



## HMICFRS Areas for Improvement Action Plan

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

<b>Area for Improvement 1:</b>	<i>The service should ensure its firefighters have good access to relevant and up-to-date risk information. This should include site-specific information</i>
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What we aim to achieve	What we have achieved so far
<ol style="list-style-type: none"><li>1. We will work with an independent organisation to further review the community risk levels in Northumberland to create an updated community risk profile of the county. This information will be used to inform future decision making regarding the deployment of resources between the protection, prevention, response and support departments of the service.</li><li>2. Further, we will develop a strategy for collating and analysing site-specific risk information which will be used to develop tactical plans for specific sites. This information will be readily available to responding crews, both from Northumberland and neighbouring services and will be updated on a regular basis.</li><li>3. The strategy will include receiving and ensuring appropriate access to risk information from neighbouring services for sites where there is potential for NFRS appliances to respond to emergency incidents.</li></ol>	<ul style="list-style-type: none"><li>• We have engaged the services of a third party organisation with expertise in community risk profiling. A data sharing agreement has been established and the first tranche of fire service data provided for analysis.</li><li>• A working group, with terms of reference has been established to review and develop the service strategy for site-specific risk information.</li><li>• All currently available site-specific risk information is readily available via mobile data terminals in all fire appliances. This includes information for all such premises in Tyne &amp; Wear Fire &amp; Rescue Service (TWFRS), similarly all Northumberland Fire &amp; Rescue Service (NFRS) is available to TWFRS staff attending incidents within Northumberland.</li><li>• Regular meetings with NCC safeguarding colleagues now include a review of current flags, this is to ensure information regarding vulnerability is current and relevant.</li></ul>

<b>Area for Improvement 2:</b>	<i>The service should assure itself it allocates the right resources to prevention activities and that prevention activities align to risk</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will work with an independent organisation to further review the community risk levels in Northumberland to create an updated community risk profile of the county.</li> <li>2. This information will be used to inform future decision making regarding the deployment of resources between the prevention, protection, response and support departments of the service.</li> <li>3. Analysis of the risk profile will be used to ensure that the prevention strategy incorporates activities most appropriate to reducing community risk levels to the lowest reasonably achievable level and which align to the priorities of the service and the council.</li> <li>4. Where appropriate prevention activities will be delivered within robust partnership arrangements.</li> <li>5. Priorities within the prevention strategy will include ensuring effective safeguarding arrangements are maintained, delivery of a targeted safe and wellbeing programme and increasing delivery of road safety programmes.</li> <li>6. Key prevention activities will be evaluated to ensure effectiveness.</li> </ol>	<ul style="list-style-type: none"> <li>• We have engaged the services of a third party organisation with expertise in community risk profiling. A data sharing agreement has been established and the first tranche of fire service data provided for analysis.</li> <li>• Safe and Well-Being Programme prioritises according to partner referrals and is underpinned by a risk modelling process. This risk model allows the service to prioritise visits to some of the most vulnerable people in the county, and is refreshed annually.</li> <li>• Quality assurance and evaluation objectives have been included in the prevention department plan.</li> </ul>

<b>Area for Improvement 3:</b>	<i>The service should evaluate and assure its prevention work, so it understands the benefits better</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will ensure that the prevention strategy includes development and use of an evaluation toolkit.</li> <li>2. This will be used to evaluate the effectiveness of key prevention activities, including our partnerships. In doing this, cognisance will be taken of any developments at a national level, in particular the work being conducted by the National Fire Chiefs Council (NFCC) Community Risk Programme.</li> <li>3. The operational assurance process will be further developed to encompass all other areas of the service, including prevention. This will ensure that standards of performance are established and achieved for prevention activities.</li> <li>4. Additionally, the service performance management framework will be reviewed to ensure that prevention activities are included.</li> <li>5. Consideration will be given to enhancing the value of customer satisfaction surveys for prevention activities.</li> </ol>	<ul style="list-style-type: none"> <li>• Quality assurance and evaluation objectives have been included in the prevention department plan and responsibility allocated to a nominated lead.</li> </ul>

