Tranche 1 Key Findings

<u>**Causes of Concern**</u>

Effectiveness

- The service should ensure it is properly prepared as part of a multi-agency response to incidents. This includes the provision of a timely response to ensure public safety. Response procedures must be understood by all staff and properly exercised and tested. This should not come at the cost of wider fire cover for the public.

- The service still does not have effective systems in place to manage risk-critical information to make sure it is collected, shared and reviewed, in a consistent and timely manner.

- The service should have plans in place for the review of systems and processes for dealing with referrals from partner agencies. This is to make sure they are managed effectively and the backlog of safe and well visits is reduced and resourced in accordance with risk.

People

- The service should give greater priority to how it increases awareness of EDI across the organisation.

- The service should improve the understanding and use of equality impact assessments in all aspects of its work, and consider if its policies and procedures are inclusive and support those with protected characteristics.

- The service should make sure that arrangements for staff working on dual contracts meet statutory requirements for health, safety, welfare and wellbeing.

<u>**Areas for Improvement**</u>

Effectiveness

- The service needs to improve how it engages with the local community to build up a comprehensive profile of risk in the service area.

- The FRS needs to implement a programme of evaluation to assess its prevention activity to understand what works.

- The service needs to assure itself that Control Staff have the appropriate level of training and can respond to complex and challenging incidents.

- The service should ensure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.

- The service should ensure it participates in a programme of cross-border exercises, with learning from them captured and shared.

- The service should make sure its operational staff have good access to relevant and up-to-date cross-border risk information.

- The service should evaluate its prevention work, so it understands the benefits better.

- The service should ensure that fire control has direct access to relevant and up-to-date risk information.

Efficiency

- The service needs to show a clear rationale for the resources allocated between prevention, protection, and response activities. This should reflect, and be consistent with, the risks and priorities set out in its integrated risk management plan.

- The service should make sure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration activity.

- The service should have effective measures in place to assure itself that its wholetime workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in the service plan.

- The service should ensure it has appropriate business continuity arrangements in place which are regularly reviewed and tested and take account of all foreseeable threats and risks.

- The service should ensure that its fleet and estate strategies are regularly reviewed and evaluated to maximise potential efficiencies.

People

- The service should make sure that all staff understand the benefits of EDI and their role in promoting it.

- The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.

- The service should make sure all staff understand and demonstrate the service values.

- The service should make sure it has robust processes in place to undertake equality impact assessments and review any actions agreed as a result.

- The service should assure itself that all staff are appropriately trained to fulfil their role.

Areas of Innovative Practice

Effectiveness

- The service and its partners have developed the tri-service safety officer (TSSO) scheme. This combines aspects of fire, police and ambulance prevention roles into a single officer. The initiative achieves financial efficiencies and community safety benefits for the community and the services involved.

- The Service has developed an app to display operational flashcards on both mobile data terminals and officers' mobile phones. This allows instant access to standard operating procedures.

- Control staff make good use of technology to improve information gathering Fire control staff use technology effectively to pinpoint accurate location of callers and access live imagery from incidents to inform assessment of risk and appropriate response. With permission but minimal interaction from the caller, the service is able to access a live video feed from their mobile device, which can be shared with incident commanders and emergency service partners.

Efficiency

- The service actively considers and exploits opportunities for generating extra income. For example, it is the only fire and rescue service in England to secure a public sector decarbonisation grant of £823,670.

- The service has effective and efficient asset management systems. Staff use scanners and information tablets for undertaking equipment and appliance checks and inventories.

People

- The service has introduced a Freedom to Speak Guardian (an initiative used by the NHS) for staff to have an informal way to give feedback to the service.

- The service has improved the way it manages succession planning for senior leadership roles. The service has signed a regional concordat to allow opportunities for secondment of senior manager(s) between service to fill gaps while a full and open recruitment process takes place. The secondees gain from the experience of working as a principal officer and the services benefit from the mutual exchange of knowledge and development.

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