



Derbyshire
Fire & Rescue Service
Making Derbyshire Safer Together

Our Plan

Making Derbyshire Safer Together



2020
to
2023

Integrated
Risk
Management
Plan

Content



LEADERSHIP

We listen, develop and champion our people

RESPECT

We value the opinions of our people

INTEGRITY

Our actions will always be well intended

OPENNESS

We won't hide anything and will share our experiences and knowledge

TEAMWORK

We will achieve more together

AMBITION


We will always do the best we can

How we keep you safe

Risks in Derbyshire

INSTRUCTIONS FOR VIEWING

This document should have appeared in full screen format (if not select full screen mode via **VIEW > FULL SCREEN MODE** on the menu bar). To scroll through the document you will need to click on your mouse when the hand tool appears, which may be in the **BLACK** areas of the screen if there are any. Or use the arrow tools on your keyboard. You can scroll backwards/forwards by **right/left clicking on your mouse**. To exit the document **press escape (Esc, top left corner of the keyboard)** to take you out of the document. To help you navigate around the document, please click on the rollovers in the sections above in the Content.

Throughout the document there are interactive videos. Please click  to view. To get back to the Content page click .



Councillor Kevin Buttery
Chair of the Fire Authority



Gavin Tomlinson
Chief Fire Officer and Chief Executive

Welcome

A welcome to 'Our Plan' covering the 2020-2023 period for 'Making Derbyshire Safer Together' from Councillor Kevin Buttery and Chief Fire Officer and Chief Executive Gavin Tomlinson'

Although our last IRMP ran until 2021, we recognise as a Service our risks and resources are changing. Future predictions indicate a trend towards an ever-growing and ageing population; increasing weather related events; a growing frequency of road traffic collisions; increasing demand on health and social care services and rising incidents relating to mental health. Therefore, we decided a new plan was necessary to ensure we continue to prevent, protect and respond efficiently and effectively, meeting the needs of our communities.

In August 2019 we were faced with a major incident at Toddbrook Reservoir in Whaley Bridge, highlighting just one of our emerging risks and the importance of continually reviewing them. Extreme weather brought the potential collapse of a dam wall, with over one billion gallons of water threatening the homes, community and businesses of Whaley Bridge. By working with our collaborative partners, using a combination of resources, we were able to successfully bring the incident to the safest and quickest conclusion. Understanding the nature of our risk profile will be key to our success and we believe we are well placed to focus 'Our Plan' to ensure we can adapt and meet the future needs of our communities.

Like all fire and rescue services, we continue to face significant financial challenges, yet we remain committed to providing an efficient and effective Service by continually exploring Service improvement and opportunities for collaboration and partnership working. Over the period 2011-12 to 2018-19 we have saved more than £9m from our annual budgets, and it is now anticipated that a further £2.4m saving is required over the next three years. This is set out in our Medium Term Financial Strategy 2019-20 to 2022-23.

We have already referenced the power of collaboration and how we come together with our partners to resolve incidents, but collaboration doesn't start and stop there. We now share a common vision with Derbyshire Constabulary – **Making Derbyshire Safer Together**, meaning, together we continue to explore opportunities for efficiencies, improved services and better outcomes for our Derbyshire communities.

It's not uniquely Derbyshire communities that we respond to in times of emergency. Our Plan also looks at emerging risks and the likelihood of our support being required over-border, in other counties. Recent examples of this include flooding in Lincolnshire when our Firefighters were deployed as part of the emergency response.

Of course to deliver Our Plan we need a skilled and willing workforce and we believe that we have just that. Our People Strategy ensures we recognise the importance of continuing to invest in training and sets out our ongoing commitment to our employee's development, ensuring they are fit to respond, are engaged with us and are part of our decision making processes.

Nationally, like other fire and rescue services, we are learning and improving in light of the findings of the Grenfell Inquiry, however we are confident that our recent investment in our protection team and services will stand us in good stead to meet any future challenges. The next three years will no doubt bring many more changes and challenges for our Service, but we are confident that our planning and preparation will ensure we can meet them head on.

This year saw our first inspection from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The coming year will see us implement an action plan to address the findings of the report as we continue to seek improvement in everything we do.

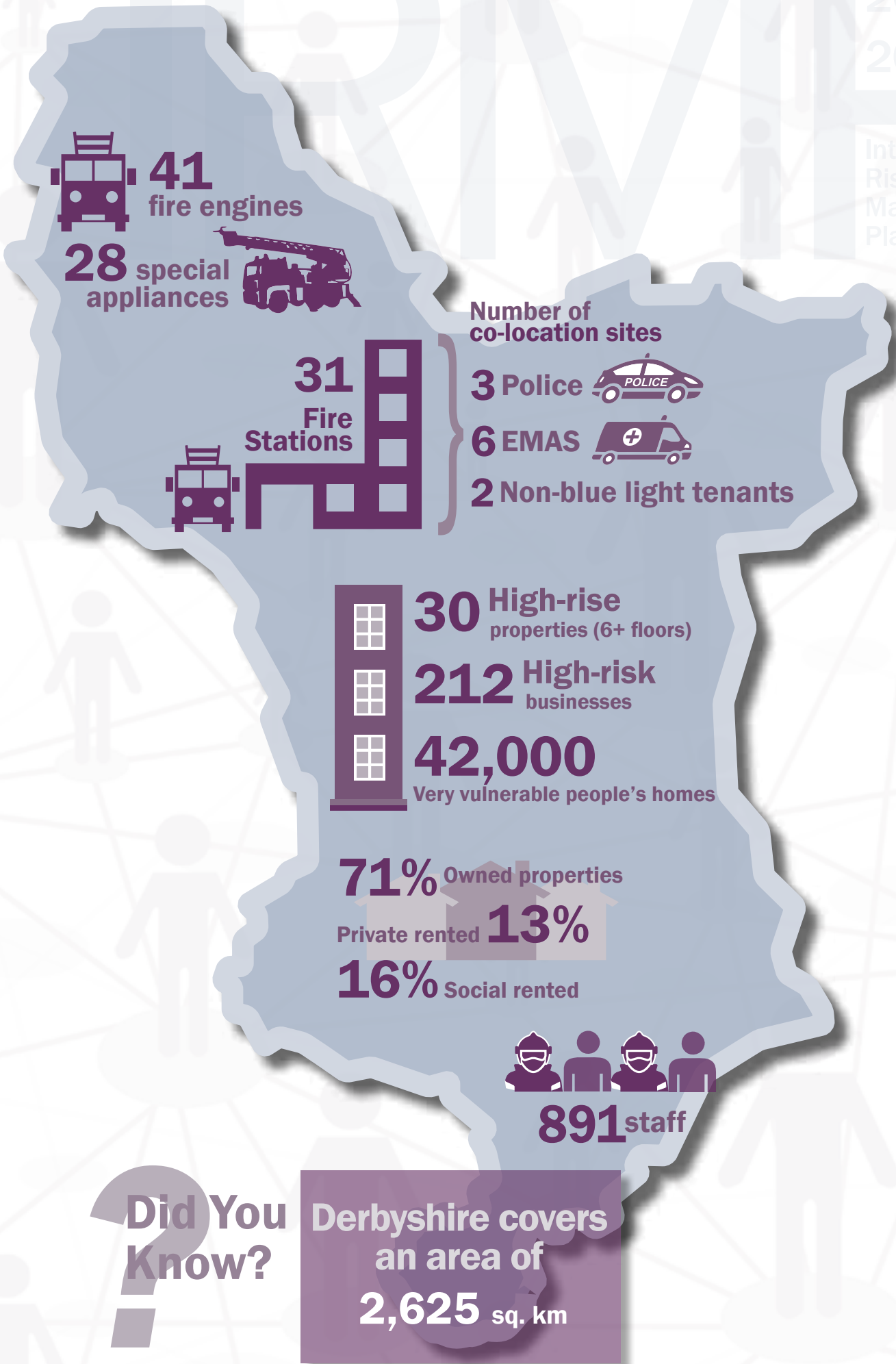
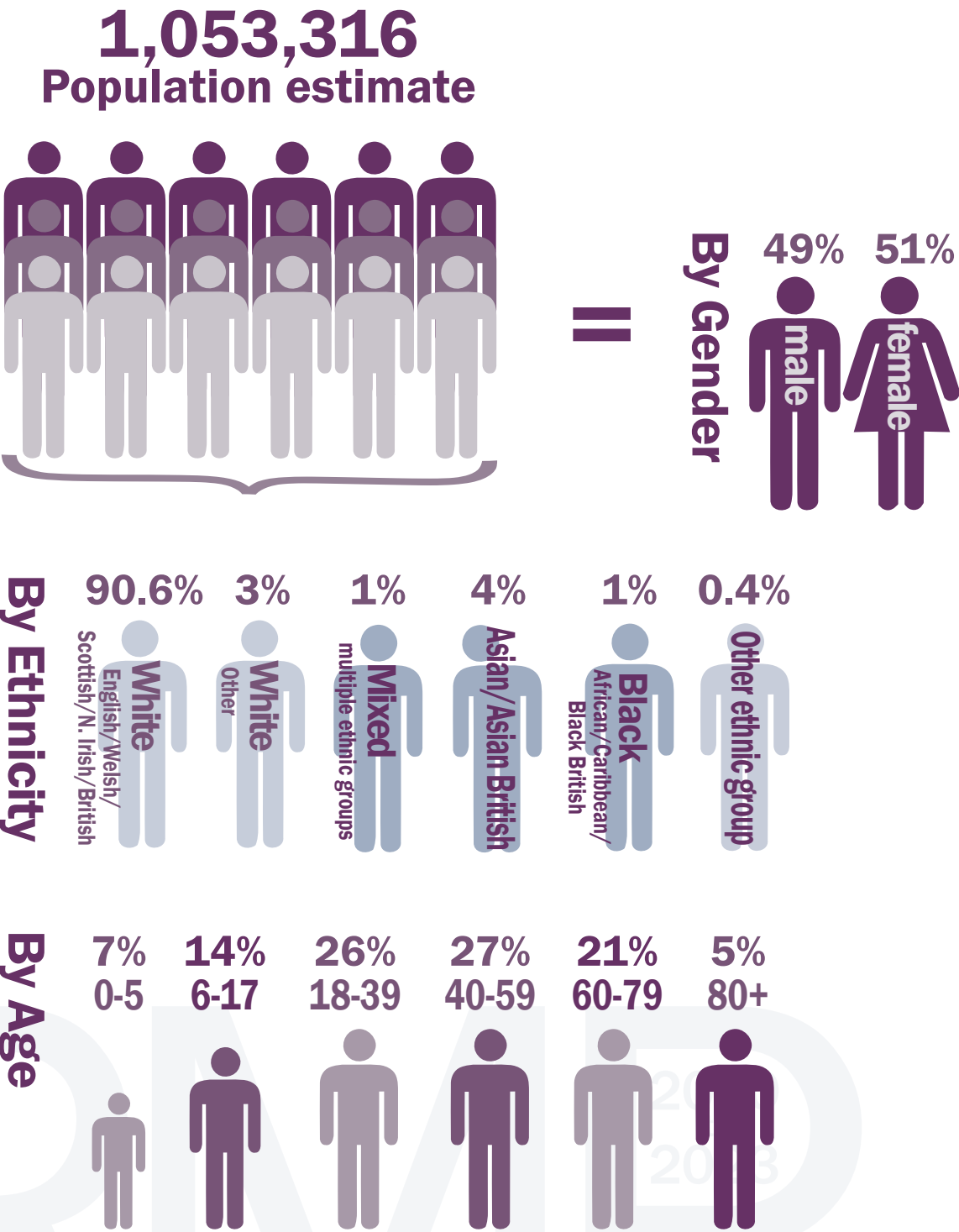
We hope by reading Our Plan you are as confident and assured as we are, that Derbyshire Fire & Rescue Service is flexible and agile enough to be able to meet the demands of our emerging risks, and that we can provide a first class Service to you, our communities and continue to Make Derbyshire Safer Together.

Councillor Kevin Buttery
Chair of the Fire Authority

Gavin Tomlinson
Chief Fire Officer and Chief Executive

Derbyshire profile

Understanding Derbyshire’s demographics and continuing to explore how they will change in the future provides us with the insight to ensure we continue to create the capacity and capability to meet these needs and fulfil our vision of ‘Making Derbyshire Safer Together’.



The requirements to produce a plan

Like all fire services, we are required to produce an Integrated Risk Management Plan (IRMP) that identifies and assesses all foreseeable fire and rescue related risks to communities and the arrangements that have been put in place to prevent or respond to them.

Our plan must:

- reflect up-to-date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- set out the management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators and the Enforcement Concordat;
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- outline required service delivery outcomes including the allocation of resources for mitigation of risks;
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publicly available.

More details on these requirements can be found on the gov.uk website or follow this [link](#)

Carl Wilton Data & Performance Manager

“Our data teams gather and rigorously quality assure all of our data”

This is what we call ‘Our Plan’

To develop **Our Plan** we first of all need to understand the risks to people, property and the environment. Risks are constantly changing and we need to make sure we have the most up-to-date information available to us. Therefore, we conducted a Service Delivery and Risk Review (SDRR), which provides an in depth look at both the risk and demand within Derbyshire over the last three years. This helps us understand changes over time and identify trends that will impact our Service and the communities we serve.

By analysing this data along with other information available to us we are able to plan our future activities. This means we can efficiently and effectively meet the demands placed on the Service, ensuring we have the right people in the right place with the right training and equipment at the right time, delivering our, Prevention, Protection and Response services to the people of Derbyshire.



How we plan

Although Derbyshire remains a safe place to live, work and visit, we cannot be complacent. As a fire and rescue service, we must continue to evolve. The way we operate will look and feel different in the future as we continue to innovate. This innovation is shown in the way we use new technology, deploy our resources to meet inherent and emerging risks and continue to make best use of the skills of our people.

Whilst we plan to manage risk through collaboration and partnership working and our prevention, protection and response activities, we are always identifying new ways to continuously improve how we work. We call these our development themes. These are strategic statements that focus our project and review work.

Throughout our yearly planning cycle we hold a number of planning days with members of the Fire and Rescue Authority, our staff and partners. Here we consider all fire and rescue related risk which could affect the communities of Derby and Derbyshire. We also factor in external influences such as budgets and the results of any Fire and Rescue Service related reports which may have an impact on us.



Development themes for 'Our Plan'*

Align Staffing Levels, Duty Systems and Ways of Work



Community Safety and Partnership Working



Collaboration and Shared Services



Continuous Improvement



* Visit page 40 and 41 to view how our development themes translate into our Year One Action Plan.

Our funding and what we spend

We are funded through a combination of income from business rates, central government grants and a share of council tax, called precept. The Service also generates other smaller sources of income through rents, fees and charges, investments and contributions.

The budget for 2019/20 was £40.2m. How this was spent is shown in the graphic opposite.

The Service produces a Medium Term Financial Strategy (MTFS) which is updated regularly to reflect emerging, local, regional and national issues. The MTFS makes informed assumptions about issues such as pay, government funding and council tax levels. This forms part of our budget management process. The MTFS can be viewed on our website. We will consult the public regarding our financial plans each year.

Through the life of 'Our Plan' 2020 - 2023, the Service is currently targeting savings in the region of £2.4m. Target savings may increase to take account of pressures such as rising employer pension contributions, the outcome of pay award negotiations, and other funding pressures.

Continued challenges force new ways of working, through our shared approach to estates, procurement and training, employment arrangements, and mobilisation. We are well placed to safeguard our emergency operations and to continue to protect public safety through 'invest to save' initiatives. We also have an ongoing commitment to collaborative working, delivering value for money for local people and taxpayers, through working together with our partners.



Our funding
£40.2m 2019/20



Borrowing Costs
£1.1m



Transport
£1.3m



Employee costs
£31.5m



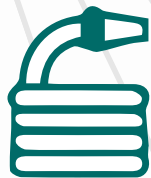
Contribution to Capital and Reserves
£-0.9m



ICT
£1.7m



Premises Costs
£3.5m



Supplies & Services
£2.0m

To view our future funding challenges please visit pages 42 and 43.

Our people

To achieve our vision of 'Making Derbyshire Safer Together' we firmly believe that our people are our most valuable asset. By having a diverse, flexible, agile workforce who are responsive to identifying and adapting to change, we are confident that we will continue to deliver a high quality fire and rescue service to the communities of Derbyshire.

Our People Strategy 2018-21 sets out our intentions to have a 'People First' approach to help us in achieving our strategic ambitions.

We advocate a culture that values and encourages the contribution of everyone in the organisation. This is supported by a determination to be recognised as an employer of choice. As an organisation we welcome diversity and promote a working environment that encourages challenge and innovation, where people can be themselves and that does not tolerate inappropriate behaviour.

Did You Know?

Our 2019 recruits course was made up of 50% female and 50% male.



Equality, Inclusion and Diversity

Our county is rich and diverse, made up of many different communities who bring a wide range of skills, experiences and cultures. Our Inclusion team continues to work hard to engage better with our communities, through understanding and respecting different needs, which enables us to deliver an inclusive service to all. By working with community partners and being involved in a number of multi-agency initiatives, we aim to interact with all members of our communities, ensuring they understand and have access to the services we provide.

We understand the importance of employing a diverse workforce and recognise the tangible benefits this brings to the organisation. As a service we will continue to work hard to improve the underrepresentation of certain groups and promote equality of opportunity in recruitment, retention and progression, through running positive action initiatives throughout the year.

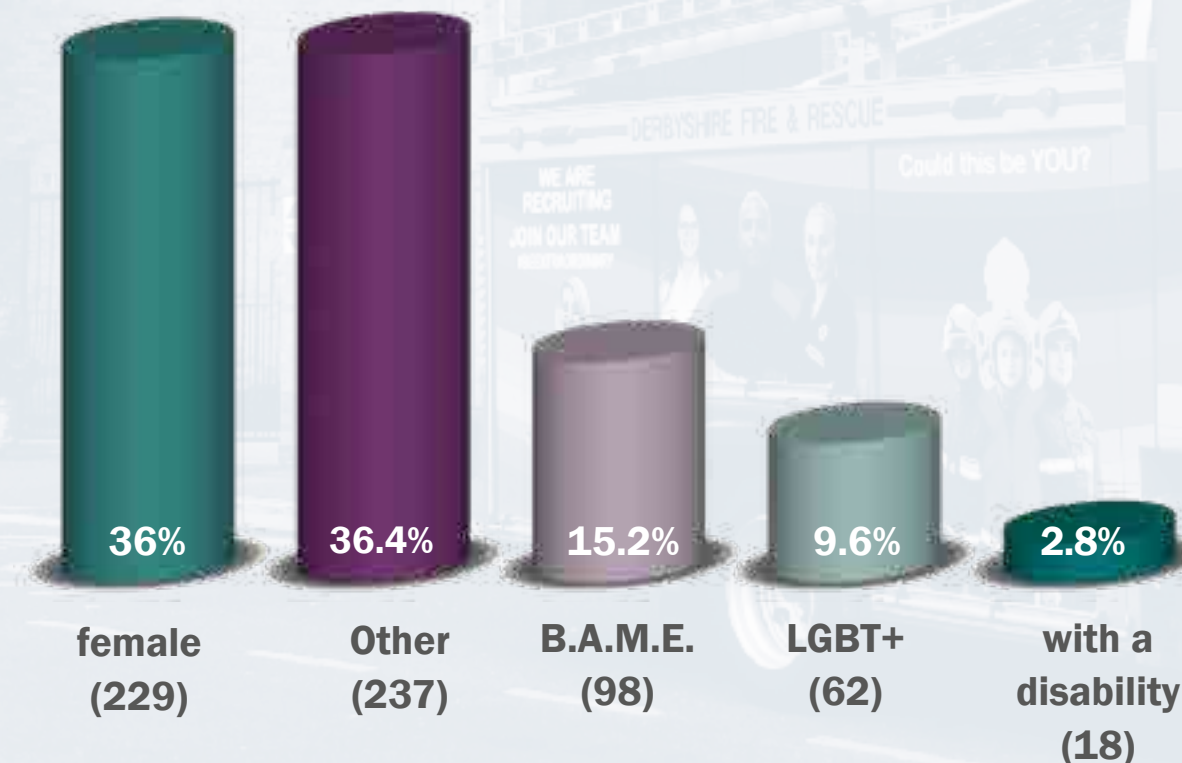
[To view our Diversity and Inclusion Strategy please visit our website.](#)

Last year 644 people registered their interest in becoming a firefighter through positive action events. This will enable us to recruit from a more diverse group of people.

The breakdown of people can be seen in the chart below.

Did You Know?

Last year we delivered 162 positive action events. 145% Increase on the previous year.



Our typical year in Derbyshire*



To follow live incident data within Derbyshire please visit our [Incident Activity Mapping Portal \(IAMP\)](https://www.derbys-fire.gov.uk) on our website at www.derbys-fire.gov.uk

* Figures rounded based on an average over the last three years.

Making Derbyshire Safer Together

Our vision is 'Making Derbyshire Safer Together' and we believe this will be achieved through four key areas of work.

Collaboration and Partnership Working

As a Service we work closely with our partners and within communities to achieve the best outcomes for those who need our assistance the most. Risk in the community is not just limited to fires and we fully understand our role in working collaboratively to achieve the wider remit of creating safer, healthier communities.

Prevention

Prevention is at the forefront of our daily activities. Through education, advice and early intervention we can help reduce the risks faced by the people of Derby and Derbyshire, while promoting a wide range of health and wellbeing initiatives, community cohesion and inclusion.



Protection

Our Protection work is focused on keeping people safe who are in buildings which fall under the Regulatory Reform (Fire Safety) Order 2006. Our teams of inspectors and business safety advisors engage with and educate those who have responsibility for the design, ownership and management of premises. This ensures the safety of occupiers, employees, clients and customers in the event of a fire.

Response

Through careful planning we make sure that we have the right people in the right place at the right time with the correct training and equipment to quickly and safely resolve emergency incidents. We continuously work to reduce the effects of fire and rescue related incidents on people, property, the environment and the economy.

How We Keep You Safe

Collaboration and partnership working

The Policing and Crime Act 2017 places a duty to collaborate on the Police, Fire and Ambulance Service. Collaboration should improve public safety, efficiency and effectiveness providing better outcomes for communities.

We work in collaboration with a range of partners, most notably Derbyshire Constabulary with whom we now share a modern headquarters building and a state of the art joint training centre. We are also in the process of sharing operational buildings throughout Derbyshire, all of which will be managed by a joint Head of Strategic Assets. We share a joint Director of Finance and are currently developing co-location of our fleet/transport teams with the introduction of a joint fleet management system. Our joint Police and Fire prevention team will further enhance our ability to improve community safety. We have recently moved into a joint fire control room based at Ascot Drive Fire Station, Derby with Nottinghamshire Fire and Rescue Service.

Throughout our Prevention, Protection and Response activities we work in partnership with other agencies. We acknowledge that by working together and sharing resources, equipment and information our ability to identify and mitigate risk to the community greatly improves. We are committed to further explore collaboration and partnership opportunities throughout the life of 'Our Plan 2020-23'.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities



Environment
Agency

Integrated
Risk
Management
Plan

Prevention

Prevention activity is key to reducing the number and seriousness of emergencies we attend each day as well as helping to improve the health, safety and wellbeing of the people and communities most at risk.

As demographics and social changes occur within Derbyshire, so does the risk. To ensure we continue to target our resources where they are most needed, we will use the information from our SDRR, coupled with shared data from our partners to identify the people most at risk from fire and other emergencies. This will enable us to carry on focusing our engagement on those that will benefit the most.

Risk reduction activities are delivered to targeted groups by our community safety officers, youth officers and operational crews who work closely with partner agencies including the police, social care, adult mental health and general practitioners.

Gary Williams Youth Worker

"The youth team and our trained FireSAFE advisors have dealt with over 90 cases in the past year, keeping young people safe across Derbyshire"

Working with Young people

Part of our prevention work includes working with young people in our communities and building relationships with partner agencies to undertake joint initiatives.

Our compact Youth Engagement Schemes (YES!) are run over five consecutive days and tackle issues associated with deliberate fire setting and wider societal issues. The scheme is aimed at 13-15 year olds to build confidence and self-esteem, combat anti-social behaviour, engage hard-to reach young people and enable them to successfully return to education, training or employment.

FireSAFE is a key intervention scheme aimed at helping children and young people understand and control the feelings and circumstances that lead them to set fires. Without help and guidance, fire setting behaviour can become increasingly serious and lead to injury, damage to property and, tragically, death. Our advisors help the child or young person to understand the results of their actions through a series of visits and educational exercises.

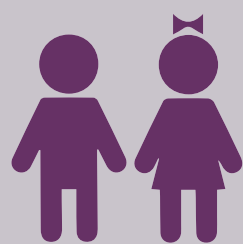
Did You
Know?

Our youth team
have worked with
over **800** young
people in
the last year.

Hannah Albrighton Community Safety Officer

“We visit the most vulnerable people within our communities, having received referrals from our partner agencies”

Our Community Safety Officers deliver fire safety talks to on average 23,000 children across



Derbyshire. These talks provide vital life saving advice to children and their families in the event of a fire.

Did You Know?

We delivered 14,000 safe and well visits last year

Working with the most vulnerable

The strong partnerships and collaboration environment which we have developed with other agencies is significantly improving the overall outcomes for the most vulnerable members of our communities. We gather information from a variety of sources which tells us who we should visit in our communities as a priority. This information is analysed to ensure we are reaching those most in need of our advice and help.

Safe and well visits – what are they?

A **safe and well** visit is a free home visit carried out by our trained staff at a convenient time for the occupant, to give advice on how to make homes safer and, where appropriate, fit smoke alarms or other specialist fire detection equipment.

The safe and well process and training has been shared with other agencies, which has increased the number of visits delivered across the county, making Derbyshire safer together. We believe safe and well visits improve the quality of service we deliver to the householder not only on fire related issues but support and advice around:

- **Slips, trips and falls**
- **Drugs and alcohol**
- **Cigarettes**
- **Limited mobility**
- **Living alone**
- **Poor housekeeping**
- **Fitness and lifestyle**

Working with our communities to reduce risks associated with our roads

In 2018, 405 people were killed or seriously injured in road traffic collisions on Derbyshire’s roads. 91 of these casualties were in collisions involving a young driver. Young drivers are particularly vulnerable due to their age and inexperience, so we aim to encourage safer practice by young people to reduce the numbers killed or injured on our roads.



As part of the Derby and Derbyshire

Road Safety Partnership (DDRSP) we provide education and risk reduction initiatives for young drivers. Working with the Road Safety Partnership we deliver Young Drivers Education (YDE) to a number of sixth form schools and colleges across the County. The workshops cover distraction, drink and drug driving, vulnerable road users, seatbelts and peer pressure and are delivered with a number of partner agencies.



This year we championed the introduction of the ‘Biker Down’ campaign. Biker Down is a national initiative that aims to reduce the number of motorcyclists killed or seriously injured in road traffic collisions through education and awareness and we run this in partnership with Derbyshire Constabulary’s ‘UpRight’ campaign.

Motorcyclists are often first on scene when a fellow biker is down. We invite them to attend a Biker Down course that will give them the knowledge needed to help prevent a collision and also equip them with skills that could be lifesaving if they come across an accident when on our roads.

Did You Know?

On average 34 million people visit Derbyshire each year, greatly increasing the number of vehicles on our roads.

Keeping our communities safe from the effects of environmental change

We are already experiencing the impacts of climate change with heavier rainfall and more frequent longer-lasting heat waves which is increasing the number of flooding and wildfire incidents we have to deal with. Drowning is one of the UK’s leading causes of accidental death. In the last year we have carried out 19 water related rescues within Derbyshire. To address this issue we have undertaken a number of prominent campaigns in relation to local water risks. We also chair Derbyshire’s water safety partnership, which actively works to make waterways safer and reduce the number of incidents. Our prevention teams work closely with land owners, the Peak District National Park, and our police colleagues to educate residents and visitors to the moorland on the dangers of wildfires and preventative techniques to employ.

Protection

Our protection work is guided by the duties placed on the Service by the Fire and Rescue Services Act 2004 and the Regulatory Reform (Fire Safety) Order 2005. Our priority is to protect businesses, people, the local economy and environment from fire and wider community related risk.

Our protection teams work proactively towards reducing the impact of fire in commercial premises. The teams work closely with local businesses, supporting them to fulfil their fire safety responsibilities, guiding them on how to comply with regulations relevant to them, making sure protecting people from fire is at the forefront of their activities.

We are committed to providing the best possible service to our communities by appropriate and proportionate regulation. We are, however, also committed to using our enforcement and regulatory powers where necessary to ensure public safety. This enables us to make sure those buildings that provide public access and places of work are safe from fire and other types of incident.

We will continually look at how we deliver information, education and legislative enforcement and continue with our risk-based approach to fire safety inspections and audits in line with our Risk-Based Inspection Programme (RBIP).

As with all fire services around the country, we are now reviewing our policies and procedures in line with the outcomes of the Grenfell Tower phase one report which will undoubtedly have impacts nationally on fire safety. We will make sure that any service level recommendations arising from the report are enacted as quickly as possible.

Nicola Knight Watch Manager, Protection Delivery

“We identify risks in our community, not only for fire fighting but for fire safety for the public”

Did You Know?

There are over **43,000** commercial premises in Derbyshire

Our RBIP allows us to focus our resources on those premises that represent the greatest risk to life in the event of fire – for example, hotels, care homes, high-rise buildings. The RBIP allows us to prioritise inspections and enforcement action according to the level of risk within individual premises. It is a key part of the work carried out by the protection teams.

Did You Know?

Our Business Safety Advisors have engaged with **700 small businesses** over the last year, providing advice and guidance to help keep people safe

Our protection teams are involved in a number of activities to ensure the safety of our communities. These include:

Fire Safety Audits

Fire safety audits form a major part of the protection team’s work. Fire Safety Inspecting Officers may visit any place that is not single domestic premises, to check the requirements of the Regulatory Reform (Fire Safety) Order 2005 are being met. Many audits are pre-planned in line with the RBIP, but audits are also carried out following complaints, fire incidents or requests, for example following Grenfell we received a number of requests from concerned business owners for us to carry out inspections.

Business Safety Advice

Our Business Safety Advisors proactively engage with businesses across Derbyshire to provide advice and support to enable them to meet legislative requirements. We are committed to continuing to provide this advice, which is free and is essential in helping protect staff and business interests from fire.

Attendance at False Alarms

Our protection team analyse data to monitor trends in false alarms and then work with those businesses to reduce these false alarms. This work is effective in both saving money for local businesses, by helping them put the necessary measures in place to minimise any disruption and ensuring fire appliances attend only the incidents where they are truly required. This work has seen a significant decrease in calls for attendance to false alarms in commercial premises.

Sprinklers

Protection officers continue to work with local authorities, housing associations, local building companies and planning departments to progress the retro-fitting of sprinklers in existing properties and to promote the installation of sprinklers within all high risk properties.

Primary Authority Scheme (PAS)

The PAS is designed to reduce the regulatory burden on businesses and to promote consistent, effective inspection and enforcement processes. In Derbyshire we are proud to work with; Methodist Homes; East Midlands Housing Group; O2 Telefonica and Rykneld Homes Ltd.

Training

We are proactive in ensuring personnel across the organisation have the skills and training required to safely undertake their role. The Protection team provide training and information relating to fire safety law and also provide technical detail on a building’s reaction to fire – this ultimately improves firefighter safety. All wholtime operational Watch Managers are undertaking a structured programme to complete specific training in relation to fire safety. This is a nationally recognised level 3 certificate in fire safety.

Response

We respond to a variety of emergencies, which include fires, road traffic collisions, specialist rescues, flooding and hazardous materials incidents. To ensure we can respond effectively to these incidents we have a modern fleet of fire engines and a range of vehicles with specialist capabilities, including Aerial Ladder Platforms (ALP), Major Rescue Units (MRU) and Water Rescue Units (WRU).

Our joint Derbyshire and Nottinghamshire control centre is based at Ascot Drive Fire Station in Derby where our highly trained control room staff deal with emergency calls, mobilising the nearest and quickest vehicles with firefighters and equipment to successfully deal with the incidents in both counties and beyond.

We continually monitor advancements in vehicles, equipment training and personal protective equipment (PPE), ensuring our firefighters have the most up-to-date equipment and methods enabling them to carry out their work safely and effectively.

We have in place robust monitoring and debriefing processes which allow us to analyse all aspects of operational work our crews carry out. This provides the assurance that we are continuously improving the safety and effectiveness of our crews. Where appropriate we will share learning nationally through the Joint Operational Learning (JOL) and the National Operational Learning (NOL) platforms. This ensures that National Operational Guidance (NOG) remains current, contributing to improved firefighter safety.

Responding to emergencies is the most visible work we carry out, but our firefighters are not solely an emergency response; they are an integral part of delivering our prevention and protection activities. This includes carrying out safe and well visits, visiting the most vulnerable members of our communities. Working closely with partner agencies we ensure people are able to live as safely and with as much support as possible in their own homes.

Our firefighters also carry out site-specific risk information checks, visiting businesses to give crews the awareness and risk information they need to safely deal with any incidents that may occur at these locations. Risk information is also fed back to our Protection department.

By having a full understanding of the risk profile within their area from the information within the SDRR our response managers are empowered to plan their station's daily activities to best meet the needs of the local community, working to reduce risk before an emergency occurs.

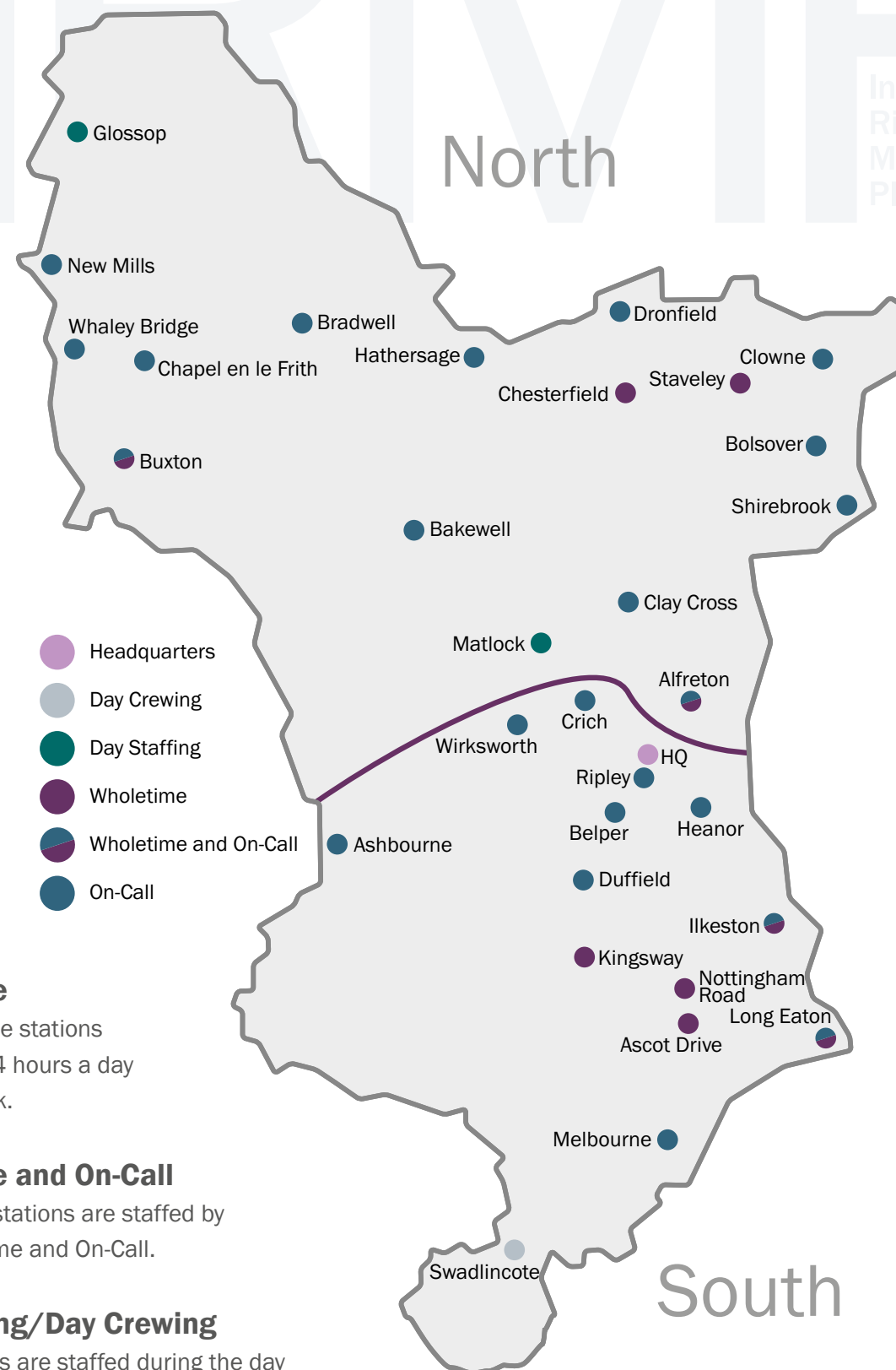
To make sure we continually provide the best service we can with the resources available, we continually monitor and review all our activities to ensure we provide the most appropriate response to the risks faced by local communities and businesses.

Our first fire engine arrived at life-risk fire incidents within 10 minutes
83% of the time

On average last year our fire engines arrived at life risk fires in 7 minutes 25 seconds

Did You Know?

Map of our stations



Wholetime

Our Wholetime stations are staffed 24 hours a day 7 days a week.

Wholetime and On-Call

Some of our stations are staffed by both Wholetime and On-Call.

Day Staffing/Day Crewing

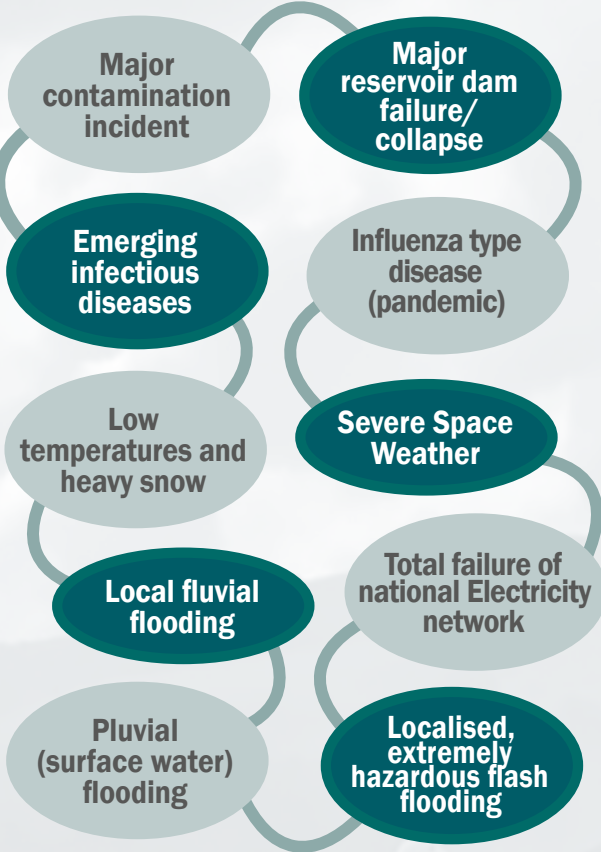
These stations are staffed during the day with Wholetime and On-Call providing night time cover.

On-Call

These stations are staffed by On-Call responding to a pager.

Resilience

The Civil Contingencies Act 2004 places a requirement on us to assist in maintaining a public community risk register. Working closely with a number of key partners at the Local Resilience Forum (LRF), emergency plans are developed and exercised. This ensures we have both an effective response and business continuity arrangements in place to deal with all foreseeable risk. This includes non-fire emergencies such as severe weather, floods and other emergencies. Below are the top ten risks in Derbyshire as found in the community risk register.



[More information is available on the community risk register](#)

To assist during a large incident or periods of high demand, we have mutual agreements in place with our over-border neighbours to both provide and receive support. Where the requirements of the incident demands an even larger response, we have access to support through the National Resilience Capabilities Program.

Did You Know?

Over 750 fire & rescue personnel attended the incident at Toddbrook Dam over 8 days. 150 of which were over-border fire & rescue services.

This will provide us with the resources to deal with any major incident we may experience including;

- **Catastrophic flooding**
- **Major industrial accidents**
- **Collapsed structures**
- **Terrorist related incidents**
- **Natural disasters**
- **Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) incidents**
- **Major transport incidents**

Our contribution to this program is the staffing and maintenance of a high-volume pump and water rescue capabilities. Along with our crews, these have been mobilised to provide support at a number of national emergencies, for example, the major flooding incidents in Lincolnshire and South Yorkshire in 2019.

The emergency incident involving the dam at Toddbrook reservoir, Whaley Bridge, in August 2019 is an excellent example of what we mean by resilience. Plans for such an incident were already in place and were put into action. All three blue-light emergency services, Emergency Planning, the Environment Agency, private sector companies and volunteer agencies were involved in responding to the emergency. As a service we were still able to provide an emergency response to other incidents despite being one of the lead agencies in attendance at this major incident. This was achieved by having the support of fire and rescue services from across the country and robust internal arrangements to maintain staffing levels.

Supporting Service Delivery

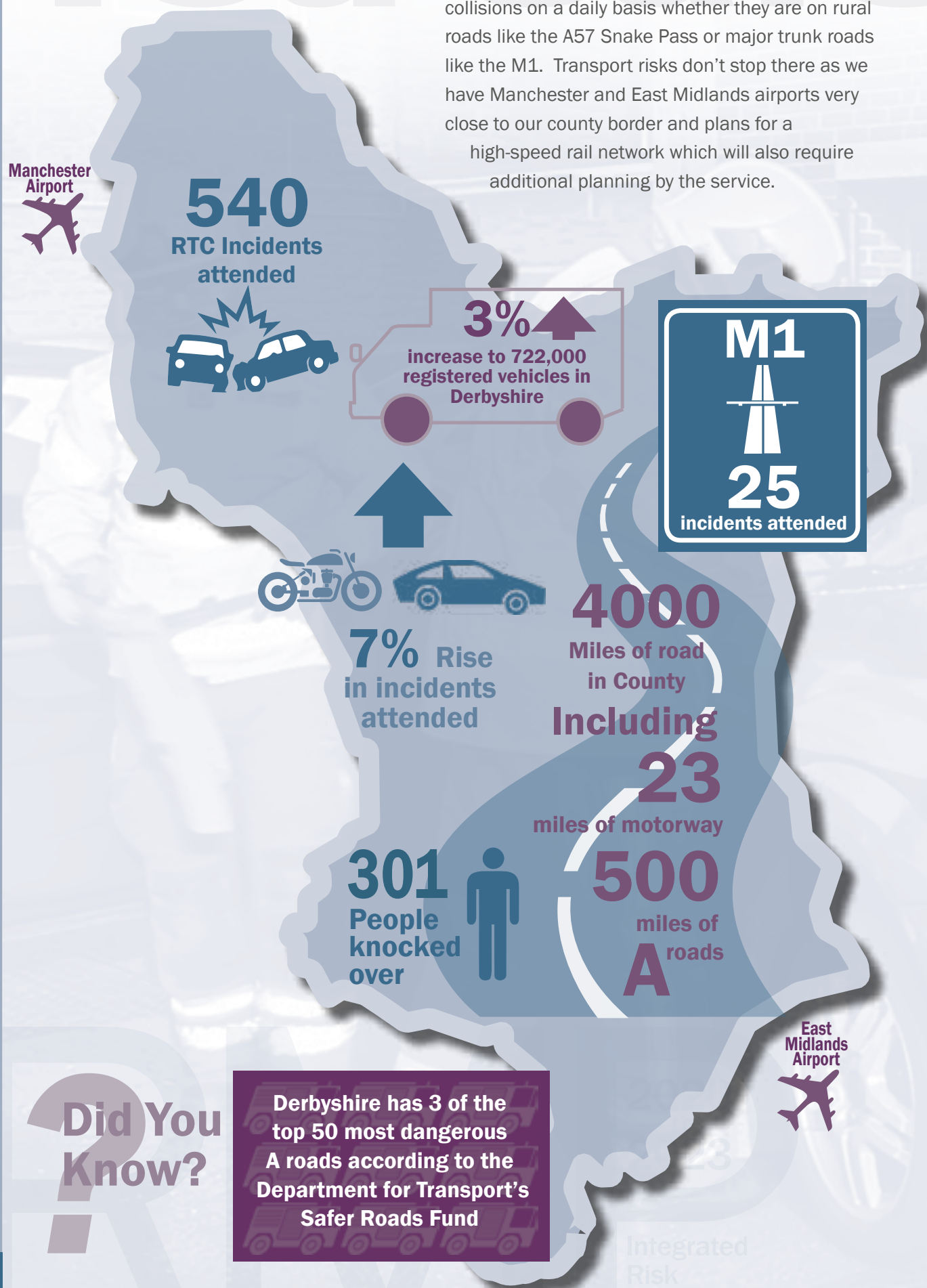
Rachel Palmer
Press & Communications Manager
 “We use a range of media channels, from social media to tv, print and radio”.

