



## How effective is the service at keeping people safe and secure?

**HMICFRS said: GOOD**

**‘The Service is good at preventing fires. In particular, it targets “safe and well” visits towards those who are more vulnerable and works well with its partner agencies and other organisations’**

**‘The service has good processes for learning from Operational incidents’**

**‘The service is good at responding to national risks and has recently demonstrated this ability at a number of high-profile incidents’**

Theme	Area for improvement	What have we done so far?
Understanding the risk of fire Understanding the risk of fire and other emergencies	The service should ensure its firefighters have good access to relevant and up-to-date risk information	<ul style="list-style-type: none"> <li>Mobile Toughbooks have successfully been rolled out to 47 vehicles and training carried out, enabling crews to have access to up to date risk information which updates automatically when connected at a Station.</li> <li>A new Hazard Management Alert (HMA) system review and testing has taken place with the working group. This links in with mobile working and providing up to date risk information. Rollout and training is planned for February 2021.</li> </ul>
Preventing fires and other risks	The service should ensure that operational crews are effectively using safeguarding procedures.	<ul style="list-style-type: none"> <li>Our Risk Reduction Managers have carried out face to face safeguarding training to all operational staff.</li> <li>A new e-learning system has been procured and safeguarding level 1 on-line training has been rolled out to all staff for completion by August 2021.</li> <li>A safeguarding module is now part of all Wholetime and On Call training courses.</li> </ul>
Protecting the public through fire regulation	The service should improve the way it identifies new premises which are subject to the Regulatory Reform (Fire Safety) Order 2005	<ul style="list-style-type: none"> <li>A project to review our Risk Based Inspection Programme (RBIP) is underway and an initial draft of the system concept developed. This includes the design principle and systematic arrangement. Detailed design of the new methodology and a proof of concept will be available for trial by Spring 2021.</li> </ul>
Responding to fires and other emergencies	<p>The service should ensure all staff know how to command fire and rescue service assets assertively, effectively and safely at incidents. It should also ensure it has proper procedures to record key incident ground decisions and staff understand the process.</p> <p>The service should ensure its mobile data terminals are reliable so that firefighters have good access to relevant and up to date risk information.</p>	<ul style="list-style-type: none"> <li>Improvements have been introduced to the Initial level 1 Incident command course. All new delegates have a 3 month Incident Command portfolio to complete on station with support from the Operational training Team and their Watch managers.</li> <li>Continuous review in process including establishment of an internal level 2 incident command course which will reduce the reliance on external course providers.</li> <li>The Service response strategy has been updated to reflect the changing demands on the fire service and runs 2020-2023.</li> <li>Operational risk cards are now aligned to National Operational Guidance (NOG). Crews are able to access NOG scenarios via Mobile Data Terminals (MDTs) and Toughbooks from February 21</li> <li>Resilience Direct in DFRS is being developed further to improve accessibility for operational crews. These improvements include ease of access to multi agency plans for flooding, major incidents and over border risk information. The use of Resilience Direct will be extended to non-operational departments to support business continuity planning.</li> <li>Work is continuing to formalise the procedure for collating decision logs for major incidents having extended this action to fire control for additional user requirements.</li> <li>Currently in the process of upgrading the hardware and software for our mobilisation system. Once this has been done this will open up the possibilities for replacing the existing MDT's with more effective devices. In parallel the Toughbooks implemented for mobile working provide more effective access to Risk information.</li> </ul>
Responding to national risks	The service should ensure its procedures for responding to terrorist-related incidents are understood by all.	<ul style="list-style-type: none"> <li>Compulsory directed training has been issued for all operational personnel to complete and supporting aide memoire information provided. Terror threat levels and emerging risks are monitored by DFRS National Interagency Liaison Officers (NILO) and communicated to relevant personnel with preparatory advice and instruction as required.</li> <li>Over border risks are hosted on Resilience Direct and accessible by operational crews. This information is updated periodically for accuracy in coordination with neighbouring services and will become more accessible with the roll out of Toughbook's on appliances.</li> </ul>



## How efficient is the service at keeping people safe and secure?

**HMICFRS said: GOOD**

**‘The service allocates its resources well. Local managers have the authority to take actions that target local risks’**

**‘The service has a clear understanding of the financial climate it works in and when it makes changes in how it spends money, it considers how this will affect risks’**

