the key findings that have emerged from the fourteen Tranche 1 inspections are: Effectiveness seems to be the strongest pillar and People the weakest. Some of the emerging issues are: Do FRS actually know what they are doing and why they are doing it? This especially applies to none statutory duties such	

as road traffic collision prevention work which isn't a statutory duty. Evaluation of projects seems weak in some FRSs. There are issues with culture and diversity in some FRSs. Public perceptions are high, and FRSs have committed and dedicated workforces. There is an issue with talent management and succession planning in some FRSs. LG explained the process for "areas of improvement" and "cause of concerns", how HMICFRS deal with them and expectations on FRSs if they receive one.

**Implications for the Authority**

**There is a significant amount of preparation work going on in the Service to prepare for the inspection process. The Service is in Tranche 3 of the process and therefore will be formally inspected over the Spring and Summer of 2019. A full self-assessment has been undertaken and an action plan developed. Members will receive further information as the inspection process gets nearer.**

<b>TOPIC</b>	<b>Presentation on Behalf of the Minister for State for Policing and the Fire Service</b>
--------------	---

<b>Speakers</b>	<b>Organisation</b>
Fiona MacCallum (FM) Emma Laurence (EL)	Fire Safety Unit, Home Office Fire Funding Policy, Home Office

FM gave an update on the Grenfell Tower Public Enquiry, the Hackett Review and the Ministry for Housing, Communities and Local Government's (MHCLG) Building Safety Programme. The Government accepts the majority of the recommendations made by the Hackett Review and is working with key stakeholders to implement change. Further announcements are expected towards the end of the year. EL explained the latest position in relation to FRS funding. She talked through the Fair Funding Review process and the potential implications for authorities. There seemed to be a softer approach to transition and she stated the desire from government to avoid big swings in funding for local authorities and fire authorities.

**Implications for the Authority**

**The Authority will need to monitor the situation carefully and respond to any policy changes that arise from the work the Home Office and MHCLG are undertaking.**

<b>TOPIC</b>	<b>Fire Funding Update</b>
--------------	----------------------------

<b>Speaker</b>	<b>Organisation</b>
Mark Hemming (MH)	Director of Finance and Assets, Buckinghamshire FRS

MH gave a general update on the financial picture for the sector. The employer pension contribution risk was quantified as £107M for the FRS. Treasury had agreed to meet £97M of this for 19/20 but the position going forward was less clear. In general, reserve levels were falling and there is limited opportunity to raise income through council tax.

**Implications for the Authority**

**The financial risk for the Authority of the employers' contribution increases needs to be monitored carefully.**

<b>TOPIC</b>	<b>National Fire Chiefs Council (NFCC) Update</b>
--------------	---

<b>Speakers</b>	<b>Organisation</b>
Roy Wilsher	NFCC Chair
RW gave a general update on the work of the NFCC over the last 18 months. The update included: the ongoing work post the Grenfell Tower fire; the transition from the Chief Fire Officers Association (CFOA) to the NFCC; the production of the NFCC Strategy and Annual Plans and the Sustainability Project.	
<b>Implications for the Authority</b>	
No specific implications.	
<b>TOPIC</b>	<b>FRS of the Future</b>
<b>Speakers</b>	<b>Organisation</b>
Julia Jones (JJ)	Bevan Brittan
JJ discussed how organisations need to prepare for serious incidents and how they play out in the media spotlight. She explained that poor handling of a situation can turn it into a crisis. The importance of a crisis communication plan was mentioned so that everyone is clear on the roles and responsibilities they have and the key messages that need to be communicated out.	
<b>Implications for the Authority</b>	
No specific implications.	
<b>TOPIC</b>	<b>Police and Crime Commissioners (PCCs) and Fire Services</b>
<b>Speaker</b>	<b>Organisation</b>
Rod Hammerton (RH) Cllr Eric Carter (EC) Cllr Roger Philips (RP)	CFO Shropshire FRS Chair of Shropshire and Wrekin Fire and Rescue Authority Chair of Hereford and Worcester Fire and Rescue Authority
RH talked about the challenges of working in an FRS where there was a PCC Business Case approved by the Home Office which was being challenged by the constituent authorities. The need to act professionally and service the needs of both parties was a challenge. EC gave a general update on the position in relation to the judicial review (JR) that was being pursued by a number of constituent authorities. The JR was progressing on a number of issues and a complaint had also been made to the Information Commissioners Office in relation to the Home Office refusing to release information related to the decision-making process. RP explained the importance of lobbying local MPs to ensure the agenda around PCCs changed as political parties headed towards the next general election. This was specifically important for Conservative MPs given the Labour Party Policy was currently aligned to this view. He mentioned the frustrations that were felt locally when all key stakeholders were opposed to the PCC taking over and yet their voice didn't appear to be listened to by the Home Office.	
<b>Implications for the Authority</b>	
No specific implications.	
<b>TOPIC</b>	<b>Digital Strategy</b>

<b>Speaker</b>	<b>Organisation</b>
Alan Hulme (AH)	Telent Technology Services Ltd
AH explained a software product that collated digital evidence in Police Forces. A case study of how it had driven efficiencies in Kent Police was used to highlight possible benefits to the FRS.	
<b>Implications for the Authority</b>	
<b>No specific implications.</b>	



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank