Derbyshire Fire & Rescue Service
Making Derbyshire Safer

DFRS

Fire and Rescue Service
Equality Framework

* Our Journey to Achieve Excellence Now and in the Future.

www.derbys-fire.gov.uk
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Welcome to Derbyshire Fire & Rescue Service’s (DFRS) self-assessment of our journey to excellence. This is a journey we have decided to embark on to ensure that our employees and the public, truly understand the value that the inclusion and equality agenda brings, not just to fulfil our legal duties but also the business value of getting this right.

This document is part of the evidence we are submitting in our bid to be assessed as an Excellent Fire and Rescue Service as defined by the Fire and Rescue Service Equality Framework. This narrative along with other documents shows in detail, across the 5 categories of the Equality Framework, that we are ‘making a difference’ to those who live, work and visit Derbyshire. Simply put, we believe our commitment at all levels to inclusion and equality shapes everything we do.

We continuously want to improve and to enable to us to make this happen, in December 2011, DFRS engaged the services of an external IDeA-accredited Diversity Peer Assessor to conduct a gap analysis assessment against the performance criteria of the FRS Equality Framework at the Excellent Level. We felt this would provide an objective judgement on our progress and in addition we wanted to proactively seek feedback that would help us achieve the Excellence level.

We look forward to welcoming the Diversity Challenge Peer Team to Derbyshire and show them why we believe DFRS is an excellent Fire and Rescue Service.

David Wilson
Chair of Derbyshire Fire Authority

Sean Frayne
Chief Fire Officer and Chief Executive
We believe in our commitment to making equality and inclusion a reality and continually want to improve, shapes everything we do. We develop services with our diverse communities and customers providing efficient and effective response, prevention and protection services in the right place at the right time with a committed and well trained workforce. We want to deliver a committed, modern and effective Service, which is seen as fair, inclusive and understands differences.

As a result, our approach ensures that inclusion and equality is mainstreamed into our strategic decision making process and see it as our responsibility to lead from the front.
About Derbyshire Fire & Rescue Service and the County it Serves

Derbyshire is a county of great contrasts. From the rolling hills of the north to the busy industry of Derby and its urban landscape through to the rugged beauty of the Peak District, DFRS strives to make sure it is a safer place for the people who live, work and visit there.

Over 1 million people live in Derbyshire in a diverse range of urban areas, bustling market towns and rural villages. The county covers over 1,000 square miles and also encompasses much of the Peak District National Park. Derbyshire is also home to important historic houses and buildings including Chatsworth House, Bolsover Castle, Kedleston Hall and Calke Abbey, to name just a few. Industries such as manufacturing, agriculture and tourism contribute to the local economy.

DFRS has a total of 31 fire stations based in strategic areas which cover the risk of the local area. These stations are staffed in three ways:

- **Wholetime (WT) 24 hour stations** – crewed by WT staff, 24 hours a day, seven days a week.
- **Day staffing duty stations** - crewed by WT staff during the day, these same personnel are then on-call from their homes through the night.
- **Retained duty stations (RDS)** – crewed by firefighters who usually have full time employment outside the Service but respond to calls when needed. They are required to live or work close to their local fire stations to enable them to respond quickly.

The Service carries out a significant amount of activities to reduce the number of fires and other emergencies occurring. Despite this Derbyshire’s firefighters still respond to approximately 10,000 emergency incidents a year, with Command and Control personnel dealing with over 21,000 calls. DFRS currently employs 387 wholetime firefighters/Officers, 211 full-time equivalent on the RDS, 25 Command and Control personnel and 148 personnel in support functions. (Figures as of 01 March 2012).
Industries such as manufacturing, agriculture and tourism contribute to the county’s economy and Derbyshire is home to international names such as Toyota, Rolls-Royce, Bombardier, Denby Pottery, Royal Crown Derby and Thorntons. At 3.6% the unemployment rate for Derbyshire is slightly less than the national average of 4.1%. However, some areas are amongst the most deprived in the country, namely Derwent Ward in Derby and parts of the Bolsover District in the north of the County. These are both assisted by Central Government regeneration programmes. Derbyshire’s communities are diverse and multicultural with a minority ethnic representation of 7.9% within the county.

Fire and Rescue Authority

Derbyshire Fire and Rescue Authority (the Authority) is a statutory body, made up of locally elected Councillors from Derbyshire County and Derby City Councils. There are 16 councillors, of which, 12 are from Derbyshire County Council and 4 from Derby City Council. The makeup of the Fire Authority prior to May 2012 elections is Conservative 8; Liberal Democrats 2; Labour 6.

The role of the Authority is to ensure that the services provided by DFRS are delivered economically, efficiently and effectively and meet the needs of the communities of Derbyshire. This ensures that proper arrangements are in place for the governance of the Service, facilitating the effective exercise of its functions and management of corporate risk.

Service Structure

The senior management structure of the Service is known as the Strategic Leadership Team (SLT) which consists of the Chief Fire Officer/Chief Executive, Deputy Chief Fire Officer, Deputy Chief Executive, Director of Finance/Treasurer, Solicitor/Monitor Officer, Area Managers and is advised by the Head of Prevention & Inclusion Policy. A Structure Chart is enclosed within the peer pack.
The service can demonstrate success in meeting a range of equality and diversity objectives including partnership priorities. Objectives are reviewed on a regular basis.
We believe that the communities and service users of Derbyshire are safer today and our employees are better able to reach their potential as a result of us achieving our comprehensive objectives to embed inclusion and equality into everything we do. We believe that inclusion and equality is at the core of what we do and are continuously striving to root this throughout the Service. The Service recently took a positive and bold move to truly embed inclusion into our service delivery practices. During the recent service restructure in 2011, the remit for inclusion and equality was encompassed within the Prevention and Inclusion department, as we believe there is a synergy between the work we do on prevention, inclusion and equality, which has led to a rebranding of how we do equality within DFRS.

We have ensured that our action plans are monitored effectively at the right levels so that there are robust governance processes in place to drive forward the agenda. The performance management of inclusion and equality is through our Inclusion and Equality Forum (chaired by a Fire Authority Member), Strategic Leadership Team (SLT) and the Fire and Rescue Authority. Updates to the Elected Members detail a range of areas where the Service is successfully improving inclusion and equality outcomes. The responsibility for delivering the action plan is embedded within appropriate service areas and managed and reported on by the Head of Prevention and Inclusion Policy and the Area Manager responsible.

Our Partnership Policy and process takes full account of inclusion and equality implications of any proposed partnership working and the Service works with a wide and varied range of partners in the public, private and voluntary sectors. Please see the video on our website, with some of our partners talking about the work we do with them: http://www.derbys-fire.gov.uk/community-work/our-partnerships.

We have the ability, through our partnerships to gain local intelligence and further engage with a diverse range of individuals and groups to make Derbyshire safer, stronger and healthier. Integral to this intelligence is our Partnership Register.

Our diverse communities are safer today as a result of the work that we do with them and on behalf of them.

Outcomes

- **RoSPA** - Gold for seventh time DFRS was been awarded a RoSPA gold for the seventh time (this links in with the employee wellbeing).

- **DFRS and the Derby & Derbyshire Road Safety** - DFRS and the Derby and Derbyshire Road Safety Partnership went from strength to strength through 2010 by delivering the Young Driver Education package to a range of audiences.

- **Communities and Local Government Award 2010** - Nominated for successfully introducing a champions’ programme at senior management level for each of the diversity strands. The recognised the removal of barriers, challenged inappropriate behaviours, encouraged team work, built good relations between different groups and generate ownership of equality and diversity across the organisation.

- **Pheonix Project** - The Phoenix Project, received the award for CLG ‘Excellent Service Delivery’ and also the Guardian Public Service Award throughout its two year project life. The Project concentrated its efforts one of our most diverse areas in Derbyshire and successfully and innovatively delivered all objectives, including over 1000 Home Fire Safety Checks, 69 school talks and attended and conducted over 40 fire safety campaigns and events. Benefits included:
- Reduction in the number of fire calls over the two year project period.

- A reduction in Accidental Dwelling Fires, Hoax Calls, Deliberate Car Fires and Secondary Deliberate Fires was achieved.

- Increased numbers of Home Fire Safety Checks (HFSCs).

- All set targets were either achieved or exceeded and relationship between DFRS and the community enhanced.

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‘Hi there, just a quick message to say how much I enjoyed the Young Driver Awareness Course. I went to the session with my college, and am very happy that I decided to go. I passed my test nine months ago and no one has ever put the seriousness of road safety into perspective as you did. Even though I class myself as a responsible and competent driver, the day completely blew me away! What I learnt and what I saw was pretty unbelievable and it’s just horrible to think that could one day be me, my family or friends, or just anyone to be honest. It really opened my eyes! I seriously hope these days and experiences carry on and that many more people, of all ages get to experience this! Many thanks again.’

E-mail received from an attendee of Dying2Drive event

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Outcomes of some of our inclusion and partnership objectives we have achieved:

**Handy van scheme**

- Helped to maintain Independent Living.
- Reduced Hospital Admissions.
- Impacted on overall well-being.
- Reduced the fear of crime.
- Increase community resilience.

**Firesafe**

- The Juvenile Fire Setters programme has been running some 16 years in Derbyshire and over this time, it cannot be denied that it has been successful in the number of referrals which have shown not to have a recurrence of offending. From the phone surveys and research into current data, the rate of recidivism is less than 1%.

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**VAL - Violence, Alcohol and Licensing Group**

- the police and fire and rescue service are now receiving less calls to premises covered by the partnership.
- greater compliance by occupiers.
**Fire cadets**

- The young people learn about the basic role of a firefighter which consists of using the hose, hydrants, some breathing apparatus as well as carrying out community activities. The cadets work towards achieving a BTEC Level 2 Award in Fire Rescue Services in the Community. Each cadet unit is also encouraged to raise money for both their own projects and a chosen charity through community activities. Some of these activities include weekends and camps.

**Cotmanhay project**

- A reduction in the number of fire calls due to education on fire safety within the community.
- Increased HFSCs.
- 546 CFS activities were carried out, with a recorded 3392 beneficiaries, having received fire safety advice and support - the actual number of people benefiting from work was far greater.
- Higher levels of smoke detector ownership.
- A community more educated on Home Fire Safety.
- Increased schools/ Arson education levels.

**Well4Work**

- This initiative aimed at raising awareness about how everyone can play a part in reducing their sickness absence by making themselves fitter, healthier and understanding what support is available for them. The appointment of the Fitness and Wellbeing Officer to the Service has assisted in this.
Senior service leaders and members demonstrate their commitment to equality and diversity through personal impact and by making resources available to deliver improvements.
Derbyshire Fire & Rescue Service have made a commitment to ensure that inclusion and equality is embedded throughout the organisation ‘and is in everything we do’. “

In the introduction to the Service’s Inclusion Strategy, the Chief Fire Officer/Chief Executive and Chair of the Fire and Rescue Authority say... “In leading the service we will ensure that inclusion and equality is mainstreamed into our strategic decision making process and see it as our responsibility to lead from the front. We want to deliver a committed, modern and effective service which is seen as fair, inclusive and respects and understands differences.”

“We are not chasing the excellence badge – we see this programme as an integral part of service delivery as we are committed to excellence in service delivery within the available resource”

Sean Frayne | Chief Fire Officer and Chief Executive

We have consulted with the communities and service users throughout Derbyshire on service priorities. They were asked to rank in order of importance the nine service priorities as set out in the Service Plan. Our Service leaders listened to the feedback from the communities and service users, for example:

**1st Service Priority Ranking: Service Delivery**
(Meeting the needs of local people to make them safer)

**We said we would**

Review three day staffing stations - Swadlincote, Matlock and Glossop. The completed review concluded that resilience could be improved by converting these stations to wholetime status.

**You said you wanted us to**

The consultation identified 68 per cent agreed on the reallocation of resources to upgrade the three stations.

**What we have achieved**

In July 2010, Swadlincote was the first fire station to be upgraded from day staffing to wholetime. This required the relocation of resources, which has increased the resilience across the Service, given quicker response times to incidents at night, and increased the time available to crews for training and the support given to the communities they serve.
Outcomes

- Fire and Rescue Authority Members understand and embrace the principles of inclusion and equality. The Chair of the Inclusion and Equality Forum is a member of the Fire and Rescue Authority and is the equality champion for the District Council she represents. Members have also signed up to the Local Government Improvement (LGI) Members’ Charter and the Service’s Inclusion Charter. The Inclusion and Equality Forum acts as the ‘scrutiny panel’ for Members and is pro-active in ensuring that inclusion is ‘real’ throughout the Service.

- The Chair of Inclusion and Equality Forum, Councillor Julie Patten, informs her constituents about DFRS fire safety initiatives.

