

Priority 1

Making safer and healthier and choices - this priority is concerned with how we prevent incidents

General commentary



Reducing the risk of fire and improving the well-being of vulnerable people

We endeavour to identify those most at risk through referrals from our partners; direct referrals from the public and by using specialist computer modelling software. These management information systems use health, social care and demographic data sets and algorithms to help us determine where the most vulnerable in our communities are and this is actively used to target resources. By targeting in this manner, we make our risk assessment person specific rather than simply being based on geographical risk. Internally, the framework is supported by information on our stations; equipment and response capability and how far we can reach within our ten-minute response times. These are used to prioritise prevention and protection activities. Our approach is well established and working effectively with managerial oversight, taking place at a locality level and on a cross directorate basis and is further assured through Local Performance and Scrutiny Committee.

Fire Deaths

All deaths that are attributed to fires are reviewed by our Officers and where appropriate, multi-agency case conferences are held to help identify trends or opportunities for improvement. To date, we are awaiting verdicts from HM Coroner on three deaths where fire was involved, from the previous reporting year; one remains under police investigation as a major crime and the other two have inquests planned for March 2019. In this current reporting period, there have been two fatalities where fire was involved; one is awaiting an inquest with date to be confirmed and the other is under a joint police and Health and Safety Executive investigation.

Safety education

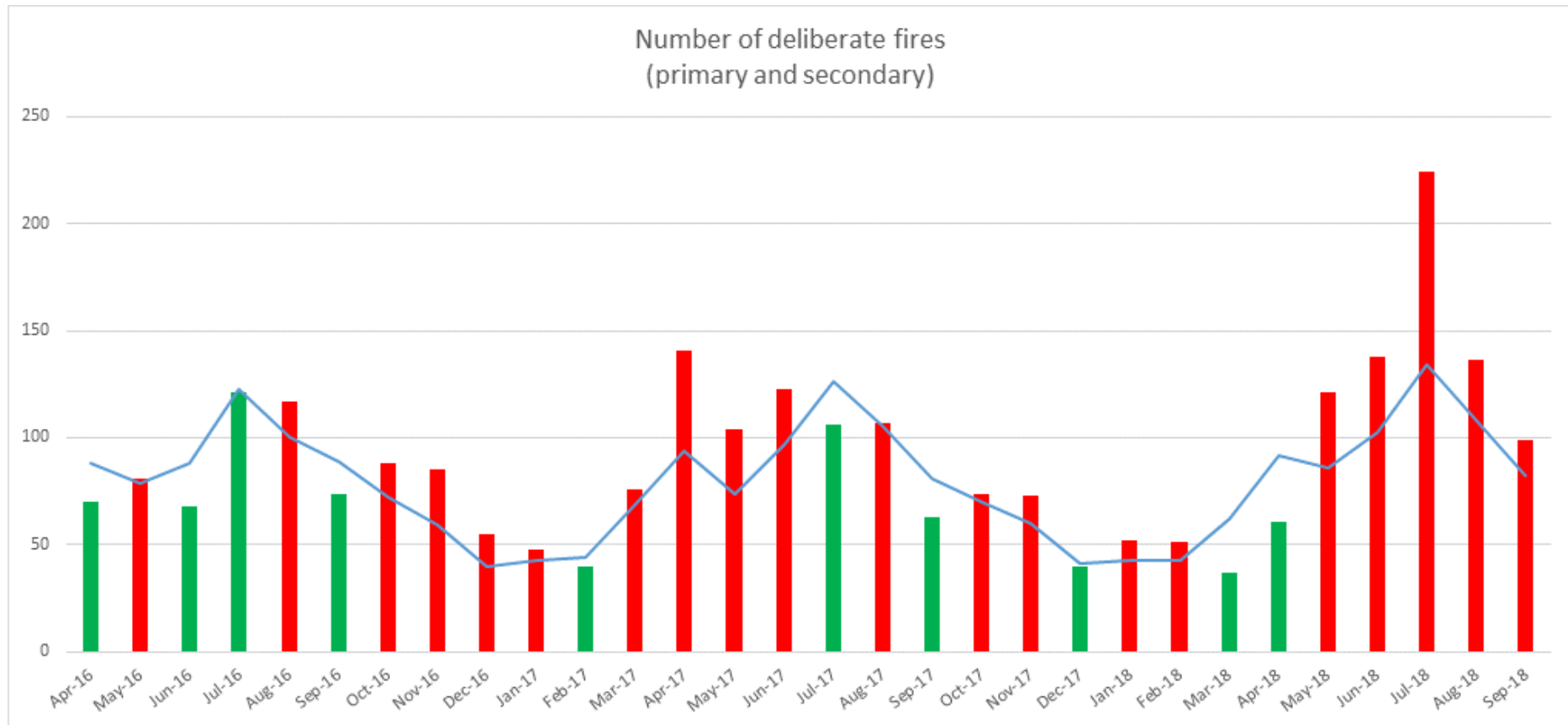
Our education programmes aim to contribute towards creating safe and healthy communities by educating children and young people to be aware of their age-appropriate responsibilities in keeping themselves and others safe and well. This include:

- . learning to be “fire safe” at home and in their communities by developing their fire safety knowledge
- . understanding the consequences of antisocial behaviour such as deliberate fire setting
- . road safety awareness
- . water safety to reduce deaths and injuries from flooding and other water related incidents
- . developing skills to make positive choices to lead and maintain a safe and healthy lifestyle.

The impact of our education programmes is initially measured through the teachers and group leaders’ evaluation on the children’s increase of knowledge and understanding of the key safety and health messages. Assessment of longer term behavioural change and knowledge retention is measured by follow-up focus groups. Our target is to undertake secondary evaluation with ten percent of schools. This information is used to guide not only the development of resources, but to ensure that the relevant safety messages are being delivered, understood and retained. In the first six months of this year 11,823 children have received fire safety education messages in schools, children’s groups and bespoke educational sessions.

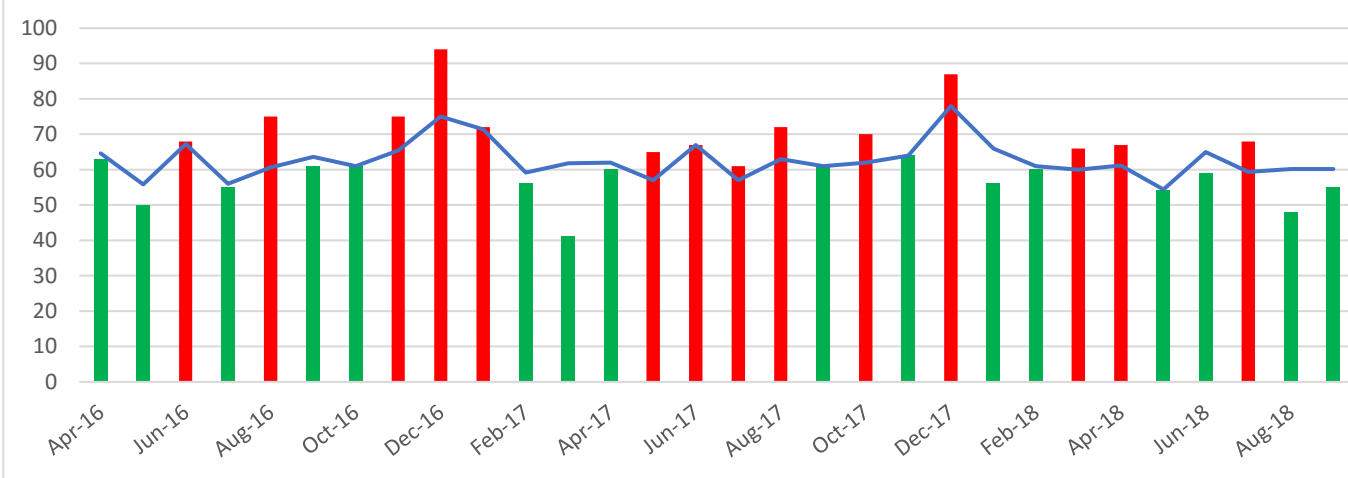
Our targeted education programmes are delivered to children and young people who require specialist intervention and they aim to meet their individual needs where this is practicable. Our youth intervention programmes (e.g. Safer People and Responsible Communities (SPARC), Salamander, Cadets and Princes Trust) are delivered to young people. Over the past six months 16 attendees attended two Princes Trust courses. The average costs of these programmes are £15k which are recouped by Service. National research analysis indicates that for every £1 invested in the Team programme, £2.99 of social value is created, with each community project undertaken by young people on the programme directly generated the equivalent of £2,745 net investment in the community.

Since April 2018, 91 young people attended 8 other intervention courses to assist in enabling them to live safe and healthy lives and to reach their potential. Our successful fire setter’s intervention scheme aims to help those who are involved in deliberate fire-setting to become “fire safe” and reduce their fire-setting behaviour. Since April 2016, 117 fire setter referrals have been made to the Service



Whilst we believe that there are tremendous benefits arising from these programmes, Officers are currently working towards better understanding the impacts of our work, particularly in relation to the contribution we make to the strategic priorities of our partners. We have therefore commissioned a work to design an evaluation framework that can be applied to key initiatives that will give us that greater insight into our value for money.

Overview of performance against corporate targets

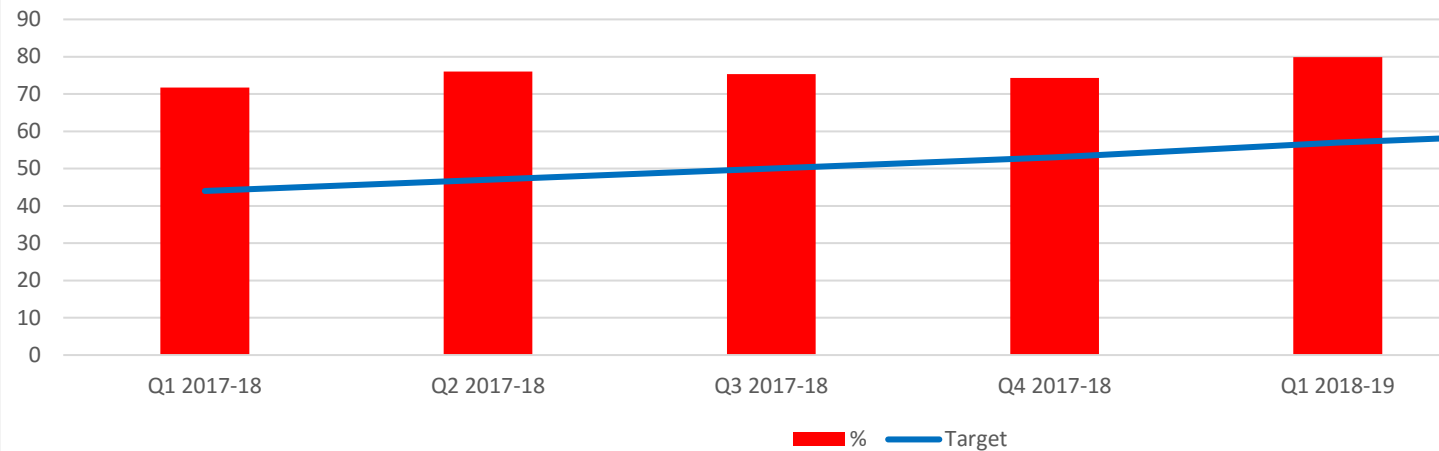
		Off track	Slipping	On track
Priority 1 Corporate Targets	High level commentary on progress to date against this target			
We will achieve a 5% reduction in accidental dwelling fires (over the average achieved during the last 5 years)	<p style="text-align: center;">Number of accidental dwelling fires</p>  <p>There have been 351 accidental fire in the home over the past 6 months. Detailed analysis of these fires show that the majority occur in the kitchen. The demographic groups associated with having kitchen fires shows that the highest groups are:</p> <ul style="list-style-type: none"> • Lone occupants of pensionable age 28% • Couples with dependent children 19% • Lone occupants of non-pensionable age 13% • Couples with no children 13% • Lone parent with children 9% 			

	<p>The groups in bold (69%) fall within our existing safe and well targeting strategy and so our discussions with these groups allows us to raise the issue of kitchen fires being a risk.</p> <p>Officers have also implemented a robust communication strategy aligned with National Fire Chiefs Council and Home Office programmes specifically to target the issues associated with such fires e.g. combustible materials stored too close to heat sources.</p> <p>We are using a blend of community fire safety resources and handouts to raise awareness of fire trends. Safety messages targeted to high risk individuals are being provided on leaflets; on tea towels; kitchen timers and kitchen spatulas. In addition, we opened our kitchen safety messages at the Emergency Services Show and continued the theme at Trowbridge Cultural Food Festival and recently attended Dorchester Library. To further support this awareness campaign, press releases have been sent out to local media and we are active in social media such as Facebook and Twitter to target people with dependent children. This demographic is shown to be more likely to spend time every day on social media and we are boosting messages in geographical areas where the fires are most likely to occur such as Springbourne (9.3%), Swindon (8.9%) and Poole (6.4%).</p>																																																																																							
<p>Working in partnership, we will reduce the number of deaths and serious injuries in road traffic collisions by 40% by 2020</p>	<div><div><p>Number of people killed in road traffic collisions</p><table><thead><tr><th>Date</th><th>Number of people killed</th></tr></thead><tbody><tr><td>Apr-16</td><td>2</td></tr><tr><td>Jul-16</td><td>4</td></tr><tr><td>Oct-16</td><td>4</td></tr><tr><td>Jan-17</td><td>2</td></tr><tr><td>Apr-17</td><td>7</td></tr><tr><td>Jul-17</td><td>4</td></tr><tr><td>Oct-17</td><td>2</td></tr><tr><td>Jan-18</td><td>6</td></tr><tr><td>Apr-18</td><td>2</td></tr><tr><td>Jul-18</td><td>10</td></tr><tr><td>Oct-18</td><td>5</td></tr><tr><td>Jan-19</td><td>11</td></tr><tr><td>Apr-19</td><td>2</td></tr><tr><td>Jul-19</td><td>6</td></tr><tr><td>Oct-19</td><td>3</td></tr><tr><td>Jan-20</td><td>1</td></tr><tr><td>Apr-20</td><td>3</td></tr><tr><td>Jul-20</td><td>4</td></tr><tr><td>Oct-20</td><td>4</td></tr></tbody></table></div><div><p>Number of people seriously injured in road traffic collisions</p><table><thead><tr><th>Date</th><th>Number of people seriously injured</th></tr></thead><tbody><tr><td>Apr-16</td><td>50</td></tr><tr><td>Jul-16</td><td>68</td></tr><tr><td>Oct-16</td><td>60</td></tr><tr><td>Jan-17</td><td>60</td></tr><tr><td>Apr-17</td><td>48</td></tr><tr><td>Jul-17</td><td>60</td></tr><tr><td>Oct-17</td><td>50</td></tr><tr><td>Jan-18</td><td>50</td></tr><tr><td>Apr-18</td><td>38</td></tr><tr><td>Jul-18</td><td>58</td></tr><tr><td>Oct-18</td><td>52</td></tr><tr><td>Jan-19</td><td>65</td></tr><tr><td>Apr-19</td><td>55</td></tr><tr><td>Jul-19</td><td>45</td></tr><tr><td>Oct-19</td><td>45</td></tr><tr><td>Jan-20</td><td>52</td></tr><tr><td>Apr-20</td><td>42</td></tr><tr><td>Jul-20</td><td>35</td></tr><tr><td>Oct-20</td><td>40</td></tr><tr><td>Jan-21</td><td>30</td></tr><tr><td>Apr-21</td><td>48</td></tr></tbody></table></div></div>	Date	Number of people killed	Apr-16	2	Jul-16	4	Oct-16	4	Jan-17	2	Apr-17	7	Jul-17	4	Oct-17	2	Jan-18	6	Apr-18	2	Jul-18	10	Oct-18	5	Jan-19	11	Apr-19	2	Jul-19	6	Oct-19	3	Jan-20	1	Apr-20	3	Jul-20	4	Oct-20	4	Date	Number of people seriously injured	Apr-16	50	Jul-16	68	Oct-16	60	Jan-17	60	Apr-17	48	Jul-17	60	Oct-17	50	Jan-18	50	Apr-18	38	Jul-18	58	Oct-18	52	Jan-19	65	Apr-19	55	Jul-19	45	Oct-19	45	Jan-20	52	Apr-20	42	Jul-20	35	Oct-20	40	Jan-21	30	Apr-21	48			
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	<p>Whilst the number of people killed on the roads have increased slightly, the long-term trend for those seriously injured in road traffic injuries continues to fall. Using national data, the total combined cost of casualties in Dorset & Wiltshire since 1 April 2016 reduced from £95m in 2017 to £84m in 2018, meaning that £11m of costs have been saved to the wider public purse. Over the past 6 months, the Service has provided targeted education programmes to 5,896 people. Although this is a KPI that is reported monthly there is always a delay due to a reliance on, and lag in, receiving data from the Police. The current trend indicates that we remain on target to meet this corporate target, however it is important to note that this is a partnership target that is set for both local police force areas and requires a partnership approach to achieve success.</p> <p>Officers have been working hard to ensure the target remains a focus of all partners, and in the north of the Service area, responsibility for oversight has now moved from the Office of the Police and Crime Commissioner to the Local Authority led Community Safety Partnership which will help with this focus.</p> <p>The Office for Data Analytics that is being developed through the South West Emergency Services Collaboration and they have released an initial analysis of Killed or Seriously Injured (KSI) data which is highlighting some interesting information in terms of accident locations within our Service area. This is a new approach to analysis which is now being considered to determine how improvements can be made to our road safety work. A pilot has also been run with Wiltshire Police colleagues during Operation Close Pass (a cycle safety initiative) and discussions are now ongoing to provide additional support to Dorset Police to enable them to run similar operations in the south.</p> <p>We continue to support national campaigns by coordinating or assisting with road safety education events, including National Road Safety Week, NPCC Don't Drink & Drive Campaigns and events to raise awareness about the changes in mobile phone law. We have an excellent profile in road safety and are often contacted to advise and assist other areas in developing their own Safe Drive Stay Alive programme.</p>			
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By 2020 we will ensure that 100% of our planned Safe and Well visits are undertaken on high priority, high risk individuals

Percentage of safe and well visits undertaken to high risk households



Our targeting strategy has been reviewed and a more refined approach has been developed which focuses on those most at risk from fire where more than one vulnerability exists. This means that the overall numbers of people falling into the high-risk category is now at a more manageable level. Our data targeting systems help us identify these high-risk members of our community. However, priority is given to multi-agency referrals as these are often outside that of our own analysis. Although multi-agency referrals do signpost some very vulnerable people, evidence has emerged that some partner referrals have included medium and low risk people. This is being addressed with partners to ensure that only high-risk referrals are made in the future.

Whilst safe and well visits are delivered by a mix of operational crews and specialist advisors, these resources are mainly centred in the conurbations. There are of course vulnerable people at risk in our harder to reach rural communities and to supplement the work of safe and well advisors, a pilot has been initiated at Mere and Devizes fire stations to allow on-call staff to deliver visits to identified vulnerable people. Station action planning also enables all local managers to prioritise their safe and well visits more effectively at a local level. To support improvements in our approach to safe and well programme there are several initiatives in place. These include:

	<ul style="list-style-type: none"> Strengthening of managerial oversight within the Managerial Groups A continued push to increase the number of visits to vulnerable people Tools to help manage station-based activities that are being developed in conjunction with Avon fire and rescue service Our target audience for high risk Safe and Well is being mapped at station level. 			
We will achieve a positive outcome on all education and children and young people educational interventions on 75% of occasions	<p>Customer feedback on all aspects of delivery is analysed on a quarterly basis and remains positive with no emerging issues.</p> <p>The first of the new national model fire cadet scheme programmes have been completed with formal passing out parades being held at both Swindon and Trowbridge fire stations, both attended by the Lord Lieutenant and High Sheriff. It was clear from the performance and feedback from the cadets that it was a great success. Seven of the cadets from Trowbridge attended the inaugural National Fire Cadet Games held in Crystal Palace in August. A plan to adopt the national scheme across the Service is now in place which includes an expansion of the instructor network. Hamworthy fire station recently delivered a SPARC course for the Amesbury charity which was so successful, a second course has also been requested.</p> <p>The Prince's Trust programme has been relaunched, with two courses having been run in the first 6 months of the year. Of the 16-young people who completed the courses, it is pleasing to note that 12 moved into education, employment or training. Their community projects included building pathways and access ramps to make the area more accessible for disabled people at Upton Heath Country Park, which was done in partnership with Dorset Wildlife Trust. As well as the redecoration and refurbishment of Turlin Moor Youth Centre. However, the programme has experienced a setback with our current further education provider withdrawing support whilst they resolve some internal issues. This could jeopardise future delivery, but work is ongoing to find an alternative provider.</p>			

Priority 2

Protecting you and the environment from harm - *this priority is concerned with how we protect individuals and groups, buildings, and the wider environment from harm.*

Summary commentary



Protection and wider risk reduction

The fire safety department have been busy and continue to be highly productive over the past six months. There have been 618 fire safety audits; 571 consultations over building regulations and 204 licencing applications. This important work helps us to design safety within the fabric and use of the building. From a wider perspective, Officers have considered the review by Dame Judith Hackitt and, as a Service, we are well placed in terms of the recommendations. We continue to monitor the situation in terms of the awaited government response and react to ongoing requests for information that come through the NFCC situation reporting process. Officers have been monitoring the public enquiry to capture potential issues that emerge through cross examination and a consolidated report is considered by officers for action as appropriate.