To enable service delivery to take place, our organisation is underpinned by a number of support functions. All of our support staff are highly committed professionals who play a key role in ensuring we are able to deliver an excellent level of service to our communities.

	People and Organisational Development <ul style="list-style-type: none"> • Human Resources • Occupational Health • Corporate Communications • Organisational Development • Personal Assistants and Office Services
	Corporate Financial Services <ul style="list-style-type: none"> • Accountancy • Finance • Payroll • Procurement
	Corporate Services <ul style="list-style-type: none"> • Transport • Technical Services • Property
	Operational Training, Policy and Assurance <ul style="list-style-type: none"> • Training • Response Policy • Safety and Risk Management • Operational Assurance
	Information Systems <ul style="list-style-type: none"> • Business Intelligence • Change and Projects • ICT Service Delivery

Transport

Our firefighters are called to serious road traffic collisions on a daily basis whether they are on rural roads like the A57 Snake Pass or major trunk roads like the M1. Transport risks don't stop there as we have Manchester and East Midlands airports very close to our county border and plans for a high-speed rail network which will also require additional planning by the service.



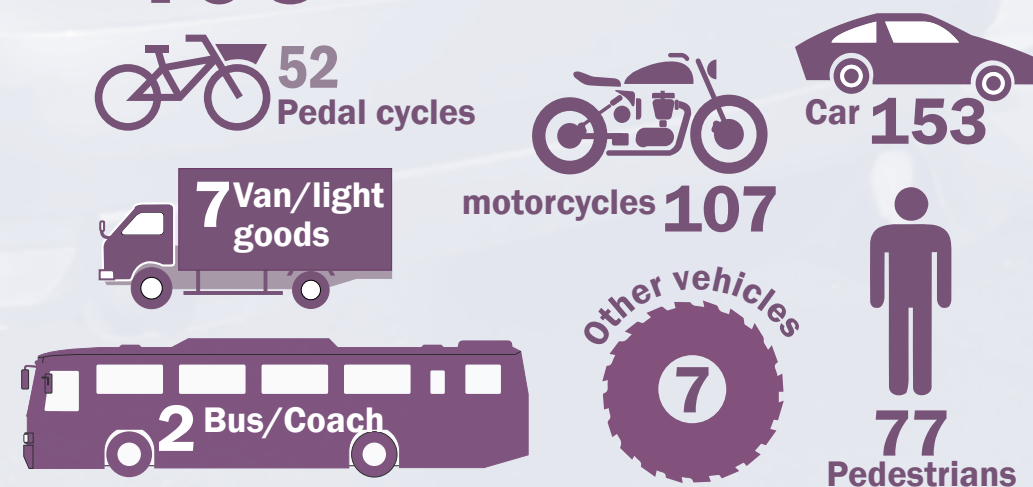
Greg Woodward Watch Manager, Matlock Blue Watch

"We now have access to information from our partners in the Police, so we can look to identify trends in the cause of accidents"

Here are some of the activities carried out by our Prevention and Response teams to help mitigate the risks on our roads:

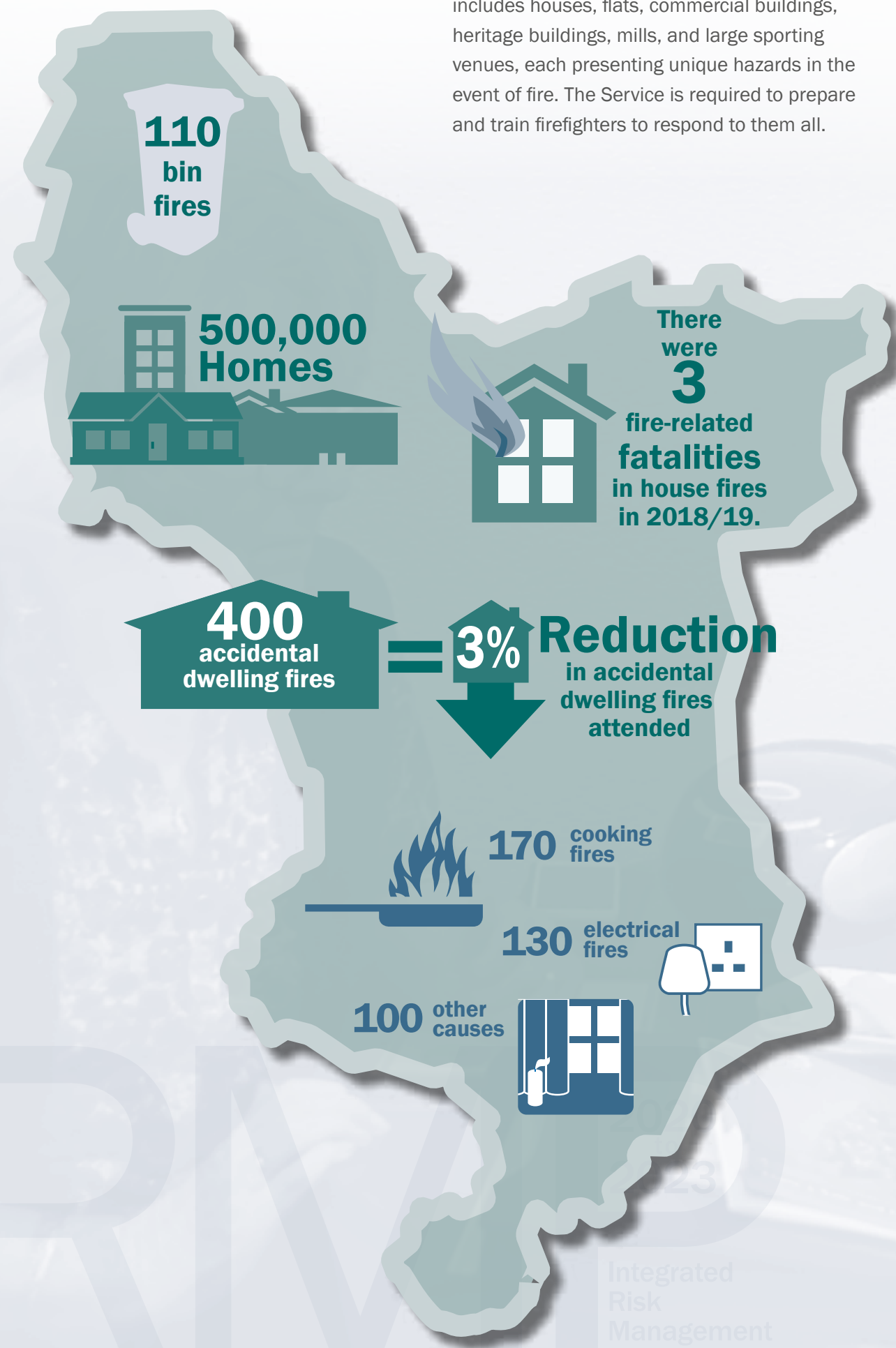
- BikerDown courses led by Prevention and delivered in collaboration with the Police Upright campaign
- Young Driver Education (YDE) packages delivered in partnership with Derby and Derbyshire Road Safety Partnership (DDRSP) to sixth form schools and colleges
- Young offender work in collaboration with the probation service
- Specialist advice to schools where road safety issues have been identified
- RTC reduction campaigns by crews in your communities
- Regular training with blue light partners
- Equipment and preparedness are maintained
- Train regularly to maintain skills in new technology
- Road Traffic Collision (RTC) campaigns in line with the national roads partnership calendar

405 Killed or seriously injured



Homes

The range of property in Derbyshire is vast and includes houses, flats, commercial buildings, heritage buildings, mills, and large sporting venues, each presenting unique hazards in the event of fire. The Service is required to prepare and train firefighters to respond to them all.



Becky Hinchley Firefighter, Ascot Drive White Watch

“We go out in the local area to perform safe and well checks”

Here are some of the activities carried out by our Prevention and Response teams to help mitigate the risks in your homes:

- Safe and well visits
- Local fire safety campaigns in your communities
- Fire safety talks to vulnerable groups
- Partnership working with Police, Social care, Healthy Homes teams
- Safeguarding and raising awareness around abuse
- Hoarding Support
- Provision of specialist equipment to the most vulnerable, for example, Portable Misting Systems, Fire Retardant bedding
- Attendance at the deliberate fire working group
- Distribution of arson boards across the county
- School visits to raise fire safety awareness
- Fire safety advice following a fire in the community
- Equipment and preparedness are maintained
- Train regularly to maintain skills in breathing apparatus and search and rescue techniques