- Inclusion and equality is embedded into the way the Fire and Rescue Authority Members do business. The Authority invests extensively in the most deprived areas and communities in Derbyshire because those communities are most likely to be at risk from fires and other emergencies. As a result, our communities that are most in need and at risk are safer, stronger and healthier because our senior officers and Elected Members make decisions and implement policy and strategy at a local and regional level that has a direct impact on the most underrepresented sectors of society.

- Senior officers have a clear understanding of and commitment to inclusion, which is embedded as an integral part of their role and responsibilities. Consideration of inclusion and equality is fundamental to the way the SLT works. It is included as a standing item within every SLT report; this ensures that such matters are always at the forefront when strategy is being prepared and decisions being made. Our Principal Officers and Area Managers are inclusion champions covering all of the nine protected characteristics.

- In order to mainstream and embed inclusion and equality into everyday business, we demonstrated this in the recent Service restructure. At a time of severe budget restraint the Fire and Rescue Authority, following recommendations of SLT, enhanced the equality portfolio by creating and allocating funds to the establishment of a new Prevention and Inclusion Department with overall responsibility for equality.

- We see inclusion as core to our business and believe it needs to be represented at the highest tier of the service; the Head of Prevention and Inclusion Policy forms part of the Strategic Leadership Team.
The Service is fully supportive of the role that employee support networks play in the wellbeing of employees, particularly those that are underrepresented in the organisation. We have not only committed financially to supporting networks such as our Inclusion Network, national Asian Fire Service Association (AFSA) and Networking Women in the Fire Service (NWFS), but are proud that two of our employees are on the national executive of both organisations: **Alex Johnson - National Vice Chair NWFS and Umar Zamman - National Vice Chair AFSA**, we are also committed members of Stonewall and actively encourage our employees to attend events to build their knowledge of LGBT issues.

Officers from DFRS were and are engaged on the equality agenda nationally, supporting the Chief Fire Officers Association’s agenda to embed equality, diversity and inclusion into all aspects of the Fire and Rescue Service. For example our previous Chief Fire Officer was the CFOA lead for Equality and our Head of Prevention & Inclusion Policy formed part of the CFOA Champions and Professionals Group.

The Chief Fire Officer & Chief Executive and his team have provided strong leadership and direction for the organisation. Staff have responded well to a more inclusive management style and openness demonstrated in frequent and regular visits to stations by the CFO and senior officers. This has resulted in an improved organisational culture.

*Audit Commission Organisational Assessment*
The service has gained a reputation within the community and among key partners for championing and achieving equality outcomes and promoting good relations.
One of our 9 key service priorities is that ‘we will work with partners to improve the overall quality of life of local people’

We have a strong reputation for championing and achieving equality outcomes amongst our diverse communities, partners and stakeholders. We are proud of our reputation and of our continuing commitment to make Derbyshire safer. We also have a strong partnership ethos and the Service is a respected and influential partner within the various partnerships across Derbyshire. It is highly regarded by all stakeholders in the local, private and third sectors and by community groups. The pro-active approach taken by the Service ensures our partnerships achieve real outcomes as they work with other organisations to make ‘Derbyshire safer’.

**Outcomes**

- The Service has established the partnership toolkit, partnership register and a robust partnership evaluation process. This ensures that our partnerships remain fit for purpose and deliver real outcomes for our communities and service users; they appreciate the role the Service undertakes on their behalf, they have stated:

  ‘DFRS listens and acts, delivers what is promised and is making a difference’

  *Service Plan 2011-2015*

- A review of strategic partnerships in 2010 was carried out to identify the future direction of partnership working for the Service. Its conclusions were that each strategic partnership adds value to the work that we do as a Service deliverer, often resulting in efficiency savings and improving the Service's reputation across Derbyshire. **Examples** include Road Safety Partnership, Safer and Stronger in both Derby (City Council) and Derbyshire (County Council), the Handy Van Networks, First Contact, Violence Alcohol and Licensing (VAL) and support to Anti-Social Behaviour (ASB) reduction. We are proud of the work we do on behalf of our communities within Derbyshire with our partners and this includes work with our private sector partners, which includes Toyota and Rolls Royce.
We have set up various engagement and consultation procedures to ensure that we get feedback from our communities and service users as to how we are performing and what we can do better. Our partnership and community panels are a key resource in finding out the needs of the communities and to get feedback on our service delivery. Please refer to the partnership video on our website.

Our data and intelligence collection processes ensure that we know our communities and service users, their changing needs and also the needs of our emerging communities. Our employees are our ambassadors and champions and their input into the collection of data and intelligence is vital. Data sharing is a two way process and we share our data with partners and stakeholders and also receive relevant data from them.

I would like to take the opportunity to express my thanks to two of your colleagues who today gave a presentation to the Public Services students at Derby College. Alexandra Johnson and Jag Hayer gave a lively and informative presentation which was both professional yet fully engaged the students. Of particular interest was the voluntary work that is being proposed, which my students seemed very keen on and in particular the fact that we have students with English as a second language, who are keen to take part within their own communities. Alex and Jag were excellent representatives of DFRS and I look forward to developing this relationship.

Regards,
Jon Agyeman

Derby College, Public Services Course
3.4 The service can demonstrate that procurement is contributing to its equality and diversity objectives.
Organisations providing services to, or on behalf of DFRS are expected to share our commitment to equality of opportunity and must carry out their duties in accordance with UK legislation and take appropriate action to combat discrimination based on all the protected characteristics. We believe procurement has an important role to play in the delivery of services for the safety of our communities, workers and visitors, and ensuring value for money for our local taxpayers.

Outcomes

- Our approach is to strongly encourage potential suppliers to demonstrate a commitment to equalities. Any supplier, contractor, organisation or agency engaged by DFRS are expected to practice equality of opportunity, be clear about the Service’s position on equality and be aware of the requirements placed upon them to adhere to our policy. All potential contractors are required to provide detailed information at the prequalification stage of any tendering process, which will then form part of the selection process. **We have and will continue not to do business with suppliers who do not adhere to our values on inclusion and equality.** An example of this:

  ‘We recently decided not to do business with a printing supplier after they refused to sign up to our values on Inclusion. They refused to our request by stating “Sorry but we haven’t got the time or inclination to produce an equal opportunities policy”. We responded to the supplier to inform them that we are not willing to use their services as result of their response’.

- An Equality Impact Assessment has been undertaken on our procurement strategy to identify areas of compliance that need to be considered as part of the procurement process.
The identification of potential inclusion issues are considered routinely as part of the budget approvals process through SLT and the new established Procurement Board. The Board ensures that procurement responsibilities are considered fully before reports and proposals are presented to SLT, this includes inclusion and equality issues. The Head of Prevention and Inclusion Policy sits as part of the Board to mainstream inclusion issues into the procurement and commissioning process.

Procurement has contributed to the inclusion and equality objectives of the Service, for example:

- Our diverse workforce are better protected through the provision of ‘fit for purpose’ and suitable operational equipment, Personal Protective Equipment (PPE) and uniform/clothing.
- Letting of the fleet maintenance contract which stipulated that the servicing centres must be in Derbyshire to support local economy.
- Sliding ladder gantries and Breathing apparatus sets with adjustable back plates and harnesses.
- Refurbishment of fire stations undertaken by ‘local builders’.
- Meet-the-buyer events are held with a view to make it easier for SMEs to do business with the Service.
- Every member of the workforce is provided with suitable and sufficient garments according to their needs because all contracts/purchase agreements have inclusion and equality embedded within the specification.

We have strong links with the private sector including Rolls Royce and Toyota. Toyota supplies the Service with cars to help them deliver our various road safety campaigns through Derbyshire.
3.5 The service can demonstrate significant progress against its equality action plan.
Our service users and communities benefit from our achievement of the objectives set out in our action plan. How we are doing against our set objectives is rigorously monitored and scrutinised by senior officers and members of the Fire and Rescue Authority. Details are set out in our latest Inclusion Strategy Action Plan, Service Plan and Portfolio Strategies.

The Service monitors its action plan on inclusion and equality through various means from local management level through to the Fire & Rescue Authority. The work of the Service’s Inclusion & Equality Forum has been instrumental in monitoring and scrutinising performance against the corporate equality action plan.

This has ensured cross departmental scrutiny and also identified tasks that have impacts on more than one department, for example awareness days for recruitment. If there is slippage, the relevant Area Manager is required to provide an explanation and outline what action is being taken to get the issues back on track.

Outcomes

- The Inclusion Strategy Action Plan has 46 actions which were developed to ensure that Inclusion is being mainstreamed into our core activity. This is supported by each department incorporating their inclusion objectives into their portfolio strategies. In April 2012, the Prevention & Inclusion department conducted a review which found that out of the 46 actions 36 had been completed. The action plan is an evolving document and as such may change to take account of the needs of the Service.

- In December 2011, we undertook a mock assessment on the excellence level utilising the services of an experience assessor. As a result a number of development areas were highlighted. The Service put these into a gap analysis action plan consisting of 28 actions. This was scrutinised by the Inclusion and Equality Forum and SLT, with specific meetings held with Area Managers to drive performance against the plan. As of April 2012, 23 out of the 28 actions were completed, with the rest being work in progress.
Progress against our objectives to make Derbyshire safer

Derbyshire communities are safer, stronger and healthier because of the sophisticated risk methodology we employ as part of our Integrated Risk Management Process (IRMP). We have ensured that inclusion and equality is mainstreamed in this process and our new IRMP which is in line with the national framework is further highlighting the importance of embedding inclusion activity into the IRMP process.

There are many examples that show where equality outcomes have been achieved through our action plans and also provided opportunities for a wide range of stakeholders to share experiences and evaluate progress (please see case studies). The following are examples that are considered best practice where outcomes ‘have made a difference’:

- YES (Youth Engagement Scheme).
- VAL – violence, alcohol and licencing group.
- Dying2drive.
- Firesafe.
- Fire cadets.
- Cotmanhay Project.
- Phoenix Project.
- Stop, Look, Up Campaign.
- Positive Action Campaigns.
Some comments from attendees at our Positive Action Awareness days:

“I really loved being here and I want to be fire fighting more now than I did before”.

“I really enjoyed having a go at the physical exercises and the firefighter’s that supported me were great, and now I know what I need to achieve”.

“A really good day. Got to meet new people and conquered my fear of heights and enjoyed doing all the job related tests”.

During the peer review the team identified several examples of notable practice and the peer team would particularly like to reference the youth engagement scheme Y.E.S! as an excellent example of a partnership working that is making a real difference to young people in Derbyshire. Y.E.S! demonstrates Derbyshire’s commitment to being proactively involved in delivering the government’s strategy for children and young people and through the delivery and evaluation of the scheme confirms the positive role of fire and rescue services in engaging young people. The team encourages DFRS to be more confident in its successes, share the learning, enhance and improve the evaluation and celebration of good practice both within DFRS and across the FRS community.

Operational Assessment Peer Review
Representative bodies are actively encouraged to fulfil a positive role in delivering a wide range of equality and diversity improvements.
We believe effective employee relations are at the heart of ensuring that our employees are communicated with and feel involved and valued. We have continued to develop our engagement with employees and working with representative bodies in order that our employees have opportunities to contribute to service improvement.

Outcomes

- The Service is committed to ensuring that our Representative Bodies are resourced accordingly and are always encouraged to contribute in a positive and constructive manner in delivering a wide range of inclusion and equality improvements. We made a conscious commitment to actively involve the Unions in the recent restructure and there are good relations with the FBU, UNISON, RFU, FOA and CFOA, which is built on mutual trust and respect. There is regular FBU representation on the Inclusion and Equality Forum, Inclusion Network.

- In terms of the mechanisms for achieving this involvement and engagement, we have an agreed consultation procedure with representative bodies that provides for full and meaningful consultation on all issues. In accordance with the trade union protocol, employees who are officials of a recognised trade union are granted responsible time off during working hours to carry out trade union duties.

- We also have encouraged the active development of the Employee Forum, which is made up of representative employees and Trade Unions representatives. The introduction of an Employee Forum is intended to be in addition to this agreement and to strengthen the employee relations framework to enable communication of information to and from the employees.

- SLT agreed the development and implementation of an Inclusion Network – amalgamating into one group the previously established forum groups that mirrored the equality strands.

- We have developed a Collective Agreement in partnership with the FBU which confirms the pay and grading elements of the National Joint Council (NJC) Fire and Rescue Services Role maps and their implementation within DFRS.

This letter is to confirm what I feel is the good working relationship between the Derbyshire FBU and Derbyshire Fire & Rescue Service. This strong working partnership exists all the way through the service and the FBU. I feel the relationship between the Prevention & Inclusion department, myself and other senior FBU officials in Derbyshire is a credit to all concerned.

Steve Cook | F.B.U. Equality Rep (full letter available in evidence)
Accountability

3.7 The service can demonstrate improvements and outcomes as a result of its statutory duties.
We take our statutory duties very seriously and have used this as a lever to deliver more effective and efficient services for our diverse communities. We believe by taking this approach our services users and employees benefit as a result of our commitment to deliver against our legal obligations.

**Outcomes**

- The Service Plan and our Inclusion Strategy highlights how we will improve our services in line with meeting our statutory responsibilities. We have embedded the needs of people representative of the protected characteristics in our strategies, policies and have delivered positive outcomes and continuous improvements for our employees and communities by meeting the general and specific duties through our previous Race, Disability and Gender Equality Schemes.

- An example of our commitment to this agenda is demonstrated in our approach to embedding inclusion into community safety activity through the Inclusion and Prevention Business Model contained with the Inclusion Strategy, which is considered an innovative way of delivering equality, inclusion and prevention to our communities. During the recent restructure the role of the Head of Equality and Diversity was merged with the role of Head of Prevention Policy. This was done to ensure that inclusion issues were mainstreamed throughout all community safety activity as well as organisational development.

- Performance information and management within the Service is evolving with the systems being able to supply ‘live’ information. This information is available online to managers and Elected Members through the Service’s intranet system ‘Fire View Actions’. A ‘dashboard’ system is also used and is easy to understand with equality and inclusion performance being closely monitored. This ensures that our statutory responsibilities are being monitored.

- We have ZERO tolerance throughout the Service towards bullying and harassment in the workplace and to inappropriate behaviour of any kind, and our Inclusion Charter and Dignity at Work Policy and Inclusion Policy and Procedure sets out the behaviours expected.

- There is a strong, effective and inclusive Equality Impact Assessment (EIA) process with input into service delivery planning. Employees at all levels are aware of the purpose of EIAs and assessing the impact of actions is an integral part of the business planning process. All papers that are submitted to SLT for approval are required to have a robust EIA screening attached and these are scrutinised. This ensures we are not in breach of Equality Act 2010.

- We work with other agencies, partners, voluntary sector and community leaders to ensure our services meet the needs of the communities we serve.

- We have developed our own Equality Excellence Business Model as outlined in our Inclusion Strategy which highlights how we mainstream inclusion into everything we do, ensuring ‘Prevention and Inclusion is working for Derbyshire’.
Examples of improvements include:

- Our workforce is more diverse because of our range of Positive Action activities which support our statutory duty to promote equality of opportunity.

- Disabled employees are able to remain in the workplace because a range of reasonable adjustments are made to meet our statutory duty in relation to disabled people.

- We have developed robust family friendly policies and procedures such as Flexi Time, Leave for Parents, Welfare Support.

- In order to ensure that all our employees are aware of the new Equality Act and its impact on the Service, in terms of employment and service delivery, a series of training briefings were held and also put onto our E-Learning portal.

- Snowdrop is the HR system used by the Service to confidentially collate all of our employee details. Work was carried out to ensure that all the protected characteristics could be recorded on employees’ personal electronic files to facilitate the collection and analysis of equality data as required by the Act.

- Specific inclusion training on Inclusion was delivered to control room employees.

“ I am in my 14th year of working for DFRS and have been openly gay for the past eight years. I’m treated as an equal, but more importantly as an individual. I represent the Service at pride events and recruitment drives and I feel lucky I can be the person I am. I am proud to be working for DFRS.”

Neil Sutton | Retained Firefighter
Appropriate action is taken to address the issues that have been identified in relation to bullying and harassment.
We have ZERO tolerance to bullying and harassment in the workplace and to any inappropriate behaviour by our employees.

Outcomes

- We have developed an Inclusion Charter (linked to the Local Government Equality and Diversity Charter). We expect all people working for and on behalf of DFRS to adhere to the Charter.

- DFRS have worked hard to reduce the number of complaints of bullying from 21 in 2008 to 5 in 2010/11. The exact reasons for the reductions in these complaints will never fully be known as complaints are such a subjective matter. However the Service views this as an extremely important area and has put a lot of effort into developing and implementing a number of new policies, procedures and initiatives to help tackle this.

- We realise that it is crucial to ensure that the culture and values we promote will impact on our ability to deliver services, professional competence, workforce attitudes and behaviours, morale, our image as an employer and many other areas. We have therefore developed a set of core values that all employees are aware of and are expected to adhere to.

- There is now a greater understanding on behalf of employees at all levels how best to interact with colleagues because training is continuously delivered on a rolling programme. Learning and Development plays a key role and there are a set of ‘ground rules’ built on mutual respect that all who receive learning and development sign up to.
If you experience a traumatic event you may experience strong emotional or physical reactions. This is natural and this is normal.

If you experience a traumatic event you may experience strong emotional or physical reactions. This is natural and this is normal.

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Staff Survey 2007 & 2010:

- 78% of employees, who responded to the Staff Survey in 2010, agreed that they were treated fairly with 77% of employees agreeing that they were treated with respect in the 2007 Survey.

- 52.3% of respondents, who responded to the Staff Survey in 2010, agreed that DFRS has been successful in embracing the principles of equality and diversity.

- 58% of employees were satisfied with DFRS as an employer with another 27% neither satisfied nor dissatisfied in the 2007 Survey.

- Results highlighting line management were very positive. The majority of respondents felt encouraged by their manager to work well, were given the support and guidance they need to do their jobs and can be trusted with personal or confidential information.

- Delivery of Inclusion training including Garnet Theatre- using live actors in theatrical presentations to deal with equality issues including bullying and harassment.

- Robust Dignity at Work Policy and Procedure, Inclusion Policy and Procedure and Whistleblowing Policy supported by a poster campaign.

- DFRS have introduced a support service, offering all employees free, confidential unlimited access to advice, information, coaching and counselling, where appropriate. This is an Employee Assistance Programme (EAP) provided by Right Core care and is available 24 hours a day, 7 days a week, 365 days a year.

- DFRS employed a dedicated Welfare Officer to work with individuals who have suffered bullying and harassment and other issues.

- We have a dedicated Fitness and Wellbeing Officer- in collaboration with Occupational Health staff the post advises on all aspects of wellbeing to improve health and fitness of employees.
The service uses regular reporting to review performance across a wide range of equality and diversity matters, creating a cycle of continuous improvement.
Our Fire and Rescue Authority Members understand the importance of inclusion and equality performance and scrutinise this through the regular monitoring of progress on the Inclusion agenda in the action plans at the Inclusion and Equality Forum. The Forum is a key sub group of the Fire and Rescue Authority, with a remit to cover monitoring and constructively challenging evidence of performance progress against the objectives in the Inclusion Strategy and the associated Fire and Rescue Service Equality Framework. They also contribute to the setting of inclusion and equality performance targets, identify priority areas requiring improvement in relation to inclusion and equality issues to meet service priorities, review the corporate EIA programme and annually and audit a sample EIA's to ensure that equality, fair treatment and social inclusion are integral to all DFRS decision-making.

Outcomes

■ Elected Members are aware of and are in tune with the work being carried out towards the Service’s prevention and Inclusion targets and understand the impact that this work has on the success of Service. Members are given regular information and briefing on changes in legislation and good practice on inclusion, which allows them to be able to have the tools to be more confident in challenging and scrutinising on equality matters.

■ There is also regular scrutiny of the Inclusion agenda through SLT. Reports are presented to SLT on progress against the inclusion and equality agenda.

■ An example of our commitment to continuous improvement is that we recently undertook a mock assessment and as a result some gaps were identified, which we put into an action plan and have been driven by SLT and the Area Manager Excellence Scrutiny Group.

■ Our Performance Management Dashboard is a ‘live’ system allowing access to Elected Members and employees to see how we are performing across different elements of the Service. Reports are submitted to SLT through the Corporate Assurance Board on progress against the Inclusion targets and if required action plans put in place to deal with any issue or trends identified. (Peers will be shown the Dashboard in a live situation).
We are committed to continuous improvement and regularly benchmark against comparable organisations, for example we were recently involved in a benchmarking exercise to identify good practice, common goals and opportunities to collaborate on shared challenges in the future through the Derby Equality and Diversity Network. Positive outcomes were:

- The DFRS Equality Excellence Business Model was used as good practice by other organisations in the network.

- Only 4 members stated that positive action initiatives had been run in 2010-2011 to address under-representation in employment and only 1 (DFRS) took action across all strands of inclusion and equality.

- Most members had created at least one staff network for underrepresented groups. There was only 1 benchmark with a Gender or Age or Faith network - DFRS.

- DFRS use national and regional benchmarking practices such as Stonewall Workplace Equality Index and the FRS Equality Framework to compare itself against other organisations to continuously improve performance.
3.10 Evidence can be provided by managers showing outcomes from the assessments of equality impacts.
DFRS have been undertaking EIA's for a number of years and firmly believe that the EIA process helps DFRS to gain a greater understanding of inclusion and equality issues around service delivery and employment. For us completing an EIA is just like doing a risk assessment; it requires a common sense approach.

Outcomes

- We have developed a robust EIA strategy and easy to read guidance which has helped managers understand importance and how to carry out an EIA's.
- As a result of conducting effective EIA's we have for example:
  - Changed our approach to implementing the Flexi Time Scheme.
  - Looked at the real issue for employee's representative of the protected characteristics in relation to our new Fitness policy. The EIA was used as a risk assessment tool to ensure that the decision being taken by the Service to introduce regular fitness testing for all operational personnel was suitable and sufficient.
  - DFRS went through their first ever large-scale restructure. As a result of this, SLT made a conscious decision to conduct a detailed EIA at every stage to ensure that no protected group was being adversely affected, where possible. The decision was also made to involve the Head of Equality and Diversity in all restructure discussions, so real-time equality advice was available to look at potential adverse or positive impacts. This was supported with detailed consultation with our employees.
  - EIA on the potential funding for domestic sprinklers to be fitted into homes. This was led by the Chief Fire Officer/Chief Executive Officer and detailed the positive impact that the introduction of such an initiative would have on vulnerable groups. DFRS believe that the EIA process is not just there to look at adverse impact but can be used to further equality of opportunity for vulnerable groups.
- The actions completed as a result of conducting robust EIA have resulted in improved equipment for female firefighters, improved facilities for female employees on station and improved access for people with disabilities at the majority of our premises.

DFRS is proud of the way that it conducts EIA's and the team within the Prevention and Inclusion department act as internal consultants to the organisation to help and assist individuals to conduct robust and value added assessments to improve the decision making process. Please see evidence for outcomes.

“There is a strong, effective and inclusive EIA process with input into service delivery planning. Employees at all levels are aware of the purpose of EIAs. Assessing the impact of actions is rooted within the business planning process.”

Stuart Elrick | Journey to Excellence Mock Assessment Report
The service plans, strategies, policies and procedures take full account of the needs of local communities. All aspects of the planning process have been effectively assessed for impacts on equality strands.
We ensure that inclusion and equality is an integral part of all activity in the organisation through mechanisms such as EIA's.

Our Equality Excellence Model demonstrates the key areas where equality is embedded. It is recognised that inclusion and equality cuts across everything that the Service does and is core to our business.

Our communities of Derbyshire are safer and stronger because we ensure the planning of service provision based on the specific needs of the communities we serve. Our *Prevention & Inclusion Business Model* along with the EIA process identifies risks, how they can be reduced, how needs can be met and the impact that services have on our communities.
Outcomes

- Our strategies take full account of the needs of the local communities. Working intelligently and in partnership across Derbyshire, we reduce risk by educating our communities about the risk from fire and other emergencies. For example our Community Safety Strategy was impact assessed with the following results:
  
  - Targeting our resources to those households in which the most vulnerable reside.
  - Working with local groups including seldom heard communities and partner agencies where appropriate to engage effectively with individuals in these locations.
  - Ensuring that fire safety information is available in various languages and formats that are accessible to as many groups as possible.

Inclusion and equality factors are taken into account during each year’s planning process leading to the development of the Service Plan. We have therefore ensured that inclusion and equality issues have been embedded into our planning process and have used community risk mapping data to identify where our most at risk and vulnerable groups are.

DFRS does provide a highly effective operational service, meeting its statutory duties and performing well in its core objectives. It has achieved significant improvement over recent years and has strong managerial leadership, with effective relationships with members. The Service works very well with partners across its communities and has examples of notable practice, particularly with regards to youth engagement. The team was impressed by the commitment and enthusiasm of the staff at all levels.

Operational Assessment Peer Review

- In order to make communities safer we have committed to the secondment of a Community Cohesion Officer to the Derby Community Safety Partnership and Safer Derbyshire, which has allowed us to further develop our reputation in partnership working and strengthening our work in reducing risk in our communities through projects such as; building bridges, the impact of changing migrant communities and Multi Agency Risk Assessment Conference (MARAC) and Multi-Agency Public Protection Arrangements (MAPPA).
DFRS have developed and implemented a Consultation Strategy and Toolkit. The Strategy is developed in line with the future needs of the diverse community. The Toolkit identifies facilities available for appropriate language translation and interpretation. DFRS works hard to develop its community engagement responsibilities, for example, people with disabilities from within the local communities were invited to focus groups to contribute towards the development of the Disability Equality Action Plan, which helped to shape Service Plans and Priorities.

To further support embedding equality into our consultation process, DFRS have established a dedicated consultation team. We have worked to ensure that it is able to use data and intelligence effectively to develop a clear socio economic profile of the communities it serves. A number of data sources are used to take into account the needs of the community, including Census Data, MOSAIC, Labour Force Survey's and information from other partner intelligence sources.

We are conscious of the new National Framework and are in the process of developing a revised IRMP.

The outcomes and feedback from DFRS participation in some of the following helps to inform the corporate service planning process: Older People / 50+ forums events along with the European Day of Disability, LGBT Fly the Flag Week, Derby Goes Pink, Vaisakhi, West Indian Carnival, Multi faith forum and other minority ethnic groups and gender events, along with extensive youth work and attendance at a range of schools education / careers events.
The service has achieved positive progress across the equality outcomes/objectives it set.
The Service uses a number of methods to demonstrate achievements we have made against the equality objectives set. For example we use performance indicators (PI's) to measure the progress of the Service against its priorities and objectives. Performance measures are just one way in which the Service measures performance; other measures include action planning, project management and corporate risk management.

Outcomes

Our inclusion and equality aims and objectives are monitored and have been reported through the migration action plans and more recently our Inclusion Strategy Action plan. In 2010/11 we set a range of equality targets based on the needs of our communities, service users, partners and employees, which supplemented targets, set out the national Fire and Rescue Equality and Diversity Strategy. These were managed and monitored throughout the year by SLT and the Fire and Rescue Authority. Please refer to section 3.5 which outlines the progress we have made against our equality objectives.

Some outcomes from the objectives we set

'Operation Dodd' saw a reduction in the number of deliberate fires and arson attacks in Cresswell Village from 30 to 13 between November 2010 - March 2011. This was a multi-agency response, led by the Service, including Bolsover District Council, the Anti-Social Behaviour Fire Sub-Group and the Derbyshire Constabulary.

'Domestic Refuse Action Group (DRAG) was set up in Derby City to reduce the number of deliberate refuse and bin fires. This has been adopted by the Partnership Operations Group, with the Service acting as the lead agency, working with other partners to tackle this issue.

'Operation Bugle' saw a reduction in deliberate fires from 15 per quarter (every three months) to four per quarter in Shirebrook and surrounding areas. It involved the Service, Derbyshire Constabulary and Bolsover District Council, sharing information and working together.

'Operation Canam' reduced the number of deliberate vehicle fires in the Normanton and Arboretum wards of Derby. This was supported by the Community Safety Partnership’s Partnership Operations Group.

'Safety Crew event involved 50 schools in the north east of the County who participated in a multi-agency safety day with partners including North East District Council, Community Safety Partnership and Derbyshire Constabulary. The children were educated on the dangers of drugs and alcohol, arson, kitchen hygiene, water safety, environmental crime and electrical safety.

'Operation Relentless' was a major campaign to reduce anti-social behaviour and alcohol related crime across Derbyshire between September and November. The Service worked in partnership with police officers, councils and other agencies to tackle the illegal supply of alcohol and problems around under-age drinking with the aim to make the communities feel safer.
We engaged, consulted and supported migrant communities through:

- Provided migrant communities with information on UK laws and customs.
- Provided factual information to settled communities.
- Supported current projects and organisations working towards community cohesion.
- Conducted engagement sessions.
- Conducted myth-busting activities.

The Service engaged with young drivers. A number of ‘dying to drive’ campaigns were run across the county. The purpose of these campaigns is to highlight the potential hazards that can be encountered by individuals whilst at the wheel of a car e.g. the dangers of drinking/drug use and driving, speeding and reckless driving.

During the Diwali festival of lights the Service visited five temples including: Singh Sabha and Guru Arjan temples. Through these visits employees engaged with local communities and learnt more about different cultures, beliefs and also distributed valuable fire safety advice. Advice was given on candle safety. Battery operated candles were also given out to worshippers at the temples.

## ROMA Project

### Outcome
To develop a sense of belonging and shared values for/with new communities in the city. ‘Monitor the effect upon community cohesion of continued migration and the development of new and emerging communities’.

### Indicators
NI 1 - % of people who believe people from different backgrounds get on well together in their local area.

### Story (Background Information)
Consultation with partner agencies identified a gap in the strategic framework for new and emerging communities. Newer migrating communities who have failed to become established within the city and still remain disadvantaged in terms of social, education and health provision.

This project formed part of the Building Bridges Programme – “Building Bridges is a programme to help build relations between different communities. These projects take the form of various targeted events aimed at getting people from different backgrounds, cultures and ages to meet and mix that wouldn’t normally get the opportunity to do so. This has lead to a better understanding and tolerance between different communities.

### Partners Involved
DFRS, Derby Community Safety Partnership, Derbyshire Constabulary, Derby City PCT, Voluntary and Community Sector.

### Outputs
- Delivered a drop in centre every Tuesday night to the Roma community in Derby.
- Made appropriate links to regional and national organisations working to address the needs of the Roma community.
- Disseminated information amongst the Roma community, signposting them to appropriate services.
3.13 The service has a sophisticated and segmented understanding of its local communities, which informs and influences its Integrated Risk Management Plan (IRMP).
We believe our communities are our customers and in order to deliver an effective service to them, we must truly understand who our communities are and the risks that they face. Risks from fire and other emergencies with Derbyshire is falling because we understand our communities well and are able to better target the provision of services.

**Outcomes**

- There is a structured approach to identifying key parts of local communities at higher risk. We have established arrangements for gathering risk information, using a combination of Fire Service Emergency Cover (FSEC) software, Indices of Multiple Deprivation, Property Fire Risk Map, statistical tools such as Mosaic and local historical incident data. All relevant employees have access to the FSEC maps; this has enabled DFRS to produce a new set of response standards.

- In building the community risk-management model, we have demonstrated that we have considered information from a range of partnership sources and have allocated resources to local partnerships to mitigate the risks to the community. In terms of prevention, we target local communities through well-resourced partnership arrangements and information is received through a variety of sources. This enables local initiatives to be conducted to reduce the risk to the community.

  - For example there are good relationships with the Ambulance Service regarding schools initiatives for Road Traffic Collision (RTC) reduction at two stations in Derbyshire.

  - The Service has significantly increased the number of young people receiving road safety awareness through focus groups arranged throughout the year.

  - The Handyvan Scheme is a further clear example of how the Service through partnership arrangements has led to improved targeting of resources towards vulnerable members of the community.

- Our IRMP reflects the views of our stakeholders through the consultation process that takes place prior to creation of the Plan and during the consultation on the draft IRMP. This feedback is developed using information gathered from local communities at a series of focus groups as well as individual feedback from the public, staff and other stakeholders. We have a dedicated officer responsible for developing detailed community risk maps and use this information to inform the prevention activity we do in Derbyshire.

- The Service has an established high risk based Fire Safety Inspection Programme. The purchase of this Validation Office Programme has provided DFRS with the data regarding all premises and codes relevant to commercial properties. Furthermore potential risk values have been applied to all vulnerable and high risk members of the community.

Full breakdown of information can be found in the Identifying vulnerable groups within the Community document.
In order to ensure we are receiving as wide a range of input from all sections of our communities, the decision was taken to set up an ‘Independent Community Inclusion Board’ (ICIB) to proactively engage with minority and emerging groups from the diverse communities in Derbyshire. The Board is used as a vehicle for community groups and Fire Service Officers to discuss issues of common interest and concern and feed findings back into the service delivery planning processes such as the IRMP.

“Fire Authority Members and officers have a reputation for championing equality issues, ensuring that the equality issues relevant to their communities are embedded in the Integrated Management Plan (IRMP) and other relevant documents”.

Stuart Elrick | Journey to Excellence Mock Assessment Report

Please also refer to 3.31
There are significant and sustainable year-on-year equality improvements.
We believe that achieving year on year equality improvements should be a process that comes naturally through the work the Service does every day.

**Outcomes**

- We have special initiatives specifically for migrant communities. For example we conducted HFSC’s in Polish households, in one instance both residents had lived in this property for approximately 3 years, and in this time no smoke detection or fire safety advice had been given. It was evident that the use of both cube style adaptors and 2 pin plugs into 3 pin sockets is customary within Migrant communities and therefore it was crucial we worked closely within these areas to educate and provide clear fire safety information and equipment (plug adapters) to protect them and others from the effects of fire.

- YES Scheme: **Reason for referral** - A student was referred because of his attitude towards learning and towards people. He had no respect for staff or students in school. He did not like to follow instructions and would be the ‘class clown’. This student had issues with responsibilities and would not face up to his own actions. **During the course** - The first couple of weeks for this student were a struggle. He was behaving as he did at school by displaying negative attitude towards others, putting students down and calling names to another student on the course. The following week, the student was spoken to and a warning was given, his whole attitude on the course dramatically changed. Instead of putting others down in group activities, he was encouraging them. **After the YES course** - On the Pass Out Parade, it was very pleasing to speak to his mum and dad. They had both praised how well he had done these last few weeks and the change in him that they had seen. He was beaming on the day and performed very well. (Please see full case study - YES Disruptive7u Student).

- In May 2010 DFRS started monitoring satisfaction in respect of HFSCs. A response rate of 43% showed a satisfaction of our services at 99%.

- The Volunteer Pilot project introduced community volunteers to support the North Area prevention activities. Third sector partners were involved and by using volunteers, DFRS has widened its pool of resources and ensured that prevention activities remain a focus and sustainable in the future. The pilot project proved to be successful in that volunteers were used to supplement the work of the Community Safety team. We have embarked on a programme to increase our volunteers to over 100 across Derbyshire with the following strapline: 'Would you like to make a difference in your community? Would you like a challenge, gain new skills and meet people? Then why not become a volunteer with Derbyshire Fire & Rescue Service'.

- All employees have been equipped to understand the importance of their own and their team’s contribution to the inclusion, equalities and human rights agenda including having an understanding of unconscious bias and how this could affect the way they deliver services internally and externally.
All managers and Elected Members are supported to model positive and inclusive behaviours right across the Service for example:

- Development training delivered to all middle management on officer awareness days on Inclusive leadership.
- Specific sessions delivered to SLT on embedding inclusion within leadership.
- External high profile speakers being invited to come and talk to employees on leadership and inclusion.
- Bespoke training on the introduction of the Equality Act 2010 to officers and Elected Members. Also specific briefings given to Members on Inclusion and governance.

We have developed an internal 'Inclusion Network', which is a network set up to support all employees that fall under the protected groups.

<table>
<thead>
<tr>
<th>Indicator number</th>
<th>Indicator name</th>
<th>Target</th>
<th>Actual 2010/2011</th>
<th>Actual 2011/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI33i</td>
<td>Deliberate primary fires</td>
<td>627</td>
<td>501</td>
<td>431</td>
</tr>
</tbody>
</table>

As a result of consistently strong performance throughout the year the Service has surpassed the end of year target for this indicator by 20%. This figure represents a massive reduction of 30% in vehicle fires when compared to the previous year, with a further reduction this year. Various initiatives were undertaken including:

- the erecting of arson reduction boards,
- working with Derbyshire Constabulary to target anti-social behaviour groups and
- visiting schools in areas where arson is prominent.

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<tr>
<th>Indicator number</th>
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<th>Target</th>
<th>Actual 2010/2011</th>
<th>Actual 2011/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI49i</td>
<td>Total primary fires</td>
<td>1706</td>
<td>1585</td>
<td>1466</td>
</tr>
</tbody>
</table>

The Service saw a 19% reduction in primary fires during the year meaning that DFRS surpassed the end of year target by 7%. Community Safety Officer's (CSO's) continue to work with Safer Neighbourhood Teams and has been beneficial in the identification of hotspots. As above there was a further reduction this year.

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<tr>
<th>Indicator number</th>
<th>Indicator name</th>
<th>Target</th>
<th>Actual 2010/2011</th>
<th>Actual 2011/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>PI02</td>
<td>Malicious false alarms</td>
<td>205</td>
<td>198</td>
<td>103</td>
</tr>
</tbody>
</table>

The target for 2012/2011 was surpassed by 3%. Whilst this may not, at first glance, appear to be a significant reduction it shows a continuation of the previous year’s reduction (18%) and shows that the Service has not become complacent, Community Fire Safety work is on going to raise awareness of the consequences of hoax calls and our CSO’s continue to visit schools to share the message at an early age. As above there was an even further reduction this year.
3479 premises received a full or limited fire safety audit against the Regulatory Reform (Fire Safety) Order.

97.6% of respondents to the HFSC survey were satisfied with the service they receive from DFRS.