Operational crews and on-call support officers continue to identify premises and gather and review information on key premises risks within their geographical areas to help ensure that they are prepared for emergency incidents should they occur. The highest risk sites have site specific risk information produced which is available for crews on mobile data terminals when they attend incidents. This information is regularly audited and updated by crews to ensure its accurate and relevant. The plans and information are recorded within a database which captures when the visit was undertaken, the frequency of review and the next review date. The outcomes are provided to operational managers on a quarterly basis and managed and monitored at monthly team meetings. The operational risk information system is currently under review with work being undertaken to ensure that Service policy aligns with the recently published national operational guidance. As well as looking a

building, Officers continue to work hard to reduce risks such as those posed by waste fires. These fires continue to be of concern nationally and following several such fires across the Service area, a meeting has been held with the Environment Agency to consider a joint approach to mitigating the risk of fires occurring. This has led to a memorandum of understanding which establish intelligence sharing protocols; single points of contact for both organisations; and a joint inspection programme of all known licensed and unlicensed sites.

Safeguarding

Our safeguarding procedure and internal processes have been developed collaboratively to make sure there is alignment across local authorities and partner agencies. They are governed by a set of key principles and themes that are aligned to statutory responsibilities and best practice. This ensures that people who are at risk of abuse, harm, neglect and exploitation receive help and support in a way that is sensitive to their individual circumstances, is person centred and outcome focused. In June, we took part in Wiltshire Safeguarding Children's Board's (WSCB) Section 11 audit. Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure that their functions, and any services they contract out to others, are discharged regarding the need to safeguard and promote the welfare of children. Bournemouth and Poole Safeguarding Adults Boards requested that representatives from the partner agencies undertake Line of Sight visits to one of the other partner agencies. The purpose of the visit was to increase understanding of how partner organisations operate and how safeguarding adults is incorporated into their service provision. Using a comprehensive scenario that included a call to Fire Control; crews being mobilised; a follow up safe and well check and finally the referral to safeguarding, the representative was impressed with our coordinated approach to safeguarding within the Service.

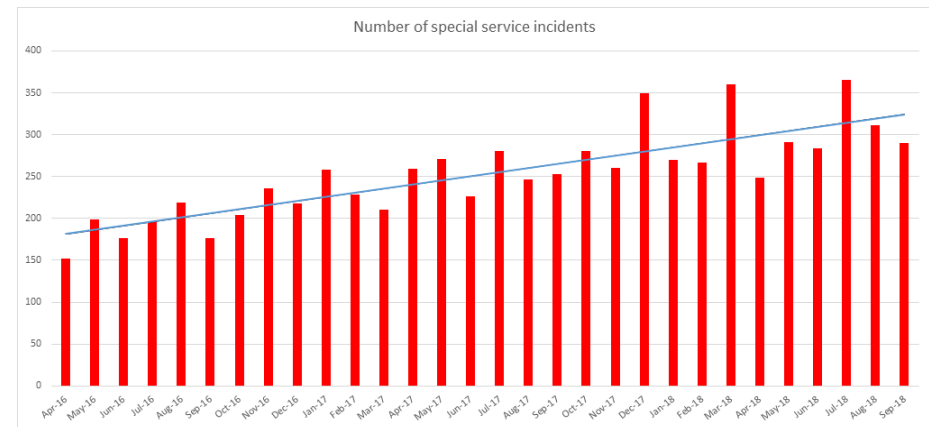
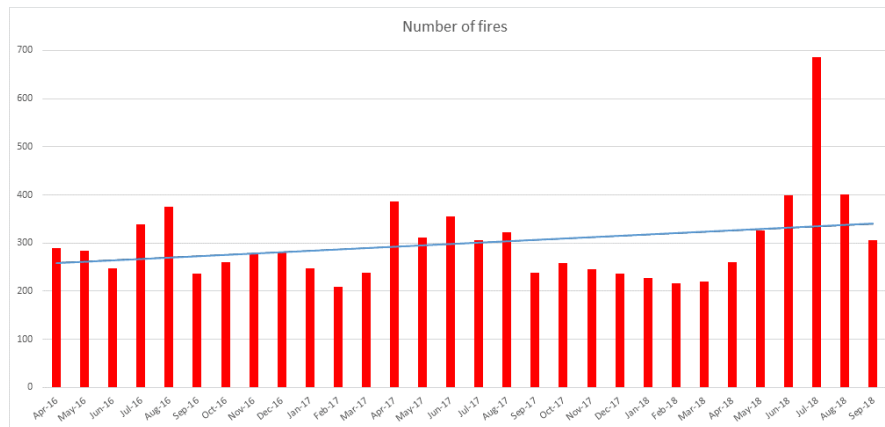
Overview of performance against corporate targets

		Off track	Slipping	On track
Priority 2 Corporate Targets	High level commentary on progress to date against this target			
By 2020, we will have audited 100% of known sleeping accommodation identified as high risk where the fire safety order applies	We have identified 1,815 premises that fall under this category and have a risk-based inspection programme in place to visit every one by 2020. By the end of this reporting period, we have inspected 63% of premises and remain on target to achieve 100% by 2020. We have also noted several compliance issues falling out of the inspection programme which suggests that our targeting strategy is accurate.			

Priority 3

Being there when you need us - this priority is concerned with having the right people in the right place with the right equipment and training to safely deal with any reasonably foreseeable emergency.