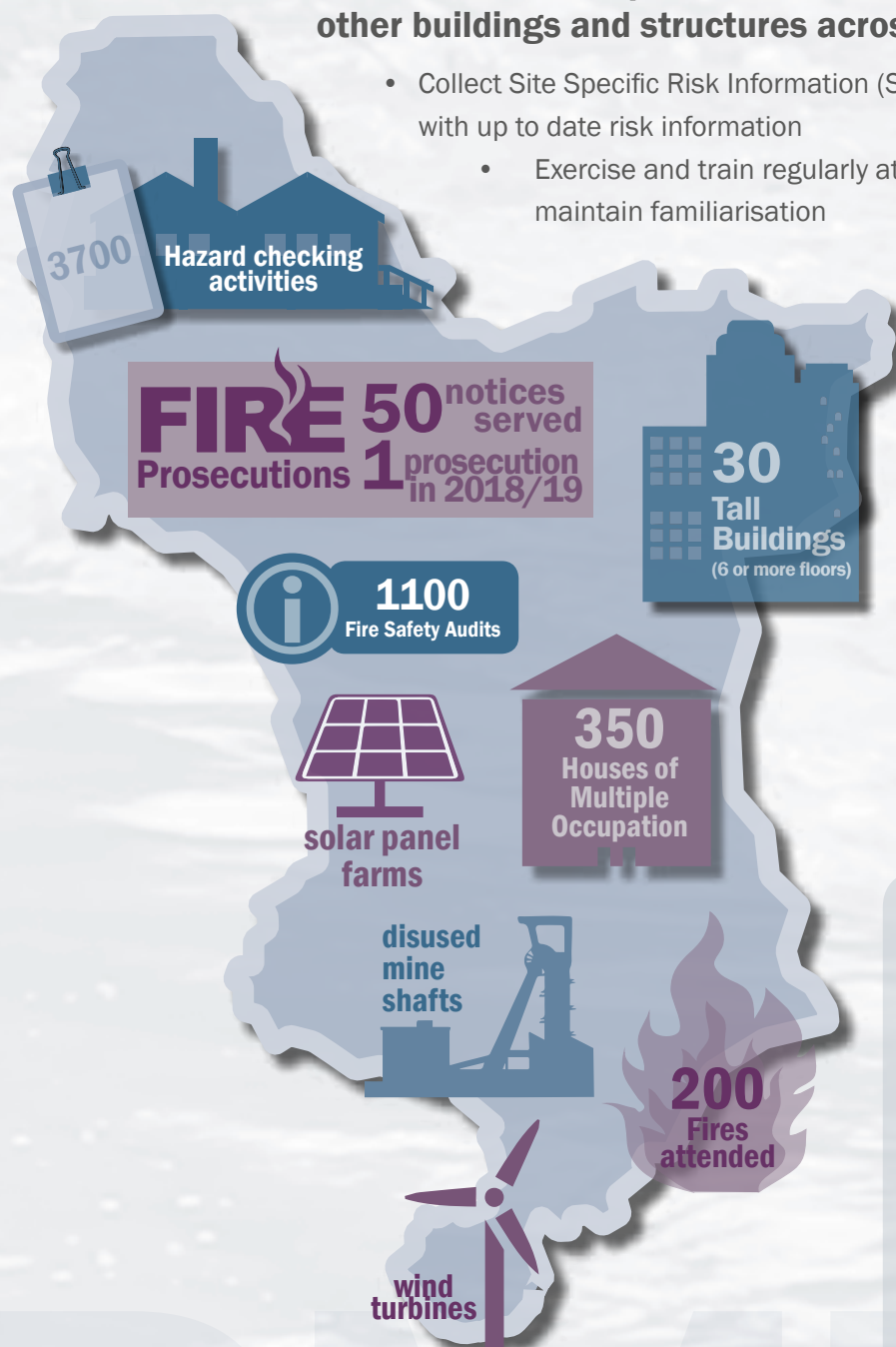
Did You Know?

We have worked with Local Area Coordination teams to set up a Hoarding Support Group in Derbyshire

Other buildings and structures

Here are some of the activities carried out by our Prevention, Protection and Response teams to help mitigate the risks in other buildings and structures across Derbyshire:

- Collect Site Specific Risk Information (SSRI) to ensure we are working with up to date risk information
- Exercise and train regularly at SSRI sites to ensure they maintain familiarisation



- Create working relationships with local industries to maintain provision of offsite training venues
- Carry out hazard checking activities
- Serve notices to premises
- Prosecute
- Carry out fire safety audits

What is SSRI?

Site Specific Risk Information (SSRI) is the system we use to both gather risk information and make it available to our crews. Crews visit commercial properties and identify the hazards that are present which may pose a threat to firefighter safety in an emergency situation. They also identify any firefighting equipment, water supplies and fire safety measures which are in place. Crews can also pass on any concerns they may have regarding the building's safety measures to our Protection Officers if it is felt that a higher level of scrutiny is required.

Did You Know?

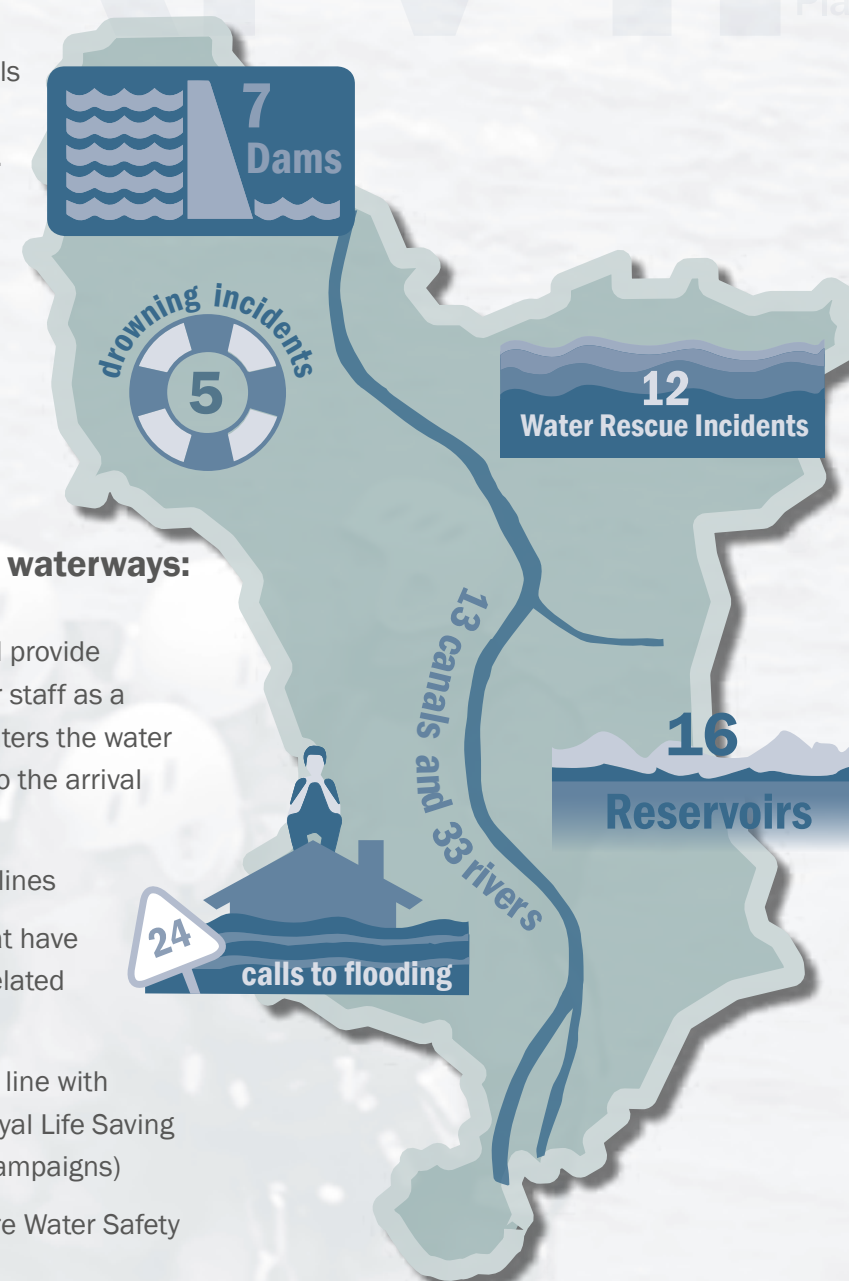
DFRS attended **880** false alarms due to automatic detection

Water

Water risks can be found in the form of reservoirs, natural lakes, ponds, canals, wetlands and rivers. There are a significant number of rivers and reservoirs in Derbyshire, all presenting numerous hazards and risks to everyone. There are also a number of canals and small marinas within the county used for leisure activities. Our firefighters need to understand those risks and how to respond to them safely.

Here are some of the activities carried out by our Prevention and Response teams to help mitigate the risks on our waterways:

- Visit waterside venues and provide training and equipment for staff as a "first strike" if someone enters the water close to their venue prior to the arrival of the emergency services
- Provide signage and throwlines
- Youth work for children that have been involved in a water-related incident
- Water safety campaigns in line with national initiatives (e.g. Royal Life Saving Society calendar, RoSPA campaigns)
- Lead member of Derbyshire Water Safety Partnership
- Identify known risks internally and collectively with our local resilience partners.
- Exercise and train both nationally and locally
- Train regularly with specialist Personal Protective Equipment (PPE) to enhance skills for this incident type



Did You Know?

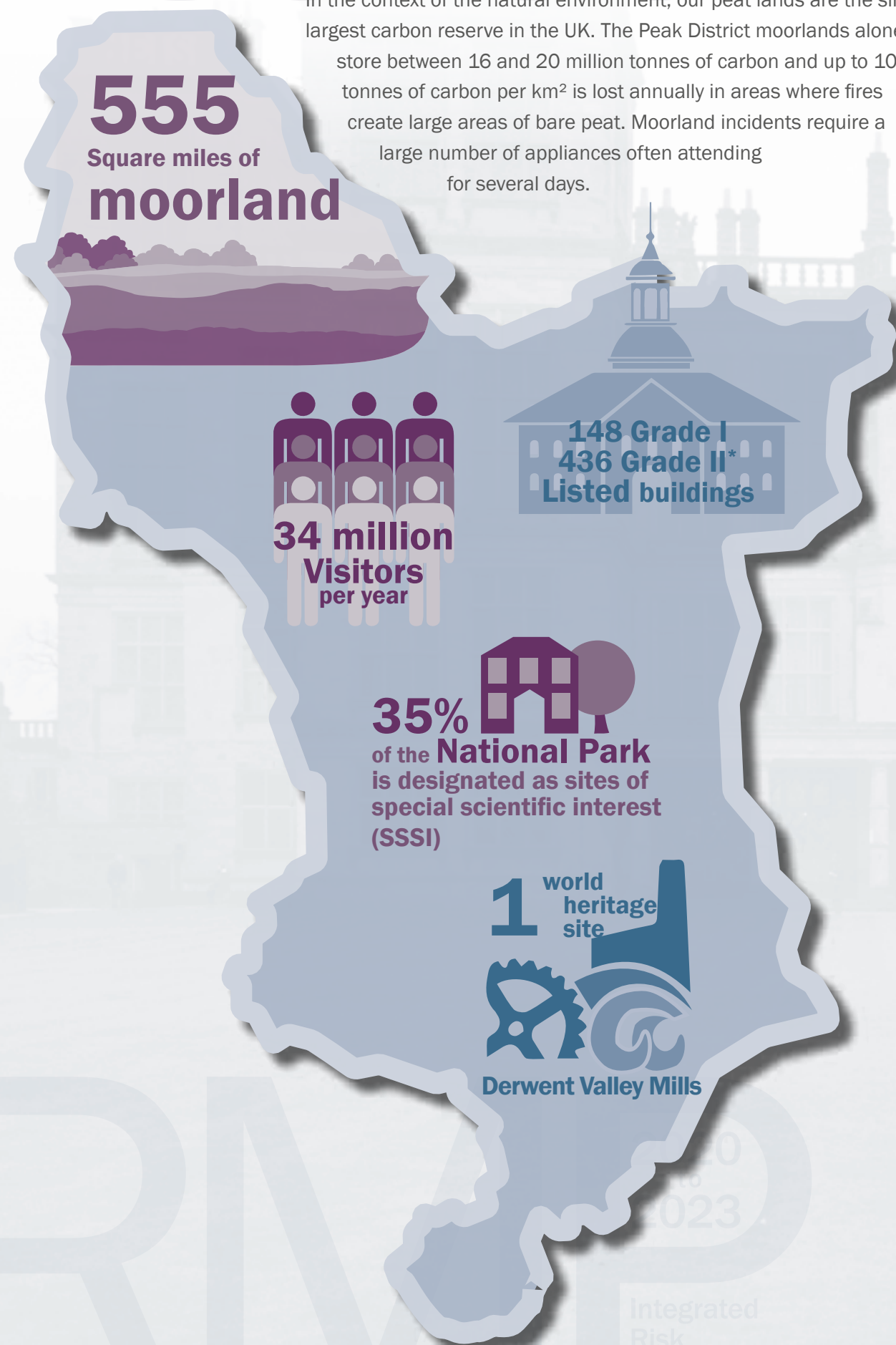
We are the lead agency in the water safety partnership

Jamie Maclean
Watch Manager,
Staveley Blue Watch

"We identify local risks by local knowledge and we also look at emergency flooding plans"

Peak District and moorland

In the context of the natural environment, our peat lands are the single largest carbon reserve in the UK. The Peak District moorlands alone store between 16 and 20 million tonnes of carbon and up to 100 tonnes of carbon per km² is lost annually in areas where fires create large areas of bare peat. Moorland incidents require a large number of appliances often attending for several days.