False Alarms - Target 1923 - actual 1967 - The Service set itself a very challenging target for 2010/11 and missed the end of year target by 2% (44 incidents). However the actual performance does show a fall in the number of these incidents that the Service attended (19% or 448 incidents) when compared to 2009/10.

Deliberate Secondary Fires - Target 1523 - actual 1214 - The Service surpassed the end of year target by 20%. The number of deliberate secondary fires has been reduced by a satisfying 15% when compared to the end of year results for 2009/10.

There was a reduction in the number of Road Traffic Incidents from 591 in 2009/10 to 510 in 2010/11. That is a reduction of nearly 30%.

(For detailed information please see – DFRS End of Year Performance Report 2011).
There is an improvement in outcomes for communities, including those who are vulnerable and marginalised.

The service has achieved measurable improvements arising from community engagement.
Outcomes

- For those at greatest risk from fire, we continued to commit to offering the full HFSC service, either through our own employees, through partners or by the use of volunteers. Through liaison with the NHS and Third Sector (e.g. for those with mental health issues), the Police (for those susceptible to harm or threatened with fire related violence) and others we have effectively identified those we need to support the most.

- The Handyvan Partnership has now been operating since 2007 and has maintained a high level of commitment from all the partners involved. Bringing together the public, private and Third Sector, it has supported DFRS by visiting some of the most vulnerable and at risk members of our communities; accessing data on people discharged from hospital, victims of domestic violence, burglary and more recently mental health issues.

- First Contact - a partnership service aimed at helping people live more independently in their own homes in the Derbyshire Dales and High Peak areas of Derbyshire was launched in 2008 and is still going strong and gives vulnerable people a single point of contact where they can gain help and advice on a range of services and has resulted in positive outcomes for the community.

- Anti-Social Behaviour – we have supported activity to reduce ASB of all kinds, especially to those more vulnerable groups, as we have established clear links between ASB and the escalation to more serious criminal activity such as deliberate fire setting and arson.
A new and emerging partnership is with the Derbyshire Association for Blind, who seek to offer support to both partially sight impaired and severely sight impaired people. We have recently received awareness training for our front line Community Safety Officers on the issues and challenges faced during their daily lives and are seeking new ways for us to support them with fire safety messages and information for their homes.

Our existing policy is to visit each Local Education Authority supported school in Derbyshire each year at Years 2 and 6 to deliver fire safety advice to pupils. We have done so for a number of years and recognise the importance of engaging with children at this age to embed basic fire safety information within the ‘adults and parents of the future’.

We have ensured that information about our Services is offered in appropriate formats and languages to meet the needs of all members of the community – for example all our employees have access to language line for their interpretation needs.

The Multi Agency Gangs Team was developed in April 2009 as one of the many responses to the tragic shooting of Kadeem Blackwood. (Please refer to full case study in evidence).

In 2011 we expanded our provision to SureStart Children’s Centres in key locations across the county through the use of a ‘fire safety resources box’ which was provided to staff and partners to deliver. Training and awareness was provided to these persons so they could effectively deliver our messages for us and benefit the recipient’s fire safety awareness in future years.

The YES! Scheme and Fire Cadets has been DFRS’s flagship youth scheme now for the last 4 years, during this time we have managed to secure funding to sustain the scheme and increase delivery. The main outcomes of the YES! Scheme have been:

- Positive outcomes for the young people, their families and the community including increased self-esteem and achievement.
- Improved relationships - especially with parents.
- Improved aspiration – some moved onto fire cadets and finding employment.
- A return to education or training - school, college, work placement.
- An improved ability to manage behaviour - less likely to be disruptive/ aggressive.
- An ability to problem solve and make more positive choices.
Firesafe Scheme - There are two strands to our long-running Firesafe scheme. The first is Firesafe Advisory, whereby two trained advisors visit a young person who has been identified as having an unhealthy fascination with fire play. In the presence of their parent/guardian they are made aware of the potential consequences of such activity. The second is the Firesafe Offender scheme. This is a partnership with the Youth Offending Service in both Derby City and Derbyshire County, whereby those convicted of some fire related offence are referred to DFRS and subsequently attend between four and ten structured sessions, normally on a fire station. Please also refer to 3.12.

Produced a multi-agency DVD in partnership with NSPCC to provide awareness of safeguarding children.

Whilst we recognise the importance of electronic data, a key source of information is our intelligence network which is informed by employees and partners.
3.17 Effective forums are in place to enable all equality stakeholders, including representatives of vulnerable and marginalised groups, to challenge, scrutinise and evaluate priorities for improving service delivery.
We are always looking for new ways to engage with our communities and service users and as a result one of our objectives in our Service Plan 2010-2013 we state... **We will make sure we know what our communities want from their Fire and Rescue Service. We will consult with our stakeholders including the diverse communities within Derbyshire, keeping service users informed of our actions**. As well as the day to day consultation that takes place between our employees and volunteers as they engage with people whilst delivering our services, we tailor community consultation and engagement events to link with needs and risks in particular communities.

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**5th Service Priority Ranking: Engagement**  
(Improve engagement with local people)

**We said we would**

Plan to continue to engage with people who are made vulnerable by their circumstances, with regards to safety information and appropriate support.

**You said you wanted us to**

97 per cent of respondents agreed that the Service should continue to engage with people who are made vulnerable by their circumstances.

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**Outcomes**

Some examples of our commitment to effective forums and consultation are:

**External**

- Development of our ‘**Independent Community Inclusion Board**’ has enabled us to engage with our diverse communities. This is made up of organisations and individual’s representative of the protected characteristics outlined in the Equality Act 2010. For example at a recent meeting Qwizdom was used to gain feedback on the budget priorities. This is an interactive system designed to actively engage all participants in a consultation exercise.

- The Service is represented on many external forums and Boards and we take the opportunity when required to engage on polices, services and decisions. For example we are represented on the Derbyshire Race and Equality Commission Board, Derby Minority Forum, Local Strategic Partnerships, Derby Diversity Network and various local community groups through our CSO’s.

- DFRS operate a complaints and appreciations scheme. We welcome constructive criticism, complaints and where appropriate appreciation of the quality of its service and personnel.
Relevant community consultation events have been held to engage with all communities both urban and rural on a number of Service issues. For example in the recent Emergency Cover Review, we held public meetings in the towns directly affected by the proposals. People attending were be able to question senior fire officers as well as hearing the reasons behind why the proposals have been made to remove the second fire engine from four fire stations across Derbyshire, there was positive feedback from the communities on the effort made to engage on the proposals. As a result of this consultation key decisions were reviewed to reflect the views of the community.

Internal

- We have developed an internal staff ‘Inclusion Network’, which is a set up to support all employees that fall under the protected groups. This network is also used to challenge new policies and procedures, which may adversely impact equality in the organisation and service delivery. Also the regional Chair of AFSA is a DFRS employee and represents AFSA on the Network.

- Employee Forum – we have invested in a forum to contribute to the effective transfer of information about organisational issues both to and from employees as appropriate, it is also there as a ‘sounding board’ for employee opinion in relation to proposed developments and initiatives and raise issues of concern with management for discussion and potential development.

Leadership is also demonstrated through the engagement with partners and through influence in key areas. The FRA is championing a broad community agenda involving road safety, antisocial behaviour and supporting vulnerable people in their homes. It is influential in both the city and county local strategic partnerships, which have included targets for the reduction of fires and fire related injuries in the agreements.

Audit Commission Organisational Assessment
Effective forums are in place to enable all equality stakeholders, including representatives of vulnerable and marginalised groups, to challenge, scrutinise and evaluate priorities for improving service delivery.
The Service recognises the importance of partnerships and regularly works with Government, other Local Authorities, agencies, third sector, stakeholders and associates to further the Authority’s vision to make ‘Derbyshire a safer place to live, work and visit’. All partners have identified the need for agreed priorities to be fed back into the strategic planning processes.

**Outcomes**

- We have invested in a full time Partnerships and Funding Manager, who is employed to oversee key partnership activity in Derbyshire. A review of our strategic partnerships in 2010 was conducted to identify the future direction for partnership. Its conclusions were that each of our strategic partnerships adds value to the work we deliver, often resulting in efficiency savings and improving our reputation tremendously across our county.

- We have a partnership register, toolkit and protocols in place. The Service has put in place robust evaluation processes to ensure that partnerships remain fit for purpose.

- The communities within Derbyshire are changing along with the needs of established communities. By using our integrated MOSAIC and FSEC data and intelligence gathering process, we along with our partners and stakeholders, are able to review priorities to take account of the changing needs of our communities and service users. Local data mapping is sent to our fire stations to address local needs. We continually, along with our partners and stakeholders, scrutinise our performance, review incidents and local issues.

- In September 2008, DFRS entered into a Service Level Agreement with Derby Community Safety Partnership to second a member of staff into the Derby Community Cohesion Team. The aim of the seconded post was to contribute to the overall work programme of the community cohesion team and contribute to community engagement and community safety objectives of DFRS and DCSP. Due to the success of this post in the recent restructure we decided to incorporate the role into DFRS.
- Attendance at MARAC - on several occasions situations have been highlighted via discloser at the MARAC meeting where fires have been addressed by the occupier/perpetrator and DFRS have never been called for service or informed via the Police. The importance of attending such meetings has proven invaluable with regards to the sharing of information and building relationships with partners to deal with situations prior to escalation where DFRS would be called upon in a reactive response.

- We attend the Partnership Operation Group in the City, where partners review priorities on a monthly basis and relevant resources are allocated to any emerging issues.

- DFRS is also represented on a number of strategic Boards including all the Local Strategic Partnerships that deal with any local issues that are affecting the community.

In building the community risk management model, DFRS has demonstrated that it has considered information from a range of partnership sources and has allocated resources to local partnerships to mitigate the risks to the community.
Migrant Communities

Detailed analysis was reached by identifying key target areas with a focus on Eastern European Migrants, tools used to achieve this were: Post code level Mosaic mapping data for Derbyshire, Electoral role, Census and Place Survey data, National Insurance data.

A minority ethnic population is predominantly made up of Eastern European migrants, with Polish accounting for a large proportion of these. By exploring these areas, a greater understanding of the issues affecting these communities has been developed, enabling strategies to be put in place to reduce the risk of social isolation.


At each event, information was available in English, English easy read, Polish, Latvian, Slovakian, Braille, and a portable hearing loop system. Interpreters worked closely with officers at each event to eliminate any language barriers. As a result of the direct engagement with migrant communities we were able to make informed decisions on offering and completing HFSC’s to our 6 key target groups, in particularly: Elderly 60+, Single middle aged people living alone, heavy drinker/smoker, male bias, Single parents, Young people 16-24 years, and in respect of the migrant communities, they are better informed with regards to Fire safety in the home and are able to cascade appropriate information to other members of the community. On-going evaluation of each event will assist in maintaining and providing an improved service to the communities of Derbyshire.
Employment and Training

3.19

A range of innovative processes are in place which deliver equality outcomes for the whole of the workforce.
The Service acknowledges that to recognise, understand and respond to the needs of all our communities we must recruit, develop and retain a workforce which better reflects the diversity of the local community.

Outcomes

- Delivery of targeted training for women in the Service through Springboard course. “The course has brought some positive changes in my life. One thing I have stopped myself from doing is pointing out weaknesses and highlighting faults to everyone else and not being so self-critical” - Nicola Byrne case study.

- There has been a number of flexible working requests approved in various departments in school term times for both operational and support employees. For example a member of the Prevention & Inclusion department, who has young children condensed her full time contract for 5 days into to a 4 day working week, adjustments were made to ensure that the workload was managed. “In order to facilitate my return to work and to achieve the work/life balance required by having a baby and family to look after, I looked to DFRS for support. My flexible time request was really well supported by all levels within the organisation and a solution to enable me to come back to work and be happy at work was immediately sought.” - Jo Scott - Flexible Working case study.

- We have ensured that reasonable adjustments are made for both operational and support employees who have a disability. For example we recruited a Watch Manager with a hearing impairment. We ensured that we worked with Access to Work to support the individual to supply them with an intrinsic safe hearing aid that could be used safely on the fire ground.

- We have delivered innovative theatre style equality training through the Garnett Foundation. “Excellent thought provoking event which has inspired me to continue to challenge inappropriate behaviour in the workplace. I feel this event has given me a greater understanding of the importance of diversity and social inclusion” - DFRS employee.

- We offer a Chaplaincy Service that is there to support employees and families in times of crisis. A Chaplain may be of any faith and is there for everyone without exception irrespective of who they are, or what their beliefs are.

- We have developed a new appraisal system based on values and have embedded inclusion throughout.
We have and will continue to improve outcomes for women in the Service. For example our highest ranking female officer was the women representative for the FBU for many years and was supported in her development as well as improving the working environment. "During the majority of this time I had the role of The Derbyshire Fire brigades Union, women’s rep. Within this role I was given direct access to senior management including the CFO. Here I was encouraged to raise issues relating to women. On the majority of occasions SLT reacted swiftly to improve conditions for women." - GM Alex Johnson case study.