<b>Area for Improvement 4:</b>	<i>The service should improve its use of communications to provide information about fire prevention and to promote community safety</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will conduct a review of internal and external communications and develop a strategic communications plan for the service.</li> <li>2. The communications plan will provide means for communicating both internally within the service and externally with local communities.</li> <li>3. External communications will utilise all available and appropriate platforms, including social media, to provide information about fire prevention and to promote community safety.</li> <li>4. Where appropriate, the information provided will be bespoke in terms of both content and delivery methods to reflect the target audience and potential barriers to communications to hard to reach groups within Northumberland.</li> </ol>	<ul style="list-style-type: none"> <li>• NFRS now has bespoke Facebook and Twitter accounts, which are regularly updated to provide information about fire prevention and to promote community safety.</li> </ul>

<b>Area for Improvement 5:</b>	<i>The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will work with an independent organisation to further review the community risk levels in Northumberland to create an updated community risk profile of the county.</li> <li>2. This information will be used to inform future decision making regarding the deployment of resources between the protection, prevention, response and support departments of the service.</li> <li>3. Analysis of the risk profile will be used to ensure that the protection strategy incorporates a revised risk-based inspection programme for business and commercial premises.</li> <li>4. Programme resourcing levels will be developed proportionate to reducing commercial premises risk levels to the lowest reasonably achievable level and which aligns to the priorities of the service and the council.</li> <li>5. Protection activities will be reviewed to identify potential for delivery within robust partnership arrangements.</li> </ol>	<ul style="list-style-type: none"> <li>• Work with an independent company is underway to create an updated community risk profile for Northumberland. A data sharing agreement has been established and initial data sets are currently being analysed by risk modelling specialists.</li> <li>• The capacity to conduct risk-based inspections of business and commercial premises has been increased by the training of a number of emergency response managers to enable them to carry out such inspections of lower risk premises. A plan has been developed to target all premises classified as high risk in Northumberland during 2019/20. We are currently on target to achieve this with 33% achieved as at 17.07.19.</li> </ul>

<b>Area for Improvement 6:</b>	<i>The service should ensure it works proactively with local businesses to share information and expectations on compliance and fire safety regulations</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. The protection strategy will include the provision of resources to work proactively with local businesses to promote awareness of fire safety regulations.</li> <li>2. We will work with regional fire and rescue partners and wider partners to develop a business engagement strategy.</li> <li>3. A business engagement strategy will be developed to maximise the use of our social media platforms and the development of bespoke business / commercial liaison and engagement - LinkedIn</li> <li>4. We will ensure that NFRS is actively represented at business forums to maximise our engagement and networking opportunities i.e. North East Chamber of Commerce; Better Business For All Forum.</li> <li>5. We will support NCC Public Protection in providing advice and guidance to private sector and commercial landlords</li> </ol>	<ul style="list-style-type: none"> <li>• NFRS is now a member of Northumberland Chamber of Commerce, and has regularly attended meetings since June 2018.</li> <li>• A regional fire safety group is currently investigating the adoption of a regional approach to business engagement.</li> <li>• NFRS Fire Safety staff have attended business engagement events and attended the NE EXPO on 2 May 2019.</li> <li>• NFRS is now established as a Better Business For All (BBFA) partner. The group aims to achieve better regulation and business support. This is achieved by improving awareness between business and regulators to ensure that the purpose of regulation is understood and that regulators are aware of each other's activities and share findings. NFRS fire safety staff will be participating in a Better Business For All, train the regulator day arranged for 18th July 2019.</li> <li>• One project which NFRS is involved in, linked to the BBFA agenda is the Intelligent Risk Information System (IRIS), looking into using regulator information to inform inspection strategies. The proposal is to use inspection activities by partners such as Trading Standards, Environmental Health, Local FRS's HSE etc, sharing their inspection results to inform the inspection plans of the other regulators. The premise that if a business is compliant in one regulatory area, then they are likely to be compliant in other regulatory areas and therefore of a lower inspection priority than non-compliant premises.</li> <li>• We have improved our business specific engagement through social media and as an example supported the national social media campaign developed for fire sprinkler awareness week (May 2019). To compliment our messaging on Twitter and FaceBook, we have also developed a dedicated LinkedIn page which has been set up to specifically promote events and business fire safety advice.</li> </ul>

<b>Area for Improvement 7:</b>	<i>The service should ensure staff know how to command fire service assets at incidents effectively and safely</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will develop a strategy for responding to emergency incidents which will ensure that all staff with incident command responsibilities are provided with adequate training and development and are competent to perform the role.</li> <li>2. Operational command competence will be assessed at regular intervals in accordance with national operational guidance and will be subject to the operational assurance process.</li> </ol>	<ul style="list-style-type: none"> <li>• An incident command (IC) strategy has been developed, including ICL levels 1,2 3 and 4.</li> <li>• The acquisition stage is delivered by external providers, with maintenance stage delivered by NFRS incident command specialists in accordance with national operational guidance. This is scheduled to be completed by April 2020 with 32% completed as at 17.07.19</li> <li>• A comprehensive database has been established to ensure development is recorded and that recertification is completed in a timely manner.</li> <li>• The operational assurance process is becoming established as a means of confirming the competence of staff to command incidents. The process currently includes active incident monitoring and incident debriefing. The debriefing process has recently been updated to facilitate virtual debriefs and to capture learning from hot and informal debriefs. Learning Bulletins have been introduced as a means of sharing learning from operational incidents.</li> </ul>

<b>Area for Improvement 8:</b>	<i>During incidents, the service should ensure it gives relevant information to the public to help keep them safe</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will conduct a review of internal and external communications and develop a communications plan for the service.</li> <li>2. The communications plan will provide means for communicating both internally within the service and externally with local communities.</li> <li>3. The provision of incident information to the public will be on a 24/7 365 basis.</li> <li>4. External communications will utilise all available and appropriate media, including social media to provide relevant information to the public to help keep them safe before, during and following incidents.</li> <li>5. Where appropriate, the information provided will be bespoke in terms of content and delivery methods to reflect the target audience and potential barriers to communications within Northumberland.</li> </ol>	<ul style="list-style-type: none"> <li>• NFRS now has bespoke Facebook and Twitter accounts. These are both used to good effect to give relevant information to the public to help keep them safe during incidents.</li> <li>• The service twitter account is updated dynamically by fire control to provide information during operational incidents on a 24/7 basis.</li> </ul>



<b>Area for Improvement 9:</b>	<i>The service should ensure an effective system of debriefing to enable staff to learn from operational incidents to improve future response and command</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will further develop the operational assurance process to incorporate a pre-incident phase to provide assurance that all staff, equipment, PPE, training and welfare arrangements necessary to support our fire appliances responding to incidents are in place.</li> <li>2. Work will be conducted to fully embed the existing active incident monitoring and incident debriefing procedures to ensure that all learning is recorded and shared as appropriate.</li> <li>3. Once fully established and embedded, there will be full approach to quality assuring and learning from our response to operational incidents.</li> <li>4. The debriefing process will include outcomes from both formal and informal debriefs.</li> </ol>	<ul style="list-style-type: none"> <li>• The active incident monitoring and incident debriefing processes were established in 2018.</li> <li>• A number of incidents have been subjected to both procedures, with learning shared with the wider service via Learning Bulletins.</li> <li>• Arrangements have been established to promote, record and share the learning identified during informal debriefs.</li> <li>• Further training on incident debriefing was delivered to middle managers by the College of Policing in June 2019.</li> </ul>

<b>Area for Improvement 10:</b>	<i>The service should ensure that supervisory managers know how to apply Joint Emergency Services Interoperability Principles</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will continue to promote and embed the Joint Emergency Services Interoperability Principles (JESIP) to all levels within the service and with wider partners as appropriate.</li> <li>2. We will ensure that we monitor national JESIP development and revisions to ensure that staff are always working to the current standards and doctrine.</li> <li>3. Application of JESIP will be included in all incident command training, assessment and operational assurance events.</li> <li>4. JESIP will be integral to the national operational guidance (NOGP) doctrine once adopted by the service.</li> </ol>	<ul style="list-style-type: none"> <li>• JESIP is embedded in all incident command training, assessment and operational assurance events.</li> <li>• As a constant reminder of JESIP to supervisory managers, the principles have now been prominently displayed in all NFRS vehicles.</li> <li>• Appropriate personnel have been issued with JESIP aide-memoires for reference.</li> </ul>

<b>Area for Improvement 11:</b>	<i>The service should ensure its firefighters have good access to relevant and up-to-date risk information. This should include cross-border risk information</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will work with an independent organisation to further review the community risk levels in Northumberland to create an updated community risk profile of county. This information will be used to inform future decision making regarding the deployment of resources between the protection, prevention and response departments of the service.</li> <li>2. Further, we will develop a strategy for collating and analysing site-specific risk information which will be used to develop tactical plans for specific sites. This information will be readily available for responding crews, both from Northumberland and neighbouring services and will be updated on a regular basis.</li> <li>3. The strategy will include receiving and ensuring appropriate access to risk information from neighbouring services for sites where there is potential for NFRS appliances to respond to emergency incidents.</li> </ol>	<ul style="list-style-type: none"> <li>• We have engaged the services of a third party organisation with expertise in community risk profiling. A data sharing agreement has been established and the first tranche of fire service data provided for analysis.</li> <li>• A working group, with terms of reference has been established to review and develop the service strategy for site-specific risk information.</li> <li>• All currently available site-specific risk information is readily available via mobile data terminals in all fire appliances. This includes information for all such premises in Tyne &amp; Wear Fire &amp; Rescue Service (TWFRS), similarly all Northumberland Fire &amp; Rescue Service (NFRS) is available to TWFRS staff attending incidents within Northumberland.</li> <li>• Regular meetings with NCC safeguarding colleagues now include a review of current flags, this is to ensure information regarding vulnerability is current and relevant.</li> </ul>

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

<b>Area for Improvement 12:</b>	<i>The service should ensure resources allocated to prevention, protection, response and support activities are linked to risks and priorities set out in its integrated risk management plan</i>
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What we aim to achieve	What we have achieved so far
<ol style="list-style-type: none"><li>1. We will work with an independent organisation to further review the community risk levels in Northumberland to create an updated community risk profile of county. This information will be used to inform future decision making regarding the development of a service wide strategy for the deployment of resources between the protection, prevention, response and support departments of the service.</li><li>2. Analysis of the risk profile will be used to ensure that the prevention, protection, response and support activities are most appropriate to reducing community risk levels to the lowest reasonably achievable level and which align to the priorities of the service (IRMP) and the council.</li><li>3. The risk profile and consequent deployment of resources will be kept under regular review.</li></ol>	<ul style="list-style-type: none"><li>• We have engaged the services of a third party organisation with expertise in community risk profiling. A data sharing agreement has been established and the first tranche of fire service data provided for analysis.</li></ul>

<b>Area for Improvement 13:</b>	<i>The service needs to improve how it monitors the productivity of staff. It needs to ensure there is appropriate monitoring and management of working time</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will strive to develop and promote an organisational culture which values the contribution of staff, whilst also recognising the need to protect their health and wellbeing by encouraging a good work/life balance.</li> <li>2. We will develop an overarching strategy, based on a refreshed community risk profile for Northumberland, which ensures that adequate resources are available across all levels of the service to achieve the services mission and priorities. This work will include a review of the current management structures and arrangements.</li> <li>3. We will ensure that work undertaken by teams and individuals is aligned with the priorities of the service and the council through robust performance management and quality assurance arrangements.</li> <li>4. Guidance will be provided for all staff regarding contract arrangements and work patterns.</li> </ol>	<ul style="list-style-type: none"> <li>• Guidance has been communicated to all staff via email and routine notice regarding working time arrangements as an initial action prior to the development of an overarching strategy which ensures adequate resources are available across all levels of the service.</li> </ul>

<b>Area for Improvement 14:</b>	<i>The service should ensure it has good continuity arrangements in place and take account of all foreseeable threats and risks. It needs to review and test plans regularly</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will work with an independent organisation to further review the community risk levels in Northumberland to create an updated community risk profile of the county. This information will be used to inform future decision making regarding the development of a service wide strategy for the deployment of resources between the protection, prevention, response and support departments of the service. The allocation of resources across departments will consider future management and business continuity arrangements, to ensure the service is as robust as is reasonably practicable.</li> <li>2. Additionally the community risk review will provide information of the range and likelihood of incidents to be expected within Northumberland, which will be used to inform the community risk register. In turn this information will determine pre-planning and contingency arrangements for a range of emergency incidents NFRS will respond to and incidents/occurrences which may have a detrimental effect on NFRS ability to carry out its statutory functions.</li> <li>3. A generic business continuity plan, as well as specific plans (e.g. fuel, pandemic flu, threat level, resilient plans) will be maintained and exercised to ensure that NFRS has the necessary levels of resilience in order to continue to fulfill its statutory functions in the event of all foreseeable threats.</li> </ol>	<ul style="list-style-type: none"> <li>• All NFRS business continuity plans have been updated and approved by the service leadership team (SLT) in February 2019. All such plans will be reviewed on a six monthly basis, with a six monthly report on progress to SLT due in August 2019.</li> <li>• Quarterly business continuity exercises are now scheduled for fire control.</li> <li>• Exercising arrangements for other plans are currently being developed with the learning &amp; development department.</li> </ul>

<b>Area for Improvement 15:</b>	<i>The service needs to agree ways of working within its reducing budget that enables it to meet future prevention, protection and response requirements</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will work with an independent organisation to further review the community risk levels in Northumberland to create an updated community risk profile of county. This information will be used to inform future decision making regarding the development of a service wide strategy for the deployment of available resources between the protection, prevention, response and support departments of the service. The allocation of resources across departments will consider future management and business continuity arrangements, to ensure the service is as robust as is reasonably practicable.</li> <li>2. In addition to working closely with Northumberland County Council, we will explore all appropriate areas for partnership working which has potential to increase the effectiveness and/or efficiency of the service. Partnership working will initially focusing on engaging with the north east fire collaboration project, which aims to improve effectiveness and efficiency through greater collaboration between Northumberland, Tyne &amp; Wear and Durham &amp; Darlington FRSSs.</li> </ol>	<ul style="list-style-type: none"> <li>• We have engaged the services of a third party organisation with expertise in community risk profiling. A data sharing agreement has been established and the first tranche of fire service data provided for analysis.</li> <li>• Working patterns within the central community safety (prevention) team have been reviewed and changed to increase capacity on specific programmes.</li> <li>• A Service Level Agreement (SLA) has been established with NCC Youth Services, to enable the service to draw on the experience of youth workers to support programmes targeting vulnerable young people.</li> <li>• A job description for Prince's Trust sessional workers is currently with NCC job evaluation panel. This will enable the service to benefit from additional support when external funding allows.</li> </ul>

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

<b>Area for Improvement 16:</b>	<i>The service should make sure its values and behaviours are understood and demonstrated at all levels of the organisation</i>
What we aim to achieve	What we have achieved so far
<ol style="list-style-type: none"> <li>1. We will work with NCC develop a set of NFRS values which clearly link with both the NCC and national fire service values. Staff at all levels of NFRS will be involved in developing a set of values which reflect the service and which are recognisable to all staff.</li> <li>2. Supported by NCC, we will work with appropriate organisations to conduct a cultural review/ audit.</li> <li>3. We will strive to develop and promote an organisational culture which reflects the needs and expectations of the communities we serve, while also valuing the contribution of staff. The culture will aim to support the health and wellbeing of staff by encouraging a good work/life balance.</li> <li>4. In developing the behaviours staff at all levels within the service, we will take cognisance of the findings from the NCC staff survey and use the next survey to measure improvement.</li> <li>5. We will conduct a review of the service leadership team, to ensure that the senior leaders actively demonstrate behaviours which align with the service values and which encourage a positive culture for the organisation.</li> <li>6. In conjunction with NCC, we will conduct a review of internal and external communications and develop a strategic communications plan for the service.</li> <li>7. The communications plan will provide means for communicating both internally within the service and externally with local communities.</li> <li>8. The communication plan will promote the use of all available and appropriate platforms to promote the values of the organisation, both internally and externally.</li> </ol>	<ul style="list-style-type: none"> <li>• NCC organisational development team is supporting NFRS in a series of staff engagement workshops to develop service specific values. The first workshop took place on 10.07.19, with two further sessions arranged during August.</li> <li>• Discussions have taken place with a neighbouring FRS regarding its approach to this issue.</li> </ul>



<b>Area for Improvement 17:</b>	<i>The service should make sure its workforce plan includes how it intends to reduce the number of staff in temporary positions</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will review the management structure within the service to ensure that we have staff with the appropriate competencies to fulfill roles.</li> <li>2. We will ensure that appropriate resources are allocated to each department in accordance with the revised community risk review.</li> <li>3. To ensure we have a resilient approach to managing the service, we will complete a succession planning exercise for key roles.</li> <li>4. We will work with Skills for Justice to develop, implement and maintain a quality assured workforce development policy for all staff. Where necessary we will implement development plans for individuals to provide continuity.</li> <li>5. We will conduct assessment processes for supervisory, middle and strategic management levels and select suitable personnel to be developed for substantive roles</li> <li>6. We will adhere to service policy regarding the use of temporary promotions to fill management vacancies at all levels.</li> </ol>	<ul style="list-style-type: none"> <li>• An initial audit of the service's workforce development policy and strategy was conducted by Skills for Justice in March 2019. The report of this audit has been developed into an action plan, which is currently being implemented. Skills for Justice will provide third party assurance of the workforce development policy and strategy via their Quality Mark.</li> <li>• Crew, Watch and Station Manager role specific assessment processes have been conducted, with personnel substantively promoted to fulfill available vacancies.</li> </ul>

<b>Area for Improvement 18:</b>	<i>The service should assure itself that it trains all staff properly for their roles</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will work with Skills for Justice to develop, implement and maintain a quality assured workforce development policy for all staff.</li> <li>2. The workforce development policy will include a review of all risk critical training, assessment requirements for all courses. This will include a review of how Redkite is used to record competence against role requirements.</li> <li>3. We will ensure that all development programmes associated with operational response, including the initial trainee and incident command courses are aligned with the NOGP training specifications.</li> <li>4. We will also conduct a review of arrangements for exercising operational procedures in realistic situations, involving neighbouring FRSs and other partners as appropriate.</li> <li>5. We will develop a competence framework for Fire Control</li> <li>6. To ensure we have resilience for key management roles in the future, we will complete a succession planning exercise. Where necessary we will implement development plans for individuals.</li> </ol>	<ul style="list-style-type: none"> <li>• An initial audit of the service's workforce development policy and strategy was conducted by Skills for Justice in March 2019. The report of this audit has been developed into an action plan, which is currently being implemented. Skills for Justice will provide third party assurance of the workforce development policy and strategy via their Quality Mark.</li> <li>• Work is ongoing to ensure all incident command training at all levels is completed by April 2020.</li> </ul>

<b>Area for Improvement 19:</b>	<i>The service should make sure there is a training plan for all staff and there is a consistent method of recording when staff have received training</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will work with Skills for Justice to develop, implement and maintain a quality assured workforce development policy for all staff. Where necessary we will implement development plans for individuals.</li> <li>2. The workforce development policy will include a review of all risk critical training, assessment requirements for all courses. This will include a review of how Redkite is used to record competence against role requirements.</li> <li>3. We will develop a training competence framework for Fire Control.</li> </ol>	<ul style="list-style-type: none"> <li>• An initial audit of the service's workforce development policy and strategy was conducted by Skills for Justice in March 2019. The report of this audit has been developed into an action plan, which is currently being implemented.</li> <li>• Skills for Justice will provide third party assurance of the workforce development policy and strategy via their Quality Mark.</li> </ul>

<b>Area for Improvement 20:</b>	<i>The service should make sure issues identified through its staff survey are appropriately addressed and that actions taken are communicated to staff in a timely way</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will take cognisance of the findings from the NCC staff survey as we continue to develop the behaviours of staff at all levels within the service. We will use the results of future staff surveys to measure improvement.</li> <li>2. We will work with NCC develop a set of NFRS values which clearly link with both the NCC and national fire service values. Staff at all levels of NFRS will be involved in developing a set of values which reflect the service and which are recognisable to all staff.</li> <li>3. Supported by NCC, we will work with appropriate organisations to conduct a cultural review/ audit.</li> <li>4. We will strive to develop and promote an organisational culture which reflects the needs and expectations of the communities we serve, while also valuing the contribution of staff. The culture will aim to support the health and wellbeing of staff by encouraging a good work/life balance.</li> <li>5. We will conduct a review of the service leadership team, to ensure that the senior leaders actively demonstrate behaviours which align with the service values and which encourage a positive culture for the organisation.</li> <li>6. In conjunction with NCC, we will conduct a review of internal and external communications and develop a strategic communications plan for the service.</li> <li>7. The communications plan will provide means for communicating both internally within the service and externally with local communities.</li> <li>8. The communication plan will promote the use of all available and appropriate platforms to promote the values of the organisation, both internally and externally.</li> </ol>	<ul style="list-style-type: none"> <li>• We have identified two priorities to be addressed from the staff survey; culture and communications. NFRS have attended NCC staff survey action plan meetings.</li> <li>• NCC organisational development team is supporting NFRS in a series of staff engagement workshops to develop service specific values. The first workshop took place on 10.07.19, with two further sessions arranged during August.</li> <li>• A meeting with key staff from Durham &amp; Darlington FRS took place on 27th June 2019 to discuss the methodology used for the service cultural audit.</li> </ul>

<b>Area for Improvement 21:</b>	<i>The service should assure itself that staff are confident using its feedback mechanisms</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. Supported by NCC, we will work with appropriate organisations to conduct a cultural review/ audit of the service.</li> <li>2. We will strive to develop and promote an organisational culture which reflects the needs and expectations of the communities we serve, while also valuing the contribution of staff. The future culture should encourage mutual trust, honesty and openness at all levels of the service.</li> <li>3. We will conduct a review of the service leadership team, to ensure that the senior leaders actively demonstrate behaviours which align with the service values and which encourage a positive culture for the organisation.</li> <li>4. In conjunction with NCC, we will conduct a review of internal and external communications and develop a strategic communications plan for the service.</li> <li>5. The communications plan will provide means for achieving two-way communications from bottom to top within the service.</li> <li>6. The communication plan will promote the use of all available and appropriate platforms to promote the core values within the service.</li> </ol>	<ul style="list-style-type: none"> <li>• A meeting with key staff from Durham &amp; Darlington FRS took place on 27th June 2019 to discuss the methodology used for the service cultural audit.</li> </ul>

