

**TABLE 1 – C2E AREAS FOR IMPROVEMENT**

Theme	Report Section	Area for Improvement	Impact on R4E	Captured in Service Plans	Service Lead
Golden Thread- Lack of top to bottom messaging and performance management to ensure delivery.	Strategy	There is communication of strategy and plans across the business but there remains a disconnect for people between the top level strategy and the individual/team objectives.	High	Currently being reviewed	To be agreed
	People	During the focus group discussion it was voiced that the alignment between organisational, team and personal objectives was not clear.			
Communications / Strategy	Leadership	Whilst people recognise that the organisational direction etc is communicated by the leadership team they would like this to be more tailored for the audience in order to make this more understandable.	High	Currently being reviewed	To be agreed
Process Management	Processes, Products & Services	The approach to managing processes is not yet fully deployed.	High	Currently being reviewed	To be agreed
Benchmarking	Strategy	Whilst there is good practice data used to inform strategy and plans DSFRS could be more structured in the approach to collecting, collating and using this to develop a benchmarking strategy and process.	High	Currently being reviewed	To be agreed
	Customer Results	Comparators are difficult to obtain however, DSFRS may consider how they can gain some e.g. for relationship management, complaints management etc, potentially from other industries, in order to put their own performance in context.			
	Business Results	Whilst comparisons exist these are perceived to be of little use because of the variances in what is compared and collected. Identifying some comparators for particular processes or activities, potentially from outside the fire service, may help drive future performance as well as frame the DSFRS performance.			

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Workforce Planning	People	Whilst there is some understanding of the resources and skills required there is further work to be done to ensure that workforce planning is fully effective. A workforce plan needs to be developed	High	Currently being reviewed	To be agreed
Staff Survey	People Results	It is too early to establish meaningful trends for the revised Staff Survey however this will come with time.	High	Currently being reviewed	To be agreed
Improvement Framework	Leadership	Some people do not believe leaders are interested in ideas as they have put ideas in and either there has been no response or responses have taken a long time, this impacts willingness to engage.	High	Currently being reviewed	To be agreed
	People Results	Staff feedback from the discussion group held during the site visit showed that while their suggestions for improvements were acknowledged the decision-making processes is so long and arduous that they felt their suggestions were not acted upon or lost with the system.			
Embedding Approaches	Strategy	A number of approaches are still relatively new and are not yet embedded or are not fully deployed.	High	Currently being reviewed	To be agreed
	People	The relative newness of a number of changes means that they need to be embedded and progressed through review and refinement. Processes to ensure that they are delivering what was intended.			
HR Policies / Policy Management	Strategy	Whilst there is some implicit ownership of strategies and policies, making this more explicit and known across the organisation would enable people to know who to approach regarding changes and suggestions etc.	High	Currently being reviewed	To be agreed
	People	During the visit some people reported that some of the DSFRS people policies were fit for purpose for full time employees but were not relevant for retained staff and DSFRS may benefit from further review of policies to ensure they address all colleagues.			

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Performance Management	Business Results	As the new measures are introduced DSFRS may wish to consider how they can continue to build trend information to drive decision making.	High	Currently being reviewed	To be agreed
Environmental	Partnerships & Resources	The current environmental strategy is a number of years old and could be refreshed in time.	High	Currently being reviewed	To be agreed
	Society Results	DSFRS's environmental strategy is a number of years old now and could be refreshed. It was felt that going through this exercise would raise the profile of the environmental strategy in the organisation.			
Organisational Development / Training	Leadership	There are some variances on the experience of leadership for things like support, recognition and undertaking of PPDs. Some people believe there is insufficient leadership / management training.	Medium	Currently being reviewed	To be agreed
Organisational Structure / Decision Making	Leadership	There is a belief that there is insufficient local empowerment, e.g. to make decisions to use local resources, and that more of this would make the organisation more efficient and speed up decision making.	Medium	Currently being reviewed	To be agreed
Communications	People	There was a general view that messages could be more effectively filtered so that only relevant employees receive particular communications to avoid clogging up employee's inboxes.	Medium	Currently being reviewed	To be agreed
	Partnerships & Resources	Knowledge management remains a challenge for business; email is used to cascade information across the organisation sometimes because there is not an easily accessible central point for it to be stored.			
	People Results	A variety of communication platforms are used internally, further analysis of the methods could help to identify the most effective methods for different messages which could help to maximise the impact of communication going forward.			

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Appraisal	People	Employee's performance is managed through the Personal Performance and Development system. It was felt by some employees that this process has lost its effectiveness and therefore DSFRS has reviewed their approach and designed a new simpler system which is more focussed on having conversation than paper work. This new approach is to be rolled out across the organisation over the coming year.	Medium	Currently being reviewed	To be agreed
Process Management	Processes, Products & Services	Whilst feedback is sought there is felt to be further opportunities to gain more feedback to add value to that already collected.	Medium	Currently being reviewed	To be agreed
Customer Feedback	Customer Results	There is scope to improve the response rates for some feedback approaches in order to add increasing value.	Medium	Currently being reviewed	To be agreed
Environmental	Partnerships & Resources	Electricity monitors are to be installed in stations so that energy usage can be monitored and controlled by all facilities.	Medium	Currently being reviewed	To be agreed
	Society Results	DSFRS does not report its environmental performance externally, even though this information may be of interest to some its external stakeholders.			
	Society Results	DSFRS does not benchmark its environmental strategy internally or externally, which could be considered in the future.			
Corporate Social Responsibility	Society Results	There is no overarching strategy guiding activities in the community which go beyond the services traditional remit.	Medium	Currently being reviewed	To be agreed