Our Workforce Strategy 2011-2015 has been developed and an action plan will follow.

We have put in place policies and actions which have improved the working environment for all employees, these include:

- DDA audit of all buildings and adjustments.
- Upgrading of fire stations programme.
- Development of our Inclusion Charter.
- Our commitment to Positive Action Awareness Days.
- Reflection rooms being provided.
- Procurement of Personal Protective Equipment (PPE) for mixed gender workforce.
- Flexi time provision for support employees.
3.20 The service can demonstrate significant progress towards achieving its minimum recruitment targets, resulting in greater equality in its workforce profile (link with 3.21).
As an ‘employer of choice’, we aim to recruit from the widest and most diverse pool, to be more representative of the communities we serve. The focus for the Service in the current economic climate has been to improve our retention and progression of employee’s representative of the different protected characteristics, albeit this has been impacted upon with minimal progression opportunities and potential compulsory redundancies. The drive on recruitment has slowed down significantly with minimal opportunities for external recruitment.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description of Target (Table 1)</th>
<th>achieved</th>
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</thead>
<tbody>
<tr>
<td>2007/08</td>
<td>Best Value Performance Indicators (BVPI) The % of women firefighters</td>
<td>3.11%</td>
</tr>
<tr>
<td>2007/08</td>
<td>BVPI - The % of ethnic minority uniformed staff</td>
<td>1.70%</td>
</tr>
<tr>
<td>2008/09</td>
<td>Equality Performance Indicator (EQPI 1) -% of entrants into operational roles that are women</td>
<td>22%</td>
</tr>
<tr>
<td>2008/09</td>
<td>EQPI 2 % of entrants into the service from BME backgrounds (All roles)</td>
<td>4.6%</td>
</tr>
<tr>
<td>2008/09</td>
<td>EQPI 3 % of women in middle/strategic management roles</td>
<td>28.9%</td>
</tr>
<tr>
<td>2008/09</td>
<td>EQPI 4 % of BME personnel in middle/strategic management roles</td>
<td>4.12%</td>
</tr>
<tr>
<td>2008/09</td>
<td>EQPI 5 % of women in different levels of management (operational) as % of workforce</td>
<td>2.16%</td>
</tr>
<tr>
<td>2008/09</td>
<td>EPQI 6 % of BME employees in different levels of management (ops) as % of workforce</td>
<td>2.16%</td>
</tr>
<tr>
<td>2009/10</td>
<td>Performance Indicator (PI) 134 -Number of females recruited into firefighter roles (new wholetime recruits were not engaged due to the financial constraints. It should be noted that 2008/2009 target (11%) was over achieved on this indicator at 22%).</td>
<td>0%</td>
</tr>
<tr>
<td>2009/10</td>
<td>P135 - Number of BME’s recruited into all roles</td>
<td>4.76%</td>
</tr>
<tr>
<td>2009/10</td>
<td>P136- Number of females in middle and strategic management roles</td>
<td>26.21%</td>
</tr>
<tr>
<td>2009/10</td>
<td>P137 - Number of BME’s in middle and strategic management roles</td>
<td>3.88%</td>
</tr>
<tr>
<td>2009/10</td>
<td>P138 - Number of females in supervisory operational roles</td>
<td>2.5%</td>
</tr>
<tr>
<td>2009/10</td>
<td>P139- Number of BME’s in supervisory operational roles</td>
<td>2.46%</td>
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</tbody>
</table>

“I also attended an Awareness Day and it was fantastic, I received a wealth of information and all the questions or concerns, I had on the day, were answered. It is a great day to attend for anyone interested in joining the service. I am very proud of being a part of Derbyshire Fire & Rescue Service, it is very rewarding and more”.

Amer Khan case study

“Working for DFRS is great, it truly embraces the principles of inclusion and values the contributions that all employees make, no matter what background you are from”.

Umar Zamman - Head of Prevention & Inclusion Policy
The service can demonstrate an improved diversity of applicants for employment, promotion and development (link with 3.20).
We are committed to employing a diverse workforce, which is more representative of the communities we serve.

Outcomes

- We have promoted the Service at positive action events such as the Caribbean Carnival, LGBT Derby Goes Pink; Sinfin Jobs Fair, Vaisahki and Diwali celebrations. We provided free practical support with physical fitness, literacy and numeracy skills, including free access to gyms to support individuals.

- Held targeted community awareness days and promotion of the days were carried out via radio interviews in different languages with: BBC Radio Derby, The African and Caribbean Experience, the BBC Asian Aaj Kal Show and local community Radio Ikhlas.

Some Examples

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Our Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continued to undertake Awareness Day campaigns to support applications from under-represented groups for support and operational roles. A number of dates were programmed at stations in the County and the City.</td>
<td>Ilkeston Female Day 13/6/2010 - 12 attended.</td>
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<tr>
<td></td>
<td>Staveley Female Day 19/6/2010 - 7 attended.</td>
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<tr>
<td></td>
<td>Kingsway BME Day 26/6/2010 - 11 attended.</td>
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<tr>
<td></td>
<td>Kingsway BME Day 27/6/2010 - 16 attended.</td>
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<tr>
<td></td>
<td>Kingsway Female day 12/07/2010 - 14 attended.</td>
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<tr>
<td></td>
<td>Buxton Female Day 24/07/2010 - 7 attended.</td>
</tr>
<tr>
<td>Organised evening events with targeted schools and promoted these through schools and community venues where parents are likely to be engaged.</td>
<td>23 Sept 2010 – B2net Stadium:</td>
</tr>
<tr>
<td></td>
<td>Engaged with 80 parents/children. Approx. 30 females, 2 BME's (1 male &amp; 1 Female) and 68 white males.</td>
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<tr>
<td></td>
<td>29th &amp; 30th Sept '2010 – Pride Park Stadium:</td>
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<tr>
<td></td>
<td>Engaged with approximately 240 parents/children. Approx. 80 BME's/Eastern Europeans, 55 Females (a mix of BMEs &amp; white females) and 115 others.</td>
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<tr>
<td>Worked in partnership with Jobcentre Plus (JCP) Derby/Derbyshire</td>
<td>Register of interest forms received from around the county included: Derby City, Derbyshire, Buxton, Alfreton and Ilkeston.</td>
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<td></td>
<td>12 females and 8 BME’s were amongst the numbers returned.</td>
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<tr>
<td>Develop partnership working with regards to career talks and promoting Awareness Day events at their tutorials to encourage applications from females, Eastern Europeans and BME's.</td>
<td>1st Session = a total of 72 attended, 22 Females (4 were BME) and 50 were males (12 were BME and 1 Disabled).</td>
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<tr>
<td></td>
<td>2nd Session = a total of 38 attended, 12 Females and 26 males (1 BME).</td>
</tr>
<tr>
<td></td>
<td>3rd Session – a total of 36 attended, 13 Females (4 were BME) and 23 males (6 were BME and 1 Disabled).</td>
</tr>
</tbody>
</table>
On a previous On Call Retained Firefighter campaign (October 2010), we had 2 applicants that declared they had dyslexia, both had reasonable adjustments put in place at the recruitment stage. One of these candidates was successful at interview and was given additional support from L&D with regards to successfully completing the training course and in her role on station.

We have attracted a more diverse range of successful applicants to the Service both in operational and non-operational roles. Our commitment to embed inclusion is evidenced by the way we have and continue to develop a diverse and representative Strategic Leadership Team with diverse mix of both gender and ethnicity. This is something we are proud of and believe the diversity on the leadership team enable us to make more well informed decisions.

We have also been accredited with ‘Two Ticks’ by the Department of Work and Pension. The 2 ticks guaranteed interview scheme is embedded within our recruitment process.

“It is the best job in the world. I always wanted to join DFRS and serve my community. I found out about the recruitment, by ringing HQ and looking at the fire and rescue services web site – this told me how to become a Full-time Firefighter. DFRS has been at the forefront of recruiting a diverse work force and they have helped me a lot and I would say to anybody who wants to join the fire service not to give up, it took me three years to join and now I am in the best job in the world”.

Balras Janagal case study

Please refer to Table 1 in section 3.20, which outlines the progress we have made on the promotion and development of operational and support employees.
3.22 The service has achieved significant improvements across a wide range of the elements of the working environment.
We aim to be an employer of choice and to achieve this we have implemented a number of initiatives to ensure that all our employees enjoy a work/life balance, receive support when needed, have the right equipment to undertake their duties and have an appropriate working environment. Examples of this include:

- Modernisation of fire stations following DDA audit.
- Suitable automatic pool vehicles for staff with automatic licenses.
- Facilities for our female workforce.
- Revised Dignity at Work Policy and Procedure.
- Pastoral care support from the Chaplain service.
- Compressed hours policy.
- Free health and wellbeing initiatives, also recruited a dedicated Fitness and Wellbeing Officer.
- Dedicated 24 hour Employee Assistance Programme.
- Gym facilities on Fire Stations and Headquarters.
- New Inclusion Policy and Procedure.

The Service has undertaken a review of facilities for women within our fire stations. This review resulted in improvements to washing, showering and changing facilities.

We have introduced policies that help demonstrate our commitment to being recognised as an employer of choice for potential and existing employees; for example these include policies on Dignity at Work, Inclusion, number of flexible working policies and procedures. Through the implementation of these policies and initiatives, we have achieved the business objectives of reducing sickness absence and developing a healthier workforce. We take whatever practical steps are available to return our employees to full health and fitness.

In December 2011, the Service introduced the Employee Assistance Programme (EAP), offering all employees free, confidential unlimited access to advice, information, coaching and counselling.

In recognition of commitment to employee wellbeing, we were awarded the RoSPA gold medal and the Emergencies Service Sector Award. The award marked the achievement of a year on year commitment by us making it our seventh consecutive gold award.

We have a comprehensive occupational health service that is available to all employees to ensure that their health is looked after.

‘We have demonstrated our commitment to protecting the health, safety and welfare of our employees, and continue to develop occupational health, safety and welfare management systems. This award reflects the good work of all departments and individuals who continue to strive to reduce accidents and put systems in place with this aim in mind. We have also been responsible for purchasing new equipment and personal protective equipment, (PPE), to protect employees whilst they are at work’.

Councillor Mike Carr
3.23 The service has achieved significant improvements across a wide range of the elements of the working environment.
Outcomes

Our employees enjoy the benefits of our ability to respond quickly and effectively to adverse trends identified from monitoring for example:

- Female candidates now receive more support at various stages in the selection process because we undertake monitoring and analysis of a candidate’s performance which identified that support was required for female candidates prior to undertaking the physical tests. As a result of this analysis DFRS invites female candidates to awareness days where they are encouraged to undertake the physical tests to determine whether or not they require additional support in improving their physical fitness. Candidates who need to improve their physical fitness are given practical advice from DFRS instructors on how they can achieve this.

- Candidates receive additional help when preparing for literacy and numeracy tests if it is needed. It was identified that a number of candidates from BME groups fell out of the process at this initial stage. To reduce the number of candidates failing the tests, we held tuition classes for those who requested additional support and worked with external partners such as Derby College to provide support with improving an applicant’s literacy and numeracy skills.

- The collection of employee data is evolving though our Snowdrop HR systems allowing the Service to know more about our employees, better manage attendance and monitor employment and development trends. All our applicants are encouraged to complete a confidential equalities monitoring form as part of the recruitment process. We are keen to improve our equalities monitoring across the protected characteristics and currently have mechanisms in place to record information across some of the protected groups.

- Our Performance indicators capture information relating to Women, BME, internal and external recruitment, retention, promotion, leavers and disability, where there is any adverse trends identified we use this information to inform our Service Improvement Plans, Positive Action Strategy and Positive Action Campaigns.

Derby College Links Course

DFRS analysed recruitment data and identified that BME candidates were failing at the initial application stage of the recruitment process. The decision was taken to initiate positive action to assist candidates to compete on a level playing field as they would benefit from further learning and development. DFRS worked with a local college to run a course programmed for one day a week over a seven week period. The individuals received coaching and support in the following areas:

- Key stage level two Mathematics and English.
- Understanding Personal Qualities and Attributes.
- Interview Techniques.
- Using the Situation, Task, Action, Result model (S.T.A.R).
- Understanding the Fire-fighter role.
- Health and Fitness.

As part of the partnership arrangements, Derby College also made available, free of charge, its gymnasium and fitness facilities for the period of the course. Attendees were given details of Fire Fit, a recognised fitness programme that is designed to help participants achieve the required level of fitness for the national physical tests.
The implementation of equality objectives is helping to maximise the potential of all employees.
We encourage all employees to “be the best they can be”. They are able to work towards achieving their potential because a wide range of development programmes are available to meet their needs. A ‘development’ culture is being embedded throughout the organisation to ensure that all employees are fully equipped to deliver to their highest possible standard. This also leads to increased motivation and commitment, as employee feel that they are valued due to the opportunities that are made available to them.