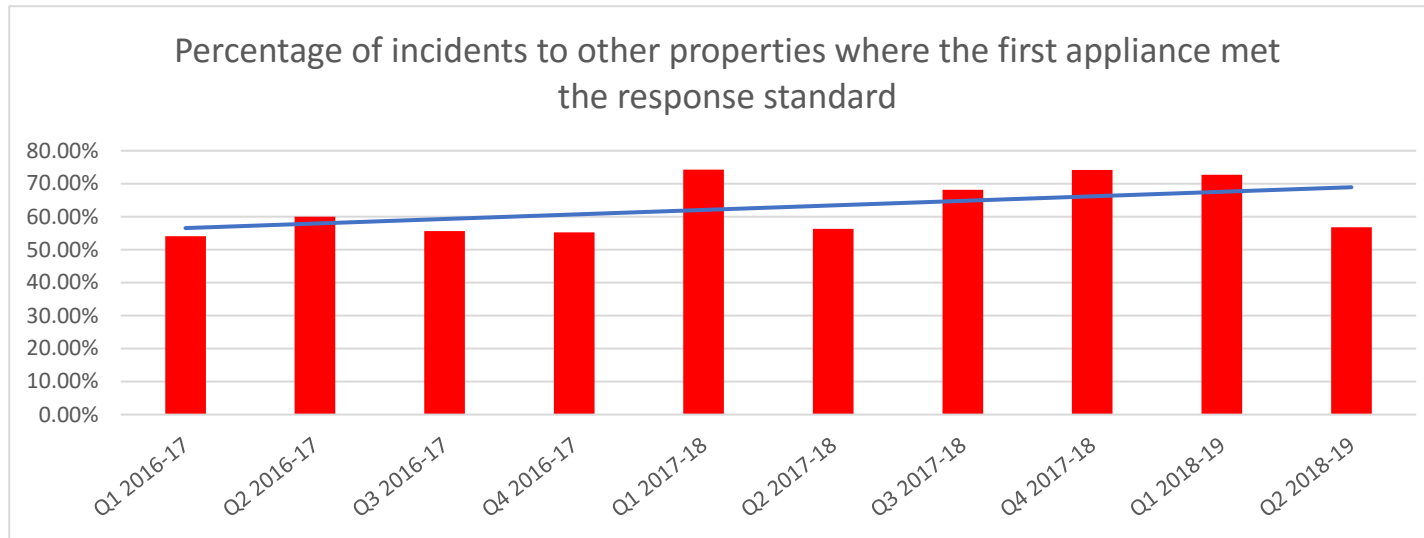
General commentary



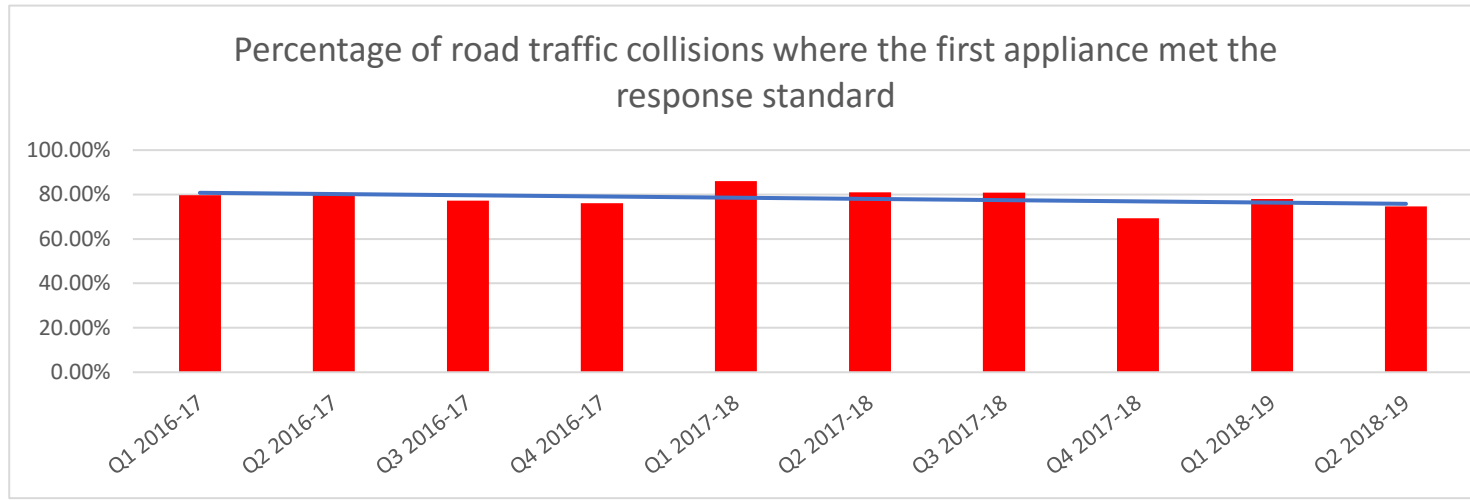
From an operational perspective, the past six months have been extremely busy for the Service. We have attended 2,358 fires attended including 779 deliberate fires and 351 accidental dwelling fires. We have attended 161 road traffic collisions and affected 47 rescued. The number of special calls continues to rise, and Officers are currently reviewing the nature and resource allocation to ensure that we maximise the efficiency of our response arrangements.

Overview of performance against corporate targets

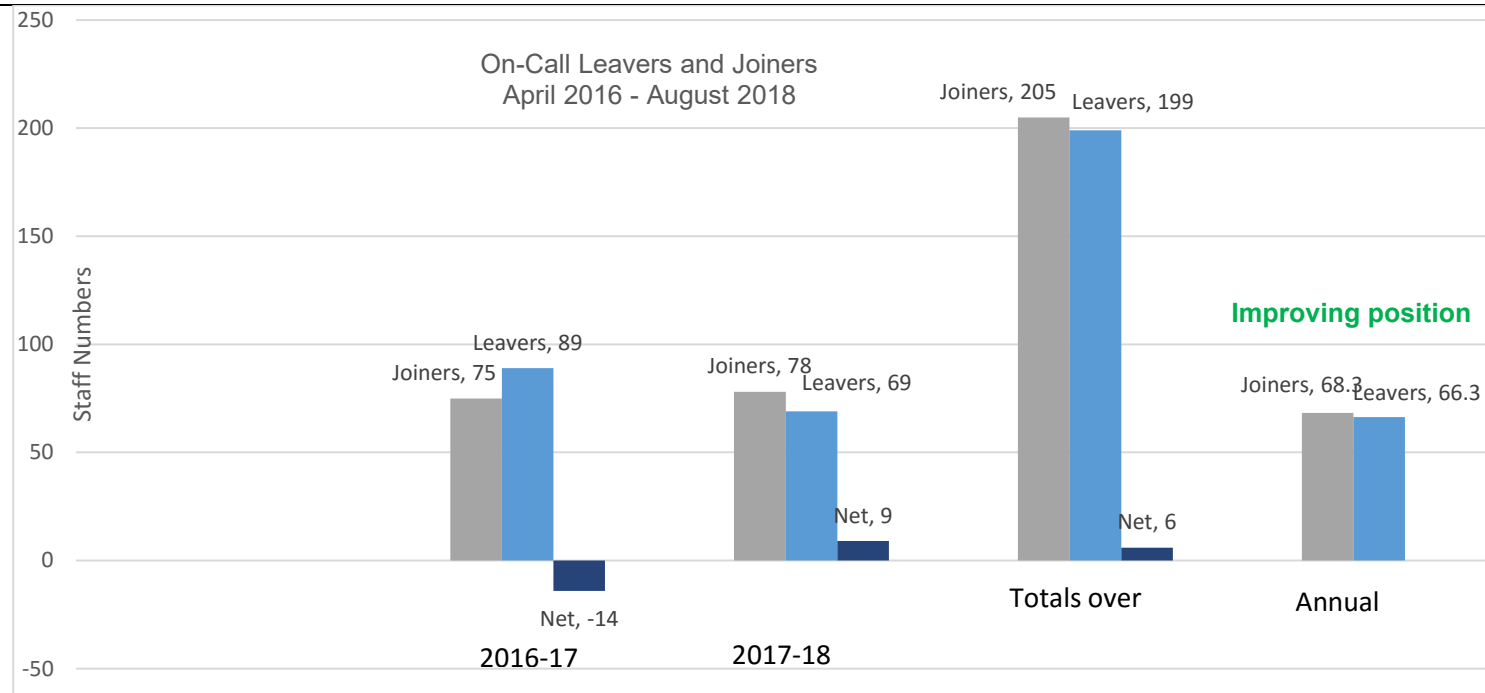
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Priority 3 Corporate Targets	High level commentary on progress to date against this corporate target																									
On 75% of occasions, we will achieve our response standards based on a 10-minute response time including call handling and travel time	<div><p>Percentage of sleeping risk properties where the first appliance met the response standard</p><table><thead><tr><th>Quarter</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>Q1 2016-17</td><td>68.5</td></tr><tr><td>Q2 2016-17</td><td>75.0</td></tr><tr><td>Q3 2016-17</td><td>71.0</td></tr><tr><td>Q4 2016-17</td><td>71.0</td></tr><tr><td>Q1 2017-18</td><td>73.0</td></tr><tr><td>Q2 2017-18</td><td>73.0</td></tr><tr><td>Q3 2017-18</td><td>70.0</td></tr><tr><td>Q4 2017-18</td><td>68.5</td></tr><tr><td>Q1 2018-19</td><td>75.0</td></tr><tr><td>Q2 2018-19</td><td>68.5</td></tr></tbody></table></div> <p>The figures for the first 6 months of 2018-19 indicates performance at 68.5%. Longer-term analysis shows that performance remains slightly below the corporate target of 75%.</p> <p>Where there are variations at a group level, local managers work to address issues such as recruitment, retention and support for on-call stations to ensure availability is as good as it can be. Station action planning is being further developed to focus prevention activities in those areas where the risk sits outside of our ability to respond and reach emergency incidents within our ten-minute response standard.</p>				Quarter	Percentage (%)	Q1 2016-17	68.5	Q2 2016-17	75.0	Q3 2016-17	71.0	Q4 2016-17	71.0	Q1 2017-18	73.0	Q2 2017-18	73.0	Q3 2017-18	70.0	Q4 2017-18	68.5	Q1 2018-19	75.0	Q2 2018-19	68.5
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Performance over the first six months indicates a percentage of 56.8%, this follows the longer-term trend, particularly in Q.2 which has shown a lower percentage over the period that data is available. The trend over the longer term, however, shows a continued improvement in performance.



