

Ref	Diagnostic Question	Area for improvement	Theme	Action	Outcome/Output	Portfolio
Formal Areas for Improvement						
AFI1	How effective is the FRS at preventing fires and other risks?	The service should develop a clear prevention strategy targeting people most at risk and make sure activity undertaken prioritises people most at risk	Risk Prioritisation	<ul style="list-style-type: none"> Write the prevention strategy aligned to Our Plan 23-26 to include how the service targets and prioritises prevention activity to those people most at risk Review how the Service targets and prioritises delivery of prevention activity to people most at risk Review how the service captures data to show how it targets and prioritises prevention activity to people most at risk Create an evaluation process to show how the Service targets and prioritises prevention activity to people most at risk 	<ul style="list-style-type: none"> Revised/updated prevention strategy aligned to Our Plan Data available to show activity, evaluation and assurance that prevention activities are prioritised and targeted to people most at risk 	Prevention
AFI2		The service should make sure it quality assures its prevention activity, so staff carry out safe & well visits to an appropriate standard.	Quality Assurance	<ul style="list-style-type: none"> Create a quality assurance process to capture data and information to show prevention activity is undertaken to the required standard Create a corporate assurance/governance process to capture this data 	<ul style="list-style-type: none"> Prevention activities are delivered consistently to a high standard Corporate governance and accountability and promotes service improvement 	Prevention & OD
AFI3		The service should evaluate its prevention activity, so it understands what works.	Evaluation	<ul style="list-style-type: none"> Use the NFCC evaluation toolkit to create a Service evaluation process Create a corporate assurance/governance process to capture this data 	<ul style="list-style-type: none"> Enable the Service to measure the impact of prevention activities to reduce the risks as outlined in Our Plan 	Prevention & OD
AFI4	How effective is the FRS at protecting the public through the regulation of fire safety?	The service should make sure it has appropriate plans in place to meet the risk based inspection programme.	Planning	<ul style="list-style-type: none"> Ensure the workforce plan supports the delivery of the risk based inspection programme 	<ul style="list-style-type: none"> Qualified employees to deliver the risk based inspection programme to reduce the risks as outlined in Our Plan 	Protection
AFI5		The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.	Quality Assurance	<ul style="list-style-type: none"> Review the current protection quality assurance framework for our Fire Safety Inspectors to include the standard expected for audits 	<ul style="list-style-type: none"> Ensure our Fire Safety Inspectors are highly skilled and carry out audits to the recognised benchmark standards 	Protection
AFI6		The service should evaluate its protection activity, so it understands what works.	Evaluation	<ul style="list-style-type: none"> Use the NFCC evaluation toolkit to create a Service evaluation process for protection activities Create a corporate assurance/governance process to capture this data 	<ul style="list-style-type: none"> Enable the Service to measure the impact of protection activities to reduce the risks as outlined in Our Plan 	Protection, OD

AFI7	How effective is the FRS at responding to fires and other emergencies?	The service should make sure it has an effective process to monitor and assure commanders of operational incidents	Quality Assurance	<ul style="list-style-type: none"> Review and evaluate existing policy and procedure relating to <ul style="list-style-type: none"> Incident Command Monitoring Incident Command Training and Assessment Create a corporate assurance/governance process to capture the data and feedback from assessment and monitoring 	<ul style="list-style-type: none"> The Service will have highly skilled and competent Incident Commanders leading to improved levels of Firefighter safety Corporate governance and accountability and promotes service improvement 	OT, OA, OD
AFI8	Making best use of resources	The service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration	Evaluation	<ul style="list-style-type: none"> Agree the process for capturing opportunities to collaborate Agree who within the Service has responsibility for capturing and recording collaboration activities Review and update the collaboration recording process Create a process to evaluate collaboration activities 	<ul style="list-style-type: none"> Compliance with the Duty to Collaborate legislation Data and information to show the value of collaboration to reduce risks as outlined in Our Plan 	?
AFI9 & 2019 inspection	How well is the FRS securing an affordable way of managing the risk of fire and other risks for both now and in the future?	The service needs to ensure it makes best use of technology to improve its efficiency and effectiveness and make sure staff can use the technology competently	Technology	<ul style="list-style-type: none"> Write the ICT strategy aligned to Our Plan 23-26 to include how the Service makes best use of technology to improve its efficiency and effectiveness Review IT training and prioritise based on risk Include IT training in the annual training plan Agree the platform where training recorded Create a monitoring and assurance process to ensure IT training completed Include in People Performance Board and Training Assurance Board the completion and effectiveness of IT training 	<ul style="list-style-type: none"> Revised/updated ICT strategy aligned to Our Plan IT training aligned to Our Plan/IT strategy Employees have the capacity to complete training An agreed platform enables a consistent method of recording and monitoring training Enables the Service to monitor the competence, skill, performance and efficiency Provides corporate governance and assurance 	S&I, OD
AFI10	How well does the FRS service promote its values and culture?	The service should take early action to monitor working hours (including overtime) to improve staff wellbeing.	Monitoring	<ul style="list-style-type: none"> Research the capabilities within the Firewatch system to be monitor working hours. Scope as part of the implementation phase Firewatch or create a separate process On call team in liaison with SDA's and Data Management to review how the Service monitor and record on call availability 	<ul style="list-style-type: none"> Data to be available to support monitoring of working hours Accurate monitoring and recording of on call availability against contractual hours 	Systems and Information Response
AFI11		The service should make sure that annual fitness testing takes place consistently across the service	Quality Assurance	<ul style="list-style-type: none"> Review the fitness policy and service procedure to ensure quality assurance of the process is included Review the quality assurance process and how the data gathered gives assurance of the process Include in the People Performance Board the fitness testing data and assurance data 	<ul style="list-style-type: none"> Policy is fit for purpose and includes an updated EqIA Accurate data being gathered Assurance to the service the policy is applied fairly, 	HR (Health and Wellbeing)

					consistently and staff are safe to undertake the role	
AFI12 & 2019 inspection	How well trained and skilled are FRS staff?	The service should make sure its workforce plan takes full account of the necessary skills and capabilities to carry out the integrated risk management plan.	Workforce Plan	<ul style="list-style-type: none"> • Create a template document for the new workforce plan <ul style="list-style-type: none"> ○ Include community risks and priorities as part of our CRMP ○ Skills and knowledge ○ Workforce data ○ Succession planning • Create and develop the People Performance Profile 	<ul style="list-style-type: none"> • Workforce plan created aligned to Our Plan (CRMP) • Performance and monitoring of people data against strategies and Our Plan 	AM People, HR, OD, OT, EDI & Data Management Data Management & AM People
AFI13 & 2019 inspection		The service should make sure that there is a consistent method of recording and monitoring all non-safety critical training	Systems & Processes	<ul style="list-style-type: none"> • Review all non-safety critical training and prioritise based on risk • Include non-safety critical training in the annual training plan • Agree the platform where training recorded • Create a monitoring and assurance process to ensure non-safety critical training completed • Include in Training Assurance Board and People Performance Board the completion of non-safety critical training data 	<ul style="list-style-type: none"> • Non-safety critical training aligned to Our Plan • Employees have the capacity to complete training • An agreed platform enables a consistent method of recording and monitoring training • Enables the Service to monitor the knowledge and skills • Provides corporate governance and assurance 	OD, OT, S&I
AFI14	How well does the FRS ensure fairness and diversity?	The service should identify and overcome barriers to equal opportunity, so that its workforce better represents its community. This includes making sure staff understand the value of positive action and having a diverse workforce.	EDI	<ul style="list-style-type: none"> • Review and update the PSED objectives using community and DFRS demographics • Gap analysis using the NFCC maturity model • Review and update the plan for Positive Action to include recruitment into and progression within the Service • Educate employees on Positive Action including the value of having a diverse workforce • Review and/or create processes to capture data against the Positive Action work activities • Create a monitoring, evaluation and assurance process for Positive Action activities, reporting to 	<ul style="list-style-type: none"> • Compliance with the Equality Act • Gaps identified using an impartial sector specific tool • The Service proactively promotes opportunities to increase diversity and reflect the communities we serve • Our employees are informed, educated and able to undertake Positive Action • Data available to show activities and progress to support Positive Action • Corporate governance and accountability 	EDI

				the People Performance Board and Inclusion Performance Board.		
AFI15		The service should make sure that all staff are trained in equality, diversity and inclusion.	EDI	<ul style="list-style-type: none"> Review EDI training and prioritise based on risk Include EDI training in the annual training plan Agree the platform where training recorded Create a monitoring and assurance process to ensure EDI training completed Include in People Performance Board and Inclusion Performance Board the completion of EDI training data 	<ul style="list-style-type: none"> EDI training aligned to Our Plan/EDI strategy Employees have the capacity to complete training An agreed platform enables a consistent method of recording and monitoring training Enables the Service to monitor the knowledge and skills Provides corporate governance and assurance 	EDI & OD
AFI16 & 2019 inspection	How well does the FRS develop leadership and capability?	The service should ensure the selection and promotion process is fair and improve transparency to promote trust and confidence.	Promotion	<ul style="list-style-type: none"> Review the terms of reference for the promotion subgroup to include <ul style="list-style-type: none"> Communication with our employees Quality assurance process Evaluation of processes Create a consistent methodology to use for promotion processes Agree a consistent method to communicate promotion process details with our employees Create a quality assurance process for promotion processes Create a process to evaluate and capture learning following promotion processes Include in People Performance Board and Inclusion Performance Board the data and information to show <ul style="list-style-type: none"> Equalities data Quality assurance Learning captured and actions created 	<ul style="list-style-type: none"> Clarity on role and responsibilities of the promotion subgroup Consistent objective methodology Promotes openness and transparency Provides Service assurance Promotes service improvement Enables governance and accountability 	HR, EDI
AFI17 & 2019 inspection		The service should put in place an open and fair process to identify, develop and support high potential staff and aspiring leaders	Workforce Plan	<ul style="list-style-type: none"> Research and create a process for high potential/aspiring leaders aligned to <ul style="list-style-type: none"> Our Plan/Workforce plan NFCC guidance/toolkits Appraisals 	<ul style="list-style-type: none"> Enables succession planning and promotes leadership and engagement with our employees 	OD

Other areas identified in the report

<p>O1</p>	<p>How well does the FRS understand the risk of fire and other emergencies?</p>	<p>01.1. The service should make its strategic priorities clearer</p> <p>01.2 The service should ensure that action plans clearly prioritise activity and link to priorities in the IRMP. It should also explain clearly to the public what progress has been made against each of the risks in the IRMP.</p>	<p>CRMP</p>			
<p>O2</p>	<p>How effective is the FRS at preventing fires and other risks?</p>	<p>02.1 The service should review SDA's way of working to ensure it is achieving the intended outcomes</p> <p>02.2 The process for targeting safe and well checks should be improved.</p> <p>02.3 The service should review the timescale for completing S&W and how it categorises risk</p> <p>02.4 More training is required for operational staff who conduct safe and well visits</p> <p>02.5 Quality assure S&W</p>	<p>Evaluation</p> <p>S&W</p>			
<p>O3</p>	<p>How effective is the FRS at protecting the public through the regulation of fire safety?</p>	<p>03.1 The service should ensure it has appropriate plans in place to meet the inspection programme.</p> <p>03.2 Fire safety audits following a fire not evidenced or QA</p> <p>03.3 The service should consider how effective arrangements are for providing specialist protection advice out of hours.</p> <p>03.4 The service should review how effective it is at reducing unwanted fire signals</p>	<p>Workforce plan</p> <p>Quality Assurance</p> <p>Workforce plan</p> <p>AFAs</p>			

O4	How effective is the FRS at responding to fires and other emergencies?	<p>O4.1 The service should review the PDAs to assure itself that the appropriate number and type of resources are being sent to incidents.</p> <p>O4.2 The service is not meeting its overall availability target. The service recognises that some on-call staff are providing more hours than they are contracted to. The service has a recruitment and retention plan to increase on-call availability. The service should ensure that this is communicated well to staff and is effective at increasing availability.</p> <p>O4.3 The service should ensure new process to keep a central record of decisions made at operational incidents is well known and consistently used.</p> <p>O4.4 The service should ensure debriefs are held so that learning from exercises can be identified and shared with all staff.</p> <p>O4.5 The service should reintroduce the operational assurance of incident command.</p>	<p>Workforce plan</p> <p>On call</p> <p>Op Ass</p> <p>Op Ass</p> <p>Op Ass</p>			
O5	How well prepared is the FRS to respond to major and multi-agency incidents?	<p>O5.1 The service should ensure that all staff are given the opportunity to test and exercise arrangements for dealing with major incidents.</p>	Op Ass			
O6	How well does the FRS use resources to manage risk?	<p>O6.1 The service should review the on call strategy and action plan to make sure it is effective.</p> <p>O6.2 The service should review its capacity to meet the needs of the CRMP.</p> <p>O6.3 The service should ensure it has plans to support the efficiency of the control room until a new system is in place.</p>	<p>Evaluation</p> <p>Workforce plan</p> <p>Control</p>			