**‘The service has a strong collaborative partnership with the police, which has benefitted both organisations’**

**‘The combines control room with Nottinghamshire Fire and Rescue Service has made efficiency savings for the service’**

**‘The service has robust continuity plans which are well tested’**

Theme	Area for improvement	What have we done so far?
Making best use of resources	The service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration	<ul style="list-style-type: none"> <li>• Due to Covid-19 the joint collaboration boards with Derbyshire Police and Nottinghamshire fire and Rescue Service are postponed. Evaluation and review of all collaboration projects is discussed at the monthly programme board and reported to The Fire and Rescue Authority through the Governance and Performance Working Group (GPWG).</li> <li>• We continue to work collaboratively and look for opportunities to work with our partners. Just a few examples of this are:               <ul style="list-style-type: none"> <li>• Joint Fleet Management System with Derbyshire Police</li> <li>• Community Fire Stations shared with Derbyshire Police and EMAS</li> <li>• Joint Road Safety Team</li> <li>• Shared Training of Operational Staff with Nottinghamshire Fire and Rescue Service</li> </ul> </li> </ul>
Making the fire and rescue service affordable now and in the future	The service should ensure it makes best use of technology to improve its efficiency and effectiveness and make sure staff can use the technology competently	<ul style="list-style-type: none"> <li>• Due to Covid-19 DFRS moved all support functions to working from home. The use of WebEx and Skype has enabled virtual meetings and decision making to take place across the service, including Fire and Rescue Authority meetings (once permitted under the Coronavirus Act).</li> <li>• The ICT infrastructure is based on a mix of on premise and hosted infrastructure/solutions. The underlying on premise infrastructure has been upgraded to provide the required building blocks for effective use of technology.</li> <li>• The ICT Systems/Solutions used are reviewed to ensure that they meet business objectives and requirements, for example the replacement HR and Fleet systems.</li> <li>• An Information Systems and Technology Trainer is in place to address the variation of information systems and technology skills across the Service and impart knowledge on new and existing systems. In addition, this role will support the Service’s objectives regarding its E-Learning provision.</li> </ul>



## How well does the service look after its people?

**HMICFRS said: GOOD**

**‘The way the service looks after its staff, their health and wellbeing, including those who have attended critical incidents, is outstanding’**

**‘The service is outstanding in the way it communicates the service’s values.**

**The staff are proud of the service, of its work and their contribution’**

**‘The grievance policy is well understood by staff’**

**‘Recording of safety-critical training is well managed’**

**‘The service has a diversity and inclusion strategy which is well supported by all staff’**

Theme	Area for improvement	What have we done so far?
Promoting the right values and culture	<p>This area was judged as being OUTSTANDING and no areas were identified by HMICFRS as requiring improvement.</p> <p>As a service we will remain committed to the wellbeing of its workforce and look at further developing the support we offer.</p>	<ul style="list-style-type: none"> <li>As part of ‘Our Plan’ year one projects, the Service is looking at how we support Service Delivery with the introduction of Service Delivery Areas. This will aid partnership working for better community outcomes, provide increased managerial support, increase resilience and be a more efficient use of resources.</li> <li>A review of the People and Organisational Development Portfolio includes focus on how we utilise roles to improve staff internal engagement and the communications strategy.</li> <li>We have introduced menopause a workplace champions and a network group supported by virtual sessions to support both staff and managers.</li> <li>The Blue Light Champions network has been expanded, providing invaluable support across the County.</li> <li>A Management of wellbeing at work policy has been introduced.</li> <li>In response to the Covid 19 Pandemic, the Service has introduced different ways of working. Staff have been fully supported with guidance from our Human Resources and Safety and Risk Management Teams.</li> </ul>
Getting the right people with the right skills	<p>The service should ensure its workforce plan takes full account of the necessary skills and capabilities to carry out the integrated risk management plan.</p> <p>The service should make sure there is a consistent method of recording all non-safety- critical training.</p>	<ul style="list-style-type: none"> <li>We are in the process of reviewing the workforce plan for specialist roles such as protection and certain support roles. The focus of our year 2 ‘Our Plan’ Projects will be ‘People’ and how we prepare our people for the future.</li> <li>The Organisation has embedded the Institute of Leadership and Management (ILM) levels 3 and 5 over a number of years, these have now been enhanced with the addition of Political and financial modules to better equip future leaders. The Service has also this year launched an ILM 7 program aimed at providing skills, knowledge and development to future strategic leaders.</li> <li>Investment has been made in a new Human Resources system to be rolled out mid-2021. The system has capabilities within it to record all non-safety critical training. An interim recording solution has been introduced to ensure up to date information is available.</li> <li>Explore further opportunities to train together with Derbyshire Police and share best practice.</li> <li>A revised On Call Strategy project, identified as a year one priority from ‘Our Plan’, is reviewing On Call training and due to Covid-19 new innovative ways of training have been successfully rolled out to On-Call staff utilizing the technology on Station.</li> </ul>
Ensuring fairness and promoting diversity	<p>This area was judged as being GOOD and HMICFRS didn’t identify any areas as requiring improvement.</p> <p>The service will continue to look for new and innovative ways to engage with the workforce and seek their feedback.</p>	<ul style="list-style-type: none"> <li>In response to the Covid 19 Pandemic, The Service has continued to engage with Staff by holding virtual engagement events which has enabled a wider audience to take part.</li> <li>Online surveys have been used across the Service to gather views on specific areas.</li> <li>A review of the roles and activities within the Corporate Communications department with an update to the Communications Strategy.</li> </ul>
Managing performance and developing leaders	<p>The Service should improve transparency in its promotion process to promote trust and confidence.</p> <p>The service should put in place an open and fair process to identify, develop and support high potential staff and aspiring leaders.</p>	<ul style="list-style-type: none"> <li>The Service is running career preparation workshops and amendments to the Management Leadership and Development Programme service procedure are also underway to reflect the outcomes.</li> <li>The Service has produced good practice guides for employees and managers. The internal SharePoint site (FireView) has been updated and independent service procedures created to support this.</li> <li>This element of our action plan will be picked up as part of ‘Our Plan’ year two projects.</li> </ul>