<b>Area for Improvement 22:</b>	<i>To identify and tackle barriers to equality of opportunity, and achieve a more representative workforce, the service should make sure diversity and inclusion are well understood and become embedded in the service</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will undertake a review of current management arrangements within the service, which is primarily structured around the operational command model. .</li> <li>2. We will work with NCC develop a set of NFRS values which clearly link with both the NCC and national fire service values. Staff at all levels of NFRS will be involved in developing a set of values which reflect the service and which are recognisable to all staff.</li> <li>3. Supported by NCC, we will work with appropriate organisations to conduct a cultural review/ audit.</li> <li>4. We will strive to develop and promote an organisational culture which reflects the needs and expectations of the communities we serve, while also valuing the contribution of all staff. The culture will aim to recognise the positive contribution of equality of opportunity, diversity and inclusion to the success of an organisation.</li> <li>5. In conjunction with NCC, we will conduct a review of internal and external communications and develop a strategic communications plan for the service. The communication plan will use all available and appropriate platforms to promote the value of equality of opportunity, diversity and inclusion, both internally and externally.</li> <li>6. We will conduct a review of the service leadership team, to ensure that the senior leaders actively demonstrate behaviours which align with the service values and which encourage a positive culture for the organisation.</li> <li>7. We will provide training to all staff on the value of equality of opportunity, diversity and inclusion. Training provided will include ensuring staff are aware of the concept of 'unconscious bias'.</li> </ol>	<ul style="list-style-type: none"> <li>• Training has been provided as part of continuous professional development (CPD) for middle and supervisory managers on the value of equality of opportunity, diversity, inclusion and unconscious bias.</li> </ul>

<b>Area for Improvement 23:</b>	<i>The service should put in place a system to actively manage staff careers, to diversify the pool of future and current leaders</i>
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<b>What we aim to achieve</b>	<b>What we have achieved so far</b>
<ol style="list-style-type: none"> <li>1. We will undertake a review of current management arrangements within the service, which is primarily structured around the operational command model. Where appropriate, we will develop a more balanced management structure recognising the competencies of both green and grey book staff.</li> <li>2. To ensure we have resilience for key management roles in the future, we will complete a succession planning exercise. Where necessary, we will implement development plans for individuals in preparation for such roles.</li> <li>3. We will work with NCC to develop a set of NFRS values which clearly link with both the NCC and national fire service values. Staff at all levels of NFRS will be involved in developing a set of values which reflect the service and which are recognisable to all staff.</li> <li>4. Supported by NCC, we will work with appropriate organisations to conduct a cultural review/ audit.</li> <li>5. We will strive to develop and promote an organisational culture which reflects the needs and expectations of the communities we serve, while also valuing the contribution of all staff. The culture will aim to improve equality of opportunity, diversity and inclusion within the service.</li> <li>6. In conjunction with NCC, we will conduct a review of internal and external communications and develop a strategic communications plan for the service. The communication plan will use all available and appropriate platforms to promote the value of equality of opportunity, diversity and inclusion, both internally and externally.</li> <li>7. We will conduct a review of the service leadership team, to ensure that the senior leaders actively demonstrate behaviours which align with the service values and which encourage a positive culture for the organisation.</li> <li>8. We will provide training to all staff on the value of equality of opportunity, diversity and inclusion. Training provided will include ensuring staff are aware of the concept of 'unconscious bias'.</li> </ol>	<ul style="list-style-type: none"> <li>• NCC organisational development team is supporting NFRS in a series of staff engagement workshops to develop service specific values. The first workshop took place on 10.07.19, with two further sessions arranged during August.</li> <li>• A meeting with key staff from Durham &amp; Darlington FRS took place on 27th June 2019 to discuss the methodology used for the service cultural audit.</li> <li>• Training has been provided as part of continuous professional development (CPD) for middle and supervisory managers on the value of equality of opportunity, diversity, inclusion and unconscious bias.</li> </ul>