Here are some of the activities carried out by our Prevention, Protection and Response teams to help mitigate the risks in the Peak District and moorland:

- Fire bikes utilised by Peak National Park Volunteers
- Partnership planning meetings
- Work closely with the Fire Operation Group (FOG) to ensure our risk information and planning is up to date
- BBQ patrol moorland prevention boards strategically placed using grid references and under direction from members of the FOG group
- Train crews in National Operational Guidance (NOG) and best practice
- Wildfire Officers are specifically trained to give tactical advice
- Regularly train with specialist equipment which allows us to respond to incidents within a challenging environment



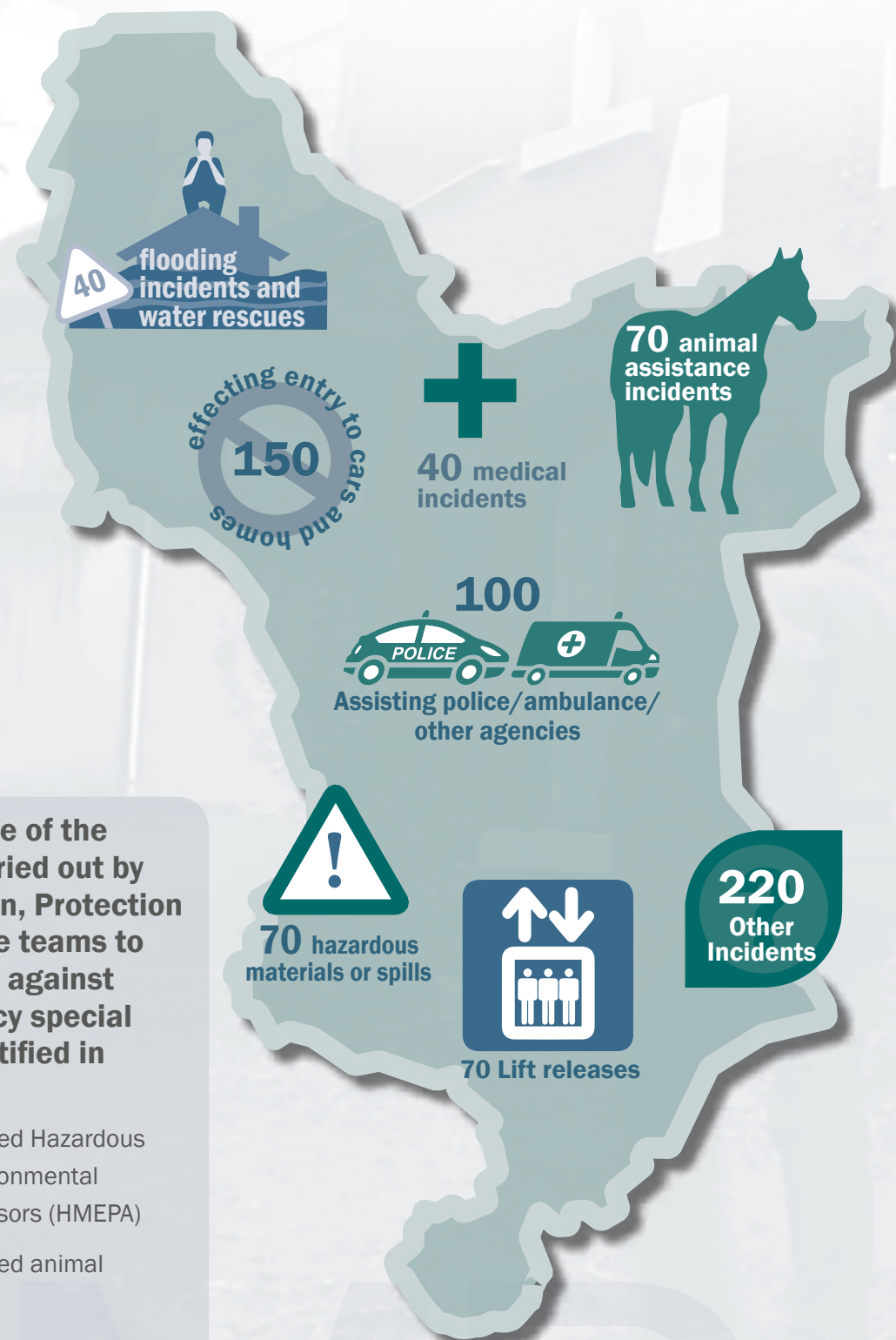
Heritage sites in Derbyshire

The Derwent Valley in central England contains a series of 18th and 19th century cotton mills and an industrial landscape of high historical and technological interest. The modern factory owes its origins to the mills at Cromford, where Richard Arkwright's inventions were first put into industrial-scale production. The workers' housing associated with this and the other mills remains intact and illustrate the socio-economic development of the area.

Did You Know?

We attended 25 fires across the heathland/moorland in 2018/19

Emergency special service



Here are some of the activities carried out by our Prevention, Protection and Response teams to help mitigate against the emergency special services identified in Derbyshire:

- Specialist trained Hazardous Materials Environmental Protection Advisors (HMEPA)
- Specialist trained animal rescue crews
- Working with the local resilience flood planning forum to develop and test current flood plans

Mark King
Watch Manager,
Operational Assurance

“We have many ways of gathering risk information, the importance is that we are able to share it”

High risk and over-border risk

All within 10k radius

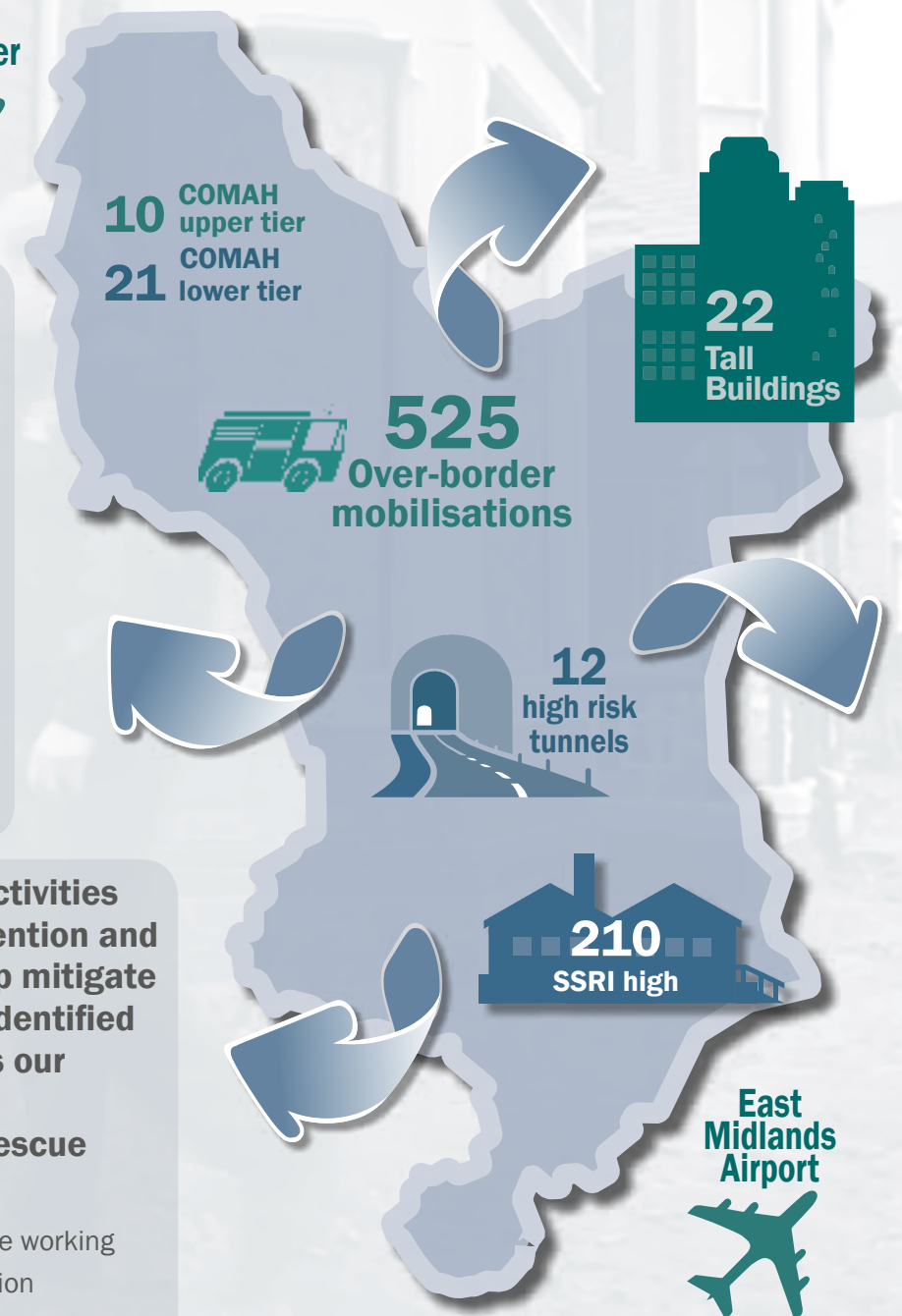


What is COMAH?