		O6.4 Collaboration reviews and evaluations could be more consistently used to learn from or to reassess earlier decisions.	Evaluation			
O7	How well is the FRS securing an affordable way of managing the risk of fire and other risks for both now and in the future?	O7.1 The service should ensure it has the capability to bring about sustainable future change.	Workforce plan & Finance			
O8	How well does the FRS service promote its values and culture?	<p>O8.1 Some staff told us they feel less able to challenge poor behaviours if they are trying for promotion</p> <p>O8.2 There has been an increase in staff absence due to mental ill-health and the service does not have a specific plan to address this. Mental health training is available but not compulsory to attend. Some line managers we spoke to hadn't received training and would welcome it to help them support their staff.</p> <p>O8.3 We found low compliance with health and safety training. The service should ensure that all staff receive relevant health and safety training for their role.</p> <p>O8.4 We found line managers are inconsistently reporting on working hours and rest periods. The service should ensure that staff are taking appropriate rest.</p> <p>O8.5 The service should review the quality assurance process for fitness testing</p> <p>O8.6 Absence management files held centrally did not record the contact that line managers have with staff who are absent, and some return-to-work interviews exceeded the policy timeframe.</p>	<p>Cultural Survey</p> <p>Training</p> <p>Training</p> <p>Quality Assurance</p> <p>Quality Assurance</p> <p>Quality Assurance</p>			

O9	How well trained and skilled are FRS staff?	<p>O9.1 Although there is a system in place to review workforce capabilities, it could be improved as there is a risk that staff may lack important skills for the future. Staff told us additional skills in change management would be useful.</p> <p>O9.2 Most on-call staff we spoke to would welcome more flexibility with training provision to help them attend out of normal working hours.</p> <p>O9.3 Supervisory managers at fire stations conduct training drills and exercises and assure the operational competence of staff. The service should ensure this is being carried out consistently.</p> <p>O9.4 Training is available to support line managers in managing their staff, although we found this is not mandatory at all levels. There is no refresh programme for managerial training. Most managers we spoke to would like more training to help them manage staff effectively.</p> <p>O9.5 We identified poor compliance with non-risk-critical training.</p>	<p>Workforce Plan</p> <p>On Call</p> <p>Quality Assurance</p> <p>Training</p> <p>Training</p>			
O10	How well does the FRS ensure fairness and diversity?	<p>O10.1 The service could do more to increase diversity at all levels of the workforce. Disappointingly, there has been slow progress in improving the number of staff from ethnic minority backgrounds.</p> <p>O10.2 More progress is needed to improve EDI. The inclusion board has been disbanded since our last inspection and progress against the strategy is now managed through a new people performance board. The service should ensure the new board is effective at making progress.</p>	<p>EDI</p> <p>EDI</p>			

		<p>O10.3 The service has improved its process to assess equality impact and has trained staff to complete assessments. However, some procedures are not being assessed. For example, recruitment, positive action and promotion procedures don't have current assessments and the service could be missing opportunities to improve equality.</p> <p>O10.4 The service makes e-learning training available to staff, covering equality in the workplace and the Equality Act. However, this is not compulsory and as previously mentioned it has not been completed by all staff. There has also been no race awareness training.</p> <p>O10.5 Exit interviews could be used more consistently and effectively by the service to identify whether EDI-related issues have had an impact on staff.</p>	<p>EDI</p> <p>EDI</p> <p>EDI</p>			
O11	How well does the FRS develop leadership and capability?	<p>O11.1 During inspection we found some staff had not yet had an appraisal for this year and not all staff had one last year. The service should ensure that appraisals are being completed. There is currently no central monitoring of completed appraisals to identify any trends or quality assure performance discussions.</p> <p>O11.2</p>	Appraisal			