	<p>The quarterly percentage for the first appliance attending road traffic collisions was 74.6%. All failures to meet the response standards are investigated to see if there were any contributing factors that are in our control that could be improved. The longer-term trend does show a slight decline. However, there is very little that can be done by the Service to improve performance as the locations where RTCs occur is largely arbitrary and any prevention activities are complex and can include prioritising road engineering solutions.</p> <p>During periods of reduced appliance availability duty managers determine resource disposition to maximise coverage and minimise risk. In Wiltshire and Dorset there are high levels of rurality and as a result, most of our stations are on-call. This results in less assured availability. This is primarily due to staffing levels, although on occasion availability is affected by skill shortages such as incident command and emergency driving. As a result, the sustainability of the on-call system features on our strategic risk register. As Members will be aware, the Service is currently progressing with several actions and projects to improve the situation regarding on-call recruitment and retention. Amongst the highest profile is an on-call pay model. The delivery of this is monitored at the Finance and Governance Committee. One key element of the On-Call Review is the development of a new pay model. Whilst this work is behind schedule, several options have been considered and Officers have been working closely with representative bodies to reach a solution that delivers the outcomes required.</p>	
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On-call support officers have also been appointed to reduce the burden on on-call managers, improve recruitment, engage with local employers, capture local risk information and support community safety through protection and prevention activities. They closely oversee contractual compliance for all on-call staff is captured through reports from our availability system, and these are reviewed as an integral part of station management performance, with any shortfalls being addressed with the individuals on station to try to maximise appliance availability. Any contractual shortfalls also feed into our workforce planning arrangements. Officers are also having a positive effect on the number of on-call firefighters and it is pleasing to note that the long-term trend is an improving one with more joiners than leavers, a position not previously experienced. Officers are working hard to streamline the recruitment process through a range of measures from creating an e-recruitment portal through to reducing the number of days to get newly qualified firefighters 'on the run' from 27.5 weeks down to 52 days.

Priority 4

Making every penny count - *this priority is concerned with governance (incl. information management); health and safety; financial management and asset management.*

General commentary

Governance and strategic planning

Sound governance arrangements are in place and there are no significant strategic issues or areas of concern to raise with Members. This position was reflected in the annual Statement of Assurance which is required under the National Framework 2018 and was signed off by Members in September at the Finance and Governance Committee. Encouragingly the process by which assurance statements are developed has previously received a substantial level assurance from internal auditors. The strategic assessment of risk has been updated for 2018-2019. No new major issues have emerged that require a revision to our current vision and strategic priorities that are set out in the Community Safety Plan that was agreed by Members at their meeting in June. The Community Safety Plan is a four-year plan that runs to 2022 and it is therefore proposed that a significant refresh takes place in the Autumn of 2020. This will also allow us time to better reflect budget announcements and to the findings from the recent inspections.

Financial Management

The Authority has a Medium Term Financial Plan (MTFP) that has been developed with Members. This covers the financial years to 2020-2021. The Plan demonstrates how the Authority will balance its revenue and capital budget requirements over this time, making effective use of its reserves and balances. In September, the Authority agreed the revised financial principles that will be used to shape the revision of the MTFP that will be presented to Members in February 2019. The financial principles included a lobbying strategy to seek greater freedoms and flexibilities in setting the fire precept for the next two financial years. We received a very pleasing unqualified audit opinion and value for money judgement at the July meeting of the Finance and Governance Committee, culminating in the Annual Audit Letter being issued and presented at the September meeting by KPMG, the external auditor. As the contract with KPMG has now ceased, we will be engaging with our newly appointed external auditors Deloitte in planning and commencing the audit for 2018-19. Gateway Assure, our internal auditors, complete an annual review of key financial controls. At the end of 2017-18 they concluded that 'Adequate' controls were in place, with no substantial weaknesses identified, and only a small number of minor improvement items which we are progressing. We are further developing a value for money framework and evaluation criteria based on key performance indicators and the corporate targets. This work is progressing well and will remain an area of focus during the second half of 2018-19. We have also been working with budget managers to make sure they are better

equipped to carry out their financial planning and monitoring responsibilities. Budget managers have received regular training on the use of our financial management system. This enables them to make the most of the financial information available, helping to drive forward innovation and efficiency within their teams and departments and securing on-going value for money improvements.

Information and Communications

The Service continues to maintain sound information governance arrangements. We have received 66 requests for information under the Freedom of Information Act in the first 6 months which were responded to effectively and in a timely manner. The performance of the Service and any trends relating to requests are scrutinised by the Finance and Governance Committee. No areas of concern were raised through Member scrutiny. During this period 15 subject access requests were also received under the General Data Protection Regulations (GDPR) and all were responded to within the legal timeframe. Members can be assured that the Service is managing its information in compliance with the new GDPR. The progress against the action plan for compliance against the GDPR also received substantial assurance from internal auditors. The Service continues to maintain sound security arrangements and has further strengthened its cyber security arrangements by developing its business continuity cyber response plan, which is underpinned by the existing information security incident procedure. Security penetration testing to mitigate cyber security risks are monitored monthly and are in line with national and local guidance.

Health and safety

The health and safety committee and associated department continue to monitor the arrangements in place to keep our staff and the public we serve safe. Overall, there are no real causes for concern to raise with Members with regards to health and safety. Although there has been a rise between Q1 & Q2 of this year, the long-term trend for days lost continues to fall (520 in Q2 2017-18 down to 373 in Q2 2018-19). There has been an annual rise of 12 in the number of adverse occurrence reports reported which might be caused by the training given by the health and safety department to staff and the simplicity in using the new reporting system across the whole of the Service. Whilst some categories are showing small increases, only one area has seen a larger than expected rise and that is vehicle damage or failure. Slow speed collisions with stationary objects appear to be the only emerging pattern. Ongoing work with the driver trainer had identified this and monitoring arrangements have been put in place to scrutinise any emerging patterns. There were six reportable incidents to the Health and Safety Executive under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). Members will be pleased to know that, following an extensive programme of harmonisation, training and audit, in November the BSI auditors awarded the Service BSI 18001 across the whole of the Service area. This is a considerable achievement with only two other fire and rescue in England achieving this award.