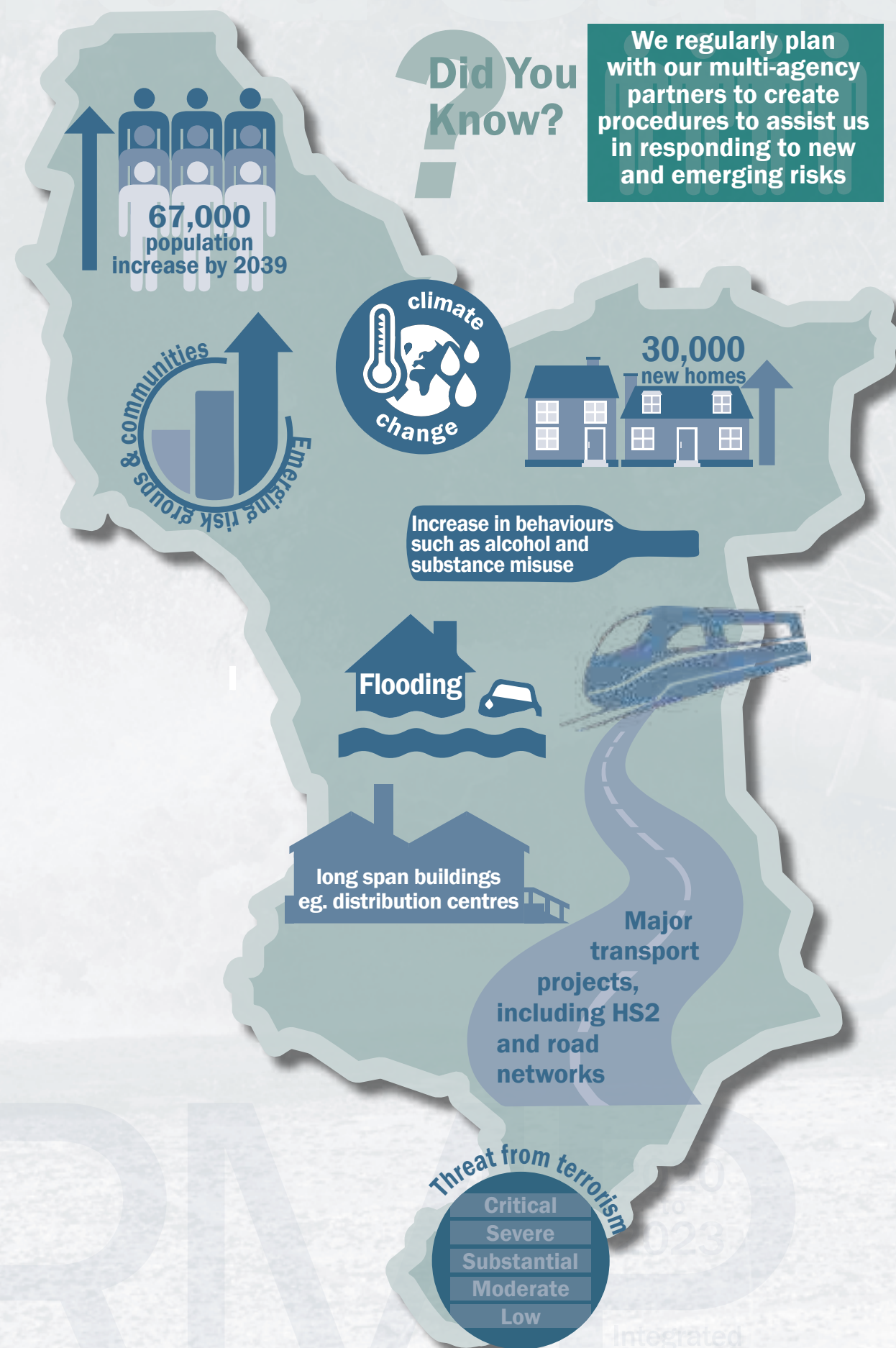
COMAH stands for The Control of Major Accident Hazards, helping businesses to take all the necessary measures to prevent major accidents with hazardous substances. It also limits the ramifications of any large scale accidents which do manifest, through enforcing regulations on hazardous substances to protect people and the environment.

Here are some of the activities carried out by our Prevention and Response teams to help mitigate against the high risks identified in Derbyshire as well as our over-border risks with neighbouring fire and rescue services:

- Collect SSRI to ensure we are working with up to date risk information
- Train through contingency planning and exercising
- Joint working with multi agency partners to form strategic and tactical working groups to support incident command



Emerging and future risks



How do we know we are doing the right things?

Key Performance Measures (KPM) and Local Performance Indicators (LPI)

To help us identify we are doing the right things, we have put together a suite of key performance measures (KPM) and local performance indicators (LPI) to monitor our performance against our priorities to ensure we provide the best possible outcomes for our communities.

Each year, we assign targets to our measures, which are approved and scrutinised each quarter by the Fire and Rescue Authority in line with our performance reporting framework. Internally, we use performance dashboards and quarterly performance reports that are discussed and scrutinised, ensuring performance management is embedded at all levels of the Service.

Performance Reporting



Her Majesty's Inspectorate of Fire & Rescue Services (HMICFRS)

In June 2019 we were inspected for the first time by HMICFRS. The inspection examined our performance in the three key areas of Effectiveness, Efficiency and People. We are currently awaiting our report from HMICFRS, once received the report will be carefully scrutinised and an action plan will be created to manage any areas for improvement which have been identified.

Action plans



We use a central, transparent action plan site to monitor and review progress relating to areas such as, firefighter safety, diversity and inclusion and safeguarding.



Programme Board

The purpose of the programme board is to have an overview of corporate projects ensuring the timeliness; resources, priority and risk are managed and mitigated.

Year One Action Plan

Here are the projects we will be concentrating on in year one of our plan in **Making Derbyshire Safer Together.**

Development Theme	What does this mean?	How we will do this?
Align Staffing Levels, Duty Systems and Ways of Work to risk and demand 	<p>We will look at resources we have and make sure they are matched to the risks in each area of Derbyshire. This will allow the Service to make sure our Prevention, Protection and Response activity is balanced and proportionate to keep communities safe.</p>	<ul style="list-style-type: none"> • We will review the number of Officers we have in our Service. • We will make sure we have the right level/type of resources, equipment and training for the risk our firefighters face. We will enhance ways of working and make more opportunities for our on-call employees to support the Service's wider prevention, protection and response priorities. • We will continue to review low activity appliances.
Collaboration and Shared Services 	<p>We will undertake more joint working projects reviewing services and assets which will benefit Derbyshire communities in an effective and efficient way. This is an area we have been focusing on over the last few years and is also a requirement of the emergency services within the Policing and Crime Act 2017.</p>	<ul style="list-style-type: none"> • We will continue to work with our Police colleagues to further explore opportunities for collaboration. Year one priorities will include: <ul style="list-style-type: none"> - Procurement, Stores and Technical Services Support Unit - A joint Prevention Strategy • We will continue to work with our neighbouring fire and rescue services to further explore opportunities for collaboration. Year one priorities with Nottinghamshire FRS will include: <ul style="list-style-type: none"> - Aligning planning cycles and sharing risk information. - Training and development opportunities - Procuring equipment.

Development Theme	What does this mean?	How we will do this?
Community Safety and Partnership Working 	<p>We will further develop our partnership working and relationships with other agencies to work more effectively in communities. This will improve social wellbeing and public safety across Derbyshire.</p>	<ul style="list-style-type: none"> • We will review the way we carry out our Protection activities in line with the changing risks in Derbyshire. Year one priorities include: <ul style="list-style-type: none"> - Developing our Risk Based Inspection Programme (RBIP) - Investing in personnel and specialist training - Learning from the Grenfell Inquiry and identifying and delivering areas for improvement.
Continuous Improvement 	<p>We seek to continuously improve what we do in all areas of our work, which means developing our people, processes and systems. This commitment to continuous improvement is vital to provide the best service possible to communities and drive efficiencies.</p>	<ul style="list-style-type: none"> • We will redesign our Service Delivery structures to be district based, to provide better outcomes to our communities. • We will align our Support Services to provide the best support to the new Service Delivery model, and ensure this is optimised too, so that we are efficient and effective and provide better outcomes to our communities. • We will replace our Breathing Apparatus equipment to ensure the safety of our firefighters and improve interoperability. • We will review our Her Majesty Inspectorate Constabulary and Fire and Rescue Services (HMICFRS) report and create an action plan to address the recommendations. • We will listen and learn from the results of the Cultural Survey and make changes in line with the Service's People Strategy to improve ourselves as an employer.

Linking our projects to our funding challenges

As part of the budget setting process we are currently making plans about how we can meet the challenges and priorities we face and deliver our services over the next four years. The Medium Term Financial Strategy 2020/21 – 2023/24 (MTFS) is our rolling four year strategy which we review every year. When we put together our strategy we have to consider:



Funding – the money we have coming in from the Government, taxes, grants and other income or sources.



Savings – the money we plan to stop spending to reduce our budget. £

Pressures – the money we still need to find to balance our budget. We have strategies in place to help with this and other areas. These are shown below.

The challenges and our proposed approaches are set out in our latest Medium Term Financial Strategy and are also summarised in the diagram below.



Government Funding
Based on current information, it is anticipated that there will be a real terms increase in funding of around 2% (this will be broadly equivalent to a cost of living and pay increase). The MTFS highlights the anticipated savings target of £2.4m by the end 2022-23 with around £1.2m to find in 2020-21. The expectation is that the ability to increase council tax will be limited to just under 2%. The options for the Authority are included as part of this consultation.



Fire Safety standards
The first report into the Grenfell fire, which has over 30 recommendations within it, includes a requirement for the Service to continue to sustainably invest into

Fire Protection. The Service currently employs temporary Business Safety Advisors who meet with businesses to provide advice and ensure they meet fire safety regulations. There is also a need to train officers and increase the number of officers to inspect high risk buildings, increase audits of multi occupied premises and review evacuation strategies for premises. All of this will require more funding into our fire protection team.



On-Call firefighters
The Service needs to maintain the number and availability of its On-Call firefighters.

These are firefighters who may have another job but also respond when required on pagers to emergency incidents. To attract and maintain people, we need to ensure we have the people in place to manage recruitment, retention and work closely with businesses.



Firefighter safety
The Service needs to continue to ensure firefighters have the latest equipment to deal with emergency incidents. The Service is reviewing its Breathing Apparatus kit to ensure it meets the latest required standards and is as effective as it can be when dealing with incidents, working with other fire and rescue services and ensuring the safety of our firefighters.



Other developments
There are a number of other pressures and developments that the Service needs to consider from upgrading its technology and security arrangements to attracting a more diverse and representative workforce.

What are we proposing?

As well as savings plans and use of our reserves set out in the MTFS, we are also considering options to an increase in Council Tax in order to balance our budget. These current options range from a 0% to 1.98% increase in line with proposed government thresholds on increases. An increase of 1.98% in 2020-21 would result in a Band D Council Tax charge of £77.73, an annual increase of £1.51 per household.

A 1% precept increase would allow the Service to fund some of this development. A 2% increase would allow the Service to fund most of the priorities outlined above. The Service will still have to make the target savings outlined in the MTFS.

Please see the consultation page on our website at www.derbyshire-fire.gov.uk to have your say.



Contact us

For advice and guidance email us on: reception@derbys-fire.gov.uk
or phone us on 01773 305 305

If you would like this document in another language or format including large print, Braille, audiotape, then please contact the Prevention and Inclusion Department on: 01773 305305.
Further interpreting services may be available on request.

IRMP

2020
to
2023

Integrated
Risk
Management
Plan

Derbyshire Fire & Rescue Service
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Gavin Tomlinson

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