Outcomes

- Development and implementation of Positive Action Strategy.
- Delivery of innovative theatre style equality training.
- Development of a revised Equality Impact Assessment process accompanied by a number of training days.
- Comprehensive review conducted of all the equality training.
- Delivery of presentations on the new Equality Act departments and Elected Members.
- Delivery of targeted training for women in the Service through Springboard.
- Development of a number of family friendly policies and procedures.
- Introduction of Personal Protective Equipment for female operational employees.
- Implementation of the High Potential Leadership programme.
- Hosting of national network events with external speakers i.e. national AFSA development day.
- Hosting the national Networking Women in Fire Service development day.
- Staff Inclusion Network and Employee Forum.
- Free Employee Wellbeing Service.
- Employees’ undertaking an Assessment and Development Centre (ADC) a formal programme of promotion and development opportunities was delivered.
- Substantial investment in Learning and Development for employees- employees are able to access development opportunities through the mechanism of the Performance Development Review process, or on an ad-hoc basis as development needs arise.

DFRS has secured and allocated a sound training and development budget and has made considerable investment in employee development which is providing the service with a more skilled, valued and professional workforce.

*Operational Assessment Peer Review*
My time in DFRS has provided me with opportunities for personal and career development, which has motivated me and delivered significant benefits to my role within the Service. I started with DFRS in September 2005, and joined white watch at Ascot Drive, Derby. The watch manager promoted high standards of knowledge and practical skills, and ensured that I was mentored and coached throughout my probationary period. This enabled me to achieve competence within a relatively short space of time.

My station manager and watch manager acted as strong role models within the Service, and supported my desires to attend an assessment development centre along with other firefighters, despite the fact I had been deemed a competent firefighter for only a few weeks. My success at this ADC was further supported by the Service who sponsored my attendance at the Fire Service College to develop incident command skills in April 2008. This personal investment made me feel valued and recognised, and encouraged me to apply for a Crew Manager position within the Service. In the Autumn of 2008 I started as a Crew Manager at Nottingham Road green watch. The watch manager coached me through the initial few weeks of my role, and the Service provided me with the opportunity to undertake the Institute of Leadership and Management Level 3 qualification to support me in my new role.

In 2010, I was given the opportunity to apply for the High Potential Leadership Programme, and my successful application has provided me with opportunities to work in a range of arenas within the Service. It has allowed me to present to the Fire Authority and Strategic Leadership Team, and the Service provided me with a number of executive coaching sessions to improve my personal and behavioural development, which were on offer to senior managers of the Service. This was a significant development opportunity, and one that has boosted my confidence, and was supported further by my posting into the effectiveness team, delivering high profile projects as part of the spending challenge agenda in 2010/11.
The implementation of equality objectives is helping to maximise the potential of all employees.
To demonstrate our commitment to inclusion and equality, we commissioned an independent Equal Pay Review as the initial part of a two stage process under the umbrella of a Pay Benchmarking Review. The methodology used was in accordance with the then Equal Opportunities Commission five step model, which comprised of a number of tests designed to indicate sex bias in pay application. In addition, the consultant also undertook some analysis of the pay differential in relation to race, disability and age. The scope of the review was support employee roles (Green Book) only as these posts sit outside a national role structure in comparison to their uniformed colleagues.

Outcomes

- The analysis highlighted a few areas of potential inequity in pay. The Service took action to minimise the impact of these pay differentials by awarding immediate expedited increments to the individuals affected. The outcome of the report was that we had a robust and effective approach to equal pay.

- We are keen to ensure that all of our employees are afforded equality of opportunity in employment irrespective of the protected characteristics.

- We see pay and reward as key to retaining the talent we have in the Service. We have therefore made future commitments in our Workforce Strategy 2011-2015. We will review and benchmark the terms and conditions of employment for support employees particularly in relation to pay, reward and retention, taking into account the impact of the national pension changes. The Fire and Rescue Authority implements all national pay agreements made for uniformed employees.
3.26 The service can demonstrate it has knowledgeable and well trained employees who are better equipped to meet the diverse needs of local communities. (link to 3.24 and 3.27).
Outcomes

- Our E-Learning portal allows all our employees access to a suite of information programmes in all areas. (Peer will be given access to the portal when on site).

- The Service has an allocated training and development budget and has made considerable investment in employee development, which is providing the Service with a more skilled, valued and professional workforce. We produce an annual training plan which is populated by compliance courses and an analysis of training requests resulting from the PDR process. There is the ability to dynamically update or amend the programme dependant on priority and needs. We utilise both qualified internal trainers and external trainers to provide the training requirements of the Service which provides additional quality assurance mechanisms.

- The Learning and Development department is a key internal stakeholder in the achievement of our holistic approach to organisational development.

- We understand that there are many facets to organisational development. We believe that Learning and Development can be most influential in ensuring our people are given opportunities to acquire and develop new and existing knowledge, skills and behaviours that enable them to fully support the change process and meet the needs of the diverse communities of Derbyshire.

- Resource has been committed to provide the Handyvan Operatives with on-going training to ensure the quality of HFSCs being delivered.

- Community Safety Officers received signing training and sight impairment training.

- Children’s Sure Start - training and awareness was delivered on the ‘fire safety resources box’ to our staff and Sure Start employees to deliver it our behalf.

- Training on safeguarding children and vulnerable adults is being delivered to employees.

- Delivered targeted Inclusion and equality training such as Equality Impact Assessment Training
Language Identification Card

This card will help you identify the language a person speaks. It lists languages commonly encountered, grouped by regions of the world.

- When face to face with a non-English speaker, try to guess which part of the world they are from.
- Open this Language Identification Card to that section and show the person the languages listed. The message under each language says: “Point to your language. An Interpreter will be called.”

Call Language Line Services (LLS) and ask for the language you need, following the instructions on the inside panel of this card. In most cases, an interpreter is available within seconds.

Please note: The languages listed on this card do not guarantee availability of interpreters in these languages. LLS interprets from English into more than 170 languages. We monitor our language requests continuously, adding or deleting languages based on customer needs.

DFRS have an ongoing programme to equip all employees with the skills and knowledge to eliminate unlawful discrimination and to promote equality of opportunity in all our employment and service delivery practices and arrangements. Paying particular attention to appropriate and inappropriate behaviour and the consequences of this behaviour within the Service, we therefore require all employees to adhere to our core values and beliefs, especially the principles outlined in our Inclusion Charter.

The Service is always looking at different ways to enhance the work we do on Inclusion and believe that our employees can learn from other sectors such as the private and third sector to enhance the service we provide to the communities. For example we invited Michael Finnegan leadership and change management guru to talk to DFRS.
Our development initiatives embed and promote inclusion, some example include:

- Delivered targeted training on Inclusive leadership and unconscious bias to all middle management through the officer awareness days.

- Good leaders at all levels are a key component of our service improvement without which our progress towards the achievement of excellence would be hindered. We have continued to support our managers in the development of their leadership skills through a coaching strategy and additional learning through supporting many employees to gain qualifications such as MBA’s, CIPD etc.

- Specific development for SLT on Inclusion through ‘Working with Difference’.

- Hosting the Networking Women in the Fire Service national AGM and development day.

- Offering the specific course call ‘Springboard’ for developing female employees within the Service.

- We have two employees who are currently on the High Potential Leadership Scheme. They are moved around the Service to ensure maximum levels of development.

The communities and service users within Derbyshire receive high quality services delivered by our committed, knowledgeable and well trained staff. This level of quality spans all our activities. We place a strong emphasis on training and ensuring operational competency.
3.27 Employees behave appropriately and respectfully to members of the public and colleagues. The service’s employees are well informed, aware, engaging open and approachable. (Link to 3.26).
Outcomes

- We realise that it is crucial to ensure that the culture and values we promote will impact on our ability to deliver services, professional competence, workforce attitudes and behaviours, morale, our image as an employer and many other areas. We believe that good leadership is critical in relation to inclusion and equality and that every individual must take a personal responsibility to lead by example as outlines our Inclusion Charter.

- The measure of how well a Service engages with the community and the level of Service it provides, can be measured by the many responses we get from the diverse communities of Derbyshire. Outlined below are just a few examples of the appreciation members of the public have shown to our employees:

Hi Kate, A big thanks to you for coming to talk to the children during Careers Week, please could send on my thanks to the Officer who came to talk to the children as well. You both an absolutely brilliant job and the children loved it. All of your help was gratefully appreciated. We couldn’t have done it without you both. Many thanks Graham Boyd
Wren Park Primary School

Ms Vescey rang to say she would like to thank the fire crews that attended her incident on 11 January 2012. There were crews from Kingsway and Ascot Drive Blue Watch.

A parent of a six year child phoned in to the office this morning praising Vicky’s fire safety talk in school yesterday (Hady Primary School).

Her son came home and explained and demonstrated a range of fire safety aspects in the home. The family were impressed with his knowledge and understanding of what to do to prevent a fire and what to do in the event of a fire.

She is now installing the 2 smoke alarms she bought a while ago for parts of the house they haven’t been using until recently.

A letter of thanks was received from Alan and Janice Wilson from Symmondley, Glossop who were involved in an RTC.

They wished to send thanks to all members of Glossop Blue Watch who attended the RTC on 18 December 2011 - a great team on duty who took control of the situation, gave assistance to Mr Wilson and monitored his medical condition and also the road situation.

Good Morning Sarah, Just to let you know that I have received lots of lovely feedback about you and your service. Thank you very much for all your help for making Norbury Court a safer place to live.

Many thanks Sandy

Dear Sarah at Nottingham Road Fire Station

Thank you very much for teaching us all about fire safety and showing us the DVD. The Beavers thought it was really good. Please pass on our thanks to all the firefighters on White Watch who were on duty. We really like using the hoses.

From all the 131st Beavers
3.28 Service managers, and where necessary members, understand the importance of equality when managing discipline in the workplace.
Outcomes

- The Service ensures that managers at all levels have the relevant training to deal with discipline and grievance issues in a fair and consistent manor and are confident when dealing with difficult cases.

- Elected Members are aware of and understand the implications of equality legislation and good practice on all the decisions they take because the Head of Prevention and Inclusion policy and other employees work closely with them to ensure that they are fully aware of their obligations.

- Majority of grievance investigations are undertaken by the appointed officer and HR representative to ensure a fair and equitable process is followed.

- We strongly believe that investment in good discipline management is key for the Service, not just from a risk perspective but also to ensure that our employees are afforded the right to have suitable trained managers that conduct any investigations. We have therefore used the services of Bond Solon, a leading legal training consultancy with a successful track record of delivering a range of specialist face to face learning training courses.

- We encourage all employees to adhere to our core values and the Inclusion Charter to ensure there is due regard to inclusion and equality issues in the management of discipline and grievance issues in the workplace.
3.29 There is strong evidence of outcomes arising from individual personal development. (Also refer to 3.24, 3.26 & 3.27).
We strongly believe in developing our own people. Our Learning and Development programmes encourage all our employees “to be the best they can be”. We believe that personal development is critical in establishing a workforce that is able to respond to the challenging work the Service does. We have therefore ensured that we support individuals to progress in their current role and future career development though internal or external training and development.

Personal Assistant | Anne Wathall

I successfully completed a Level 7 Certificate in Public Sector Management in 2006 and a Level 7 Diploma in Management Studies in 2008. The study was supported by my line manager and the Service paid half the costs of the courses under the Voluntary Vocational Training Scheme running at the time. In 2004 I had resumed full-time working after a long period of part-time working for the Service whilst bringing up my children. My new role involved supervision, leadership and mentoring for a team of admin assistants and the DMS qualification gave me the skills and knowledge to do this successfully. Some of the assignments I completed were work-related projects which proved useful and my final dissertation was based on Corporate Identity which was later used as reference for creating the DFRS Corporate Identity Guidelines. I was also mentored by ACO Frayne (now CFO/CEO) for this project.

The DMS gave me the background management knowledge to confidently carry out my role as Office Manager and provide valuable support to the department. I was able to confidently provide a useful central advice point for my colleagues and it allowed me to put forward new ideas and systems of work for the department. It also enabled me to have a greater depth of understanding of strategic management, planning and business models. In June 2011, I successfully gained a 3 month secondment as Prevention Policy Co-ordinator, two grades higher than my substantive role. I worked on the review of Youth Engagement and the new Volunteering Service Instructions. This enabled me to use my knowledge of written communication issues and practically gain experience of policy writing.

Moving to the present, in October 2011, I was successfully redeployed as Personal Assistant in the Principal Officer Support Team. I am looking forward to this new challenge and believe that my knowledge, skills and experience gained through study, personal development and experience has provided me with the firm foundation needed to take my career further within DFRS. I would like to thank the Service for their continued support in my professional development.
In addition to the formal development programmes there are a number of other interventions such as mentoring, coaching and e-learning to support development. Employees applying for promotion opportunities, both internal and external are more likely to be successful if they have been provided the right support from the Service.