Asset management

There has been good progress with the development of the integrated systems approach to asset management. Significant progress has been made in aligning management information systems and this has been closely scrutinised by the Finance and Governance Committee. The estates, fleet and hydrant management systems have been merged on to single systems. The stores system is being consolidated into the

finance system to deliver more efficient working. Procurement for a new equipment management database has been undertaken and this is expected to be live by the middle of 2019. This will enable the Service to manage over 50,000 items of equipment more effectively and efficiently. New personal protective equipment for firefighters and vehicles are currently being procured and rolled out in line with the revised capital programme. The Service continues to rationalise and share its estate and is working with key partners through the one public estate initiatives. Currently 25 out of 60 buildings are shared with all stations open to the community. The Poundbury offices have been rationalised and discussions are on-going with Dorset Police over the spare floors in the south building. Meetings are also being held with the Defence Infrastructure Organisation to negotiate a rental figure for the Service's use of the West Moors training centre. In parallel with this negotiation, the Service is currently investigating the medium to longer-term requirements of training provision across the Service area. The Information Communications Technology (ICT) Roadmap provides a five-year plan of the direction of ICT. This roadmap is linked to business plans and organisational needs and feeds the capital finance programme. The roadmap and its associated projects and initiatives remains largely on track with some significant procurements underway including a new ICT wide area network.

Overview of performance against corporate targets

		Off track	Slipping	On track
Priority 4 Corporate Targets	High level commentary on progress to date against these corporate targets			
By 31 March 2019, to have achieved accreditation against BS OHSAS 18001 Occupational Health and Safety Management	Members will be pleased to know that, following an extensive programme of harmonisation, training and audit, in November the BSI auditors awarded the Service BSI 18001 across the whole of the Service area. This is a considerable achievement with only two other fire and rescue in England achieving this award. The BSI 18001 standard is set to be replaced by ISO 45001 - the new international standard for occupational health and safety. Organisations who are already certified to BS OHSAS 18001 will need to upgrade to ISO 45001 by March 2021. A revised corporate target will be proposed to the Authority in February to achieve ISO 45001 by 2020.			ACHIEVED AHEAD OF SCHEDULE

Priority 5

Supporting and developing our people - *this priority is concerned with workforce and succession planning; learning and development; leadership and culture; and health and wellbeing.*

General commentary

Workforce planning

The Service has improving workforce and talent management arrangements in place that both monitor the workforce changes and help determine key departmental issues and skills/competence requirements. This is coordinated through a cross departmental people delivery team and its associated workforce planning group which are chaired by the Director of People Services. Regular meetings are held with financial services to ensure that appropriate financial controls are in place. To support the tracking of relevant performance information, the Service is currently further strengthening information management systems to ensure that the data being relied upon is robust and timely. The investigative framework will be strengthened to reflect the actions and outcomes required arising out of the narrative managers have provided. The framework will also be strengthened to include a skills matrix and risk assessment to aid succession planning.

Whilst we are embracing the government reform agenda on apprenticeships, Members will be aware from the 2017-18 annual report that we face several challenges. These include:

- . The time taken to agree the funding band has impacted on operational apprenticeship new starts in 2017-18 and has meant that our new wholetime firefighter recruits could not be placed on apprenticeship programmes as we had initially hoped.
- . There are limited training providers to deliver trailblazer standards, particularly sector-specific ones such as firefighting.
- . On-call staff are ineligible for apprenticeships. Since this staff group represents the highest proportion of on-call staff, with the highest turnover and with the highest number of new starters, this will adversely impact on our ability to achieve the 2.3% target.

The impact of these issues has meant that we have not been able to draw significantly on our levy. However, two members of corporate staff have commenced apprenticeships and we continue to look for opportunities to recruit apprentices to appropriate corporate roles.

Attraction, recruitment and retention

The Service has a range of projects and initiatives to help position it as an employer of choice including improved flexibility for staff and managers through the smarter working programme. The Service has had a successful positive action campaign to help attract female and other representative groups; whilst maintaining robust standards of entry. The campaign for whole time firefighters has resulted in a good level of interest from these groups however this has not translated into significant changes to the recruitment intake. Officers are currently analysing the reasons behind this and are seeking to support more longer-term campaigns (particularly for on-call stations) through developing more localised recruitment campaigns at station level. Officers are working hard to also streamline the recruitment process through a range of measures from creating an e-recruitment portal through to plans to reduce the time to get newly qualified on-call firefighters 'on the run' from a current average of 27.5 weeks to 56 days.

The Service has recently recruited 16 wholetime firefighters and it is pleasing to note that the number of on-call firefighters leaving the Service is falling for the first time in many years and there were more starters than leavers in Q2. Notwithstanding this 42% of on-call staff left within two years of joining the Service. Work, family and personal commitments were cited as the main reason for leaving for 25% of on-call staff. It is hoped that the new recruitment process and the on-call pay model will have a positive impact at reducing this trend line. The reconfiguration of resources to support station managers through the establishment of on-call support officers appears to be working in this regard. The on-call pay model has been significantly reviewed and consulted upon with the workforce and the representative bodies. Whilst progress is slower than we would have liked, officers are now hopeful of signing off the scheme so that this can be rolled out across the Service to improve the availability of appliances particularly in the Wiltshire area which remains challenging particularly at the weekend. This is being closely managed by the strategic leaders and through the Local Performance and Scrutiny Committees. There are no discernible trends arising from exit interviews for other staff groups and the issues that are being raised are largely being addressed. Employer branding meetings continue to take place to ensure that the organisation can attract the best talent available and to improve the diversity of our workforce

Leadership and talent development

Work is continuing to develop the organisational requirements for talent management and the associated frameworks, procedures and processes. The approach we adopt delivers outcomes aligned to our values and behaviours framework that form the foundations of our approach to leadership development. Our promotion procedure already enables accelerated progression of our talented staff. Historically, candidates needed to be competent or substantive in the role below the one being advertised. Our new procedure provides the opportunity for individuals at two roles below the vacancy to apply if they can demonstrate relevant experience of operating at a higher level. Promotion boards have been run for Area, Station, Watch and Crew Managers in the first six months of 2018-19. Further work is being undertaken to further strengthen these promotion processes with crew and watch managers nominated being engaged in this process as well individuals nominated through our leadership survey.

We have produced a prospectus for our development pathways which provide staff with information on what learning and development interventions they 'must', 'should' or 'could' undertake. In support of this, we are currently introducing a 'Workbooks' for all staff where they can evidence their progress. We continue to make good progress with e-learning and we have progressed with the development of a blended approach to learning and development activities in the first six months of 2018-19, partly through greater use of e-learning tools to provide essential knowledge prior to attending workshops or training courses. This allows more time at face-to-face events to focus on skills and behaviours and, in some cases, means that the length of time spent on training can be reduced. Our e-learning platform sets out what is available for staff to progress their own training and development. This material can also be accessed at a time and place to suit them. The Service has a significant programme of leadership events and master classes for strategic and middle managers that is working well. This work is directly aligned to the strategic needs of the Service and to the issues aligned to findings from the staff surveys. To support this all strategic and middle managers have completed several personal assessments ranging from personality profiling through to 360-degree appraisals. The Personal review process has been evaluated and improvements have been made to the process. However, more work is needed to make it as effective and engrained in personal development and support as we would like, and a review will be initiated in the new year during Q4.