All employees receive a PDR each year to monitor progress against objectives, identify areas for improvement and development needs in relation to their role. We are in the process of developing this process further and have developed a new appraisal process based on values and this is being rolled out across the Service. For example Prevention practitioners and managers attend internal and external courses and seminars to support personal development where it has been aligned to progress with Service objectives.
I joined Derbyshire Fire & Rescue Service in May 1992 at the age of 24 after working at British Rail. I am DFRS most senior female operational fire officer. Following the completion of my recruits' course I was posted to Ilkeston Blue watch where I spent 2 years before transferring to Kingsway red watch. I have 18 year’s service – which was served throughout the county in different roles and at different station. DFRS has provided me with development opportunities and experiences I would never have had the in other walks of life/careers. My first managers were very supportive during my probationary period and they gave me the support and confidence to start the promotional examination process. I passed my LFF qualification within 3 years and went onto pass my Sub Officers Exam and finally my Station Officers exam.

To support my development I was given the opportunity to take on temporary promotions to gather more managerial experience. By 1996, I had secured promotion into The Learning & Development Centre as a Breathing Apparatus Instructor and the first female instructor in DFRS. Attended the Fire Service College to complete the Crew Command course and the BAI course only the 2nd woman nationally at that time to complete this course. By 2000 I had returned to Ilkeston as the Sub Officer and here I stayed for 2 years In April 2002 I gained the rank of permanent Station Manager and was given the opportunity to carry out a number of flexi duty temporary roles. During the majority of this time I had the role of The Derbyshire Fire brigades Union, women’s rep. Within this role I was given direct access to senior management including the CFO. Here I was encouraged to raise issues relating to women. On the majority of occasions SLT reacted swiftly to improve conditions for women.

In June 2006 I became a permanent flexi duty Officer I have always mentored and supported women in the fire and rescue service and this has been supported by managers, The Service supports my involvement with Networking Women in the Fire Service, my current role is that of vice chair of NWFS and the organisation supports my attendance at meetings across the country by means of time off and expenses to attend. One of the most empowering development opportunities I have been given is that of the Executive coaching. These sessions helped me to grow and develop and improved my self-confidence a great deal.

I always knew I wanted to have a career which made a difference to people and that was varied and which meant I wouldn’t be stuck at a desk all the time. When I left school I worked for British rail for 7 years. I knew this wasn’t what I wanted to do for the rest of my life and in 1990 I applied to Nottinghamshire Fire Service. My first application was unsuccessful so I applied to Derbyshire in 1992 and started my recruit’s course in the May. I am now in my 18th year and I still love my job, every day is different and I have the opportunity to help my community in many different ways. Joining the Service has given me opportunities and experiences that I perhaps would not have had in another career. I have met with Royalty (Prince Charles and Princess Anne), I have completed a Master’s Degree and I have learnt many skills that help me to be a professional firefighter.
The service has high satisfaction and perception indicators across all employee groups.
Outcomes

- We have a comprehensive internal communication framework. Employee engagement is important to the delivery of our aims and objectives, for example:
  - The Weekly Information Sheet goes out across the whole Service.
  - The Chief Fire Officers Circular.
  - Regular Watch or Department meetings.
  - Hot Gossip news magazine.
  - Regular station and department visits by senior management including regular Principal Officer visits.
  - Employees can submit their thoughts and suggestions for service improvements through a dedicated email address and employee suggestion scheme.
  - Employee Forum – set up to engage and involve employees on a regular basis on policy and Service development.
  - Inclusion network- to engage support network of employees on equality issues.
  - Use of Fireview – our internal Intranet webpage.
  - Regular employee awareness days.
  - Informative notice board, including Inclusion notice board displaying information on inclusion and equality matters.
  - Dedicated commitment to Excellence Awards to recognise employees achievements.

- The Service has embarked on a number of employee surveys and embedded action plans based on the outcomes to gain an understanding of where our workforce is on a number of issues. A further Survey is planned for September 2012. Outlined below are some examples of employee satisfaction from the 2010 survey:
  - 62.5% of respondents expressed satisfaction with their own job roles and 74.7% of respondents were satisfied with their contribution to their provision of services within Derbyshire.
  - 44.9% were more satisfied with their role compared to the previous year.
  - 62.8% of respondents indicated that they were satisfied with DFRS as a public service provider.
Employees from all roles and positions across the service assist and have the opportunity for discussion and consultation on all aspects of health, safety and welfare. Employees feel that the organisation is supportive and takes positive steps in considering and supporting individuals during and post sickness or injury absenteeism.

Operational Assessment Peer Review

- We also have a rolling programme of station visits where employees can ask questions of the ‘principal officers’. This was originally set so that questions had to be put forward before the visit, however after receiving negative employee feedback about this approach as a part of the Mock Assessment in December 2011, it was agreed that this would be changed to make the visits more effective.

We are currently undertaking a number of projects to look at improving our employee engagement processes. This is an area that we believe we can improve on further and is going to be even more important going forward to ensure we have a satisfied and motivated workforce to face the challenges of the future.
Evaluation and Good Practice

3.3.1 The service analyses its equalities information and uses it to contribute towards a cycle of continuous improvement.
We are always looking to improve the analysis of equalities information, so that we can continuously improve the services we deliver to our communities. We have developed a clearer knowledge and understanding of community needs through our own intelligence and that of partners and can identify groups and households which are most ‘at risk’.

**Outcomes**

- This understanding comes from Community Safety Officers working in neighbourhoods and through partnership working with local councils, the police and voluntary groups. We also compile community risk data using maps and statistics and sophisticated computer mapping techniques. This information has helped us to set standards for attendance to identify and reach vulnerable people and to set priorities to meet the needs of our community.

- By integrating the outputs from FSEC with MOSAIC and incident activity levels we have a very accurate dwelling risk profile and have developed an excellent understanding of the diversity within each local community. This work was further refined in 2009 by tagging five years historical incident data (dwelling fires) with a MOSAIC category to refine our targeted prevention work. This has been made available via the corporate Geographical Information System (GIS) to enable service wide access to the most up to date risk information.

- Using the Department for Communities and Local Government (CLG) steer for identifying the characteristics and vulnerabilities of groups of people within the communities we serve, a number of MOSAIC Groups were recognised as being amongst those that required a more targeted approach for our community fire safety initiatives.

**Key Descriptor**

1. Elderly People Aged 65+ (Female Bias)
2. Single Middle Aged People who Drink and Smoke in the Home (Aged 40 to 59, Male Bias)
3. Single Parents (Female Bias - Deprived Areas)
4. Young People (Aged 16 to 24)
5. Disabled / Impaired
6. Mental Health Issues

Please also refer to 3.13
The Service understands that equalities information will always be changing, therefore we have ensured that we forward plan to enable the Service to capture the most up to date data. For example in our Community Safety portfolio strategy, we have:

- Effective partnerships with the NHS and Third Sector organisations to allow us to work with those with mental health issues ranging from low to high risk so we can offer prevention advice around fire safety in their homes.
- Develop data-sharing protocols with partnerships across Derbyshire to enable access to vulnerable groups for the distribution of fire safety advice.
- Undertake information sharing with partners who provide drug and alcohol support services to enable targeted prevention activities that will reduce the risk and consequences of accidental dwelling fires.
- Work with Age UK Derbyshire and Hardinari Women’s Refuge look at sharing data for vulnerable groups to assist with fire prevention activity.

Equality information is then used to feed into our strategic planning process and departmental portfolio strategies. For example, we have a dedicated Community Cohesion Officer whose attendance at the MARAC meetings where individual domestic abuse cases are discussed and any intelligence is fed back to our community safety department to ensure those individuals are provided with comprehensive fire safety information.

We believe that evaluation is vitally important as it demonstrates accountability, supports the business case for our initiatives and identifies what worked well and aids continuous improvement. We carry out evaluations as it can indicate whether our aims and objectives are being met, especially using equalities data to achieve this.
The service creates and develops good practice. Other organisations look at it for information and advice.
The Service has a strong reputation within the Fire and Rescue Service and beyond for our commitment to ‘inclusion and equality’ and was at the forefront in the development of the Fire and Rescue Service Equality Framework. Not only are we striving to develop new ways of working, we take every opportunity to learn from others on how we can improve.

Outcomes

Our aim is to be innovative in our approach to how we deliver our services and are constantly striving to develop new ways that can be shared as best practice. Some of the initiatives which others have adopted include:

- Development of an innovative business model on Prevention and Inclusion.
- Our Equality Excellence Model demonstrates the key areas where equality will be embedded.
- Development of our Youth Engagement Scheme and Cadets.
- Phoenix Project.

- Fire Safety for Gypsy & Travellers.
- First Contact Scheme.
- Handy Van Scheme.
- Our approach to Home Fire Safety Checks.
- National CLG awards for Leadership in Diversity.
- Shopface Project.
- Violence and Alcohol Licence Partnership.

- Recognition from AFSA in 2010- DFRS won three prestigious awards. Along with a wide range of national and regional awards which the Service has received in recent years, individuals have also spoken at a number of conferences, sharing best practice and discussing candidly the obstacles and barriers as well as the benefits and outcomes. For example the service was represented at the AFSA national and regional conferences- including the Head of Equality and Diversity chairing the Fire Futures debate in 2011. We also hosted the Networking Women in Fire Service development day in April 2012.
CFOA Best Practice | DFRS First Contact Scheme

Issue
There was a need to develop more pro-active ways of working preventatively to better support people across Derbyshire. There is also a need to improve communication and co-ordination between different agencies and organisations providing services to support independent living and well-being.

Action Taken
A single, co-ordinated sign posting scheme, utilising agreed cross-agency protocols, to ensure that one contact from a partner agency will facilitate access to a whole range of services that promote independence, health and well-being, which as appropriate, a person may need. An in-built positive feedback mechanism will ensure clients are able to be continuously involved in contributing to improving the efficiency and effectiveness of the scheme.

At the start of the First Contact Scheme clear outcomes were defined and an evaluation framework was agreed. Performance is monitored and reported by the Scheme Coordinator. The specific outcomes for the First Contact system are:

- Better awareness of local services.
- Easier access to services through a joined up approach.
- Encouragement to people to get help before they reach crisis point.
- Improved physical and mental well-being through a holistic approach to providing support.
- Prevention of inappropriate admissions to hospital and care homes.
- Improved quality of life.
- Safer homes.

Summary of Benefits Realised
This is supported by the first outcomes surveys undertaken with First Contact Service Users, the findings have been very encouraging, of those surveyed;

- 79% stated they felt their overall quality of life had been improved.
- 70% were more aware of services.
- 79% felt safer and more secure.
- 74% felt more independent.
- 74% felt happier.
- 92% were either very satisfied, or satisfied with the First Contact Service.
We believe that developing and sharing good practice will lead to us becoming an excellent Authority. To this end, we engage with others in all sectors to ensure that we continuously improve, for example:

- Inspirational speakers on Inclusion have been engaged with the management team.
- Learning from good practice from neighbouring Fire and Rescue Service.
- Bringing in outside challenge e.g. Mock Excellence Assessment 2011.

Following a 3 day mock assessment, which included interviews with The Chief Fire Officer, Elected Members, managers and partners the external independent assessor concluded that:

‘Following this assessment, looking at the evidence being compiled and the actions planned to meet the points raised as areas for development, I am of the opinion that Derbyshire Fire & Rescue Service will meet the criteria for being assessed as an ‘excellent fire and rescue authority’ when they undergo the Diversity Peer Challenge in May 2012’.

Stuart Elrick | Independent Assessor

We have made a commitment in our Inclusion Strategy to engage in new and ground-breaking ways of educating those groups most at risk, through gathering good practice initiatives from the UK and Europe and promoting DFRS as a centre of excellence. Our work on inclusion and equality has been recognised by the Chief Fire Officers Association as best practice and we will continue to be leaders in the field of inclusion as it is core to the delivery of services to our most vulnerable and marginalised communities, who are at the highest risk.

DFRS has demonstrated, through inviting a team of peers, and through other external reviews that they are open to, and welcome, external challenge. DFRS have themselves put seven staff through the IDeA and CFOA peer training programme and intend to not only learn from other FRS’s but to also commence with a programme of internal challenge utilising the skills and learning within the organisation. The peer team would encourage DFRS to progress with this approach and to increase the level of challenge it puts upon itself.

Operational Assessment Peer Review
A firefighter in every room of your home.

MYTH

Sprinklers go off accidentally.

FACT

The odds of winning the lottery are greater than the 16 million to one chance of a sprinkler malfunction.

“The risk to human life in fires can be minimised by having sprinklers fitted. Unless you have been in a fire you don't understand the damage it can do”

Caroline Tucker