The Service has forged an exciting partnership with the Royal National Lifeboat Institute, which has the potential to be extended to other organisations at a sub-regional level, including the police. The leadership programmes that are being developed are at three management levels, supervisory, middle and strategic. A prototype supervisory course was delivered in April 2018 with a second course held in September 2018. The second course included a joint incident command element that is based on the national Joint Emergency Service Interoperability Programme principles which we are required to organisationally embed. The September 2018 course included attendees from Dorset Police and Wiltshire Police and the feedback has been extremely positive. This multi-agency programme will be a key foundation for developing our leaders. As part of this approach a leadership board has been established to oversee the progress and development of leadership development courses. The middle and strategic level programmes are at the design stage and will be rolled out in 2019 in tandem with a quality assurance framework. To support these programmes and our overall approach to talent management, the Service's approach to coaching and mentoring is currently being strengthened. Leadership and Management Development interventions being rolled out in the New Year will provide managers with the support and guidance on key performance management issues.

Health and wellbeing of staff

The Service has a robust and audited health and wellbeing programme to support staff. This programme is overseen by a cross departmental People delivery team chaired by the Director of People Services. Absence management continues to be a key focus for the Service and improvements identified by internal auditors are being actioned and overseen by the people delivery team. Long-term absence is closely managed, and it is pleasing to note that long-term sickness for Wholetime and Fire Control continues to fall. Management efforts continue to focus on short term sickness absence and it is also pleasing to note that short term sickness absence continues to fall in Fire Control but is slightly increasing in other staff groups (*see corporate target*).

MIND Bluelight have been commissioned to provide training for the Leadership Masterclasses and a Mental Health Awareness e-learning package for all staff which was rolled out in August 2018. An internal audit into Health and Wellbeing arrangements was also undertaken during Q2 and this indicated that we have satisfactory arrangements in place. The National Fire Chief Council has indicated that it will fund 'Oscar Kilo', a Police health and wellbeing toolkit. The launch was planned for August 2018, but this has been delayed until Q4 of 2018-19. Officers are currently identifying staff groups that may require bespoke health surveillance. This follows on from the implementation of health surveillance for safe and well advisers that was actively progressed by the head of Department.

Our external operational health provider continues to deliver positively against the performance expectations set out in the contract. Good progress has also been made on fitness assessments across the Service. During Q2, ten fitness improvement plans were issued meaning that a total of 25 people were on improvement plans during this period. Staff on improvement plans are being supported and managed by the health and wellbeing team, occupational health and, where appropriate, physiotherapy. The aim is to help them to achieve the required fitness standard as quickly as possible. Overall, there is a positive, long-term improvement in staff fitness across the Service.

Smarter working

A comprehensive corporate programme of work is well underway. An e-learning module has been developed to promote the principles and new ways of working and further workshops with managers are planned to help embed them across the Service. All staff are now on Office 365 which enables staff to maximise the collaborative benefits of cloud-based technology, further supporting our commitment to flexible working. The smarter working programme has been evaluated and the programme actions are well on track but with further work needed to fully maximise the benefits of the technology to support remote and collaborative working. It is evident that substantial cost avoidance savings are being realised through increased use of Skype meetings and therefore less unnecessary travel. Departments using team sites are recognising the value of this for effective remote and collaborative working and this is supported by flexibility in HR procedures. Managers are receiving training in October to support effective application of these and the wider principles of smarter working.

Staff engagement

A comprehensive engagement plan is in place which is strategically monitored. Internal auditors have provided a substantial level of assurance against these arrangements. As Members will recall from previous meetings, it has been pleasing to note the positive results in the clear majority of the survey findings. The delivery plan continues to be reviewed to ensure there are Service-wide actions to provide regular internal communication with staff and opportunities for effective engagement. We have also been delivering the programme of communication and engagement that resulted from the second *Eyes and Ears* staff survey. This involves managers presenting the Service-wide results to their teams and getting feedback on how to improve the areas of focus, as well discussing local issues and improvements. This programme of work also includes targeted workshops where there are key improvements to be made.

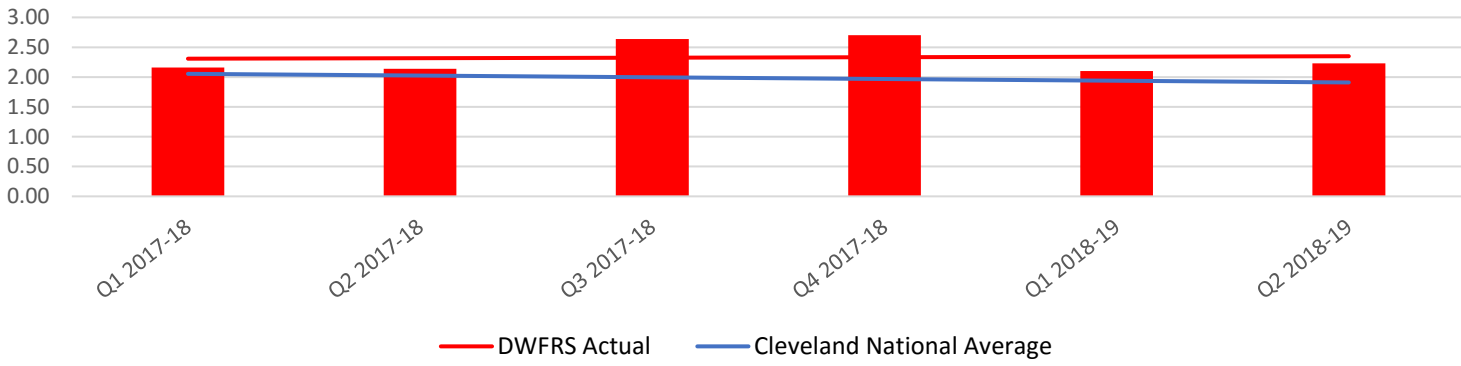
Equality, Diversity & Inclusion

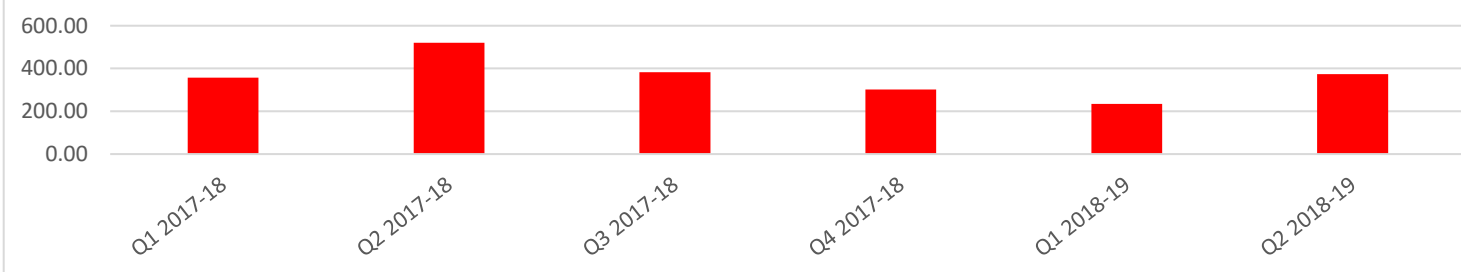
An Equality, Diversity and Inclusion Committee is established that is chaired by the DCFO and involving key members of staff, lead officers from a range of staff networks and representative bodies. A comprehensive assurance process has been developed against the draft Fire and Rescue Service Equality Framework to underpin the assurance of the policy considered by the Authority at its June meeting. EDI training and awareness is occurring at all levels within the Service and now forms a central pillar of the leadership development programme for senior and middle management. Officers have submitted the self-assessment for this year's Stonewall workplace equality impact. We continue to be active in many external forums and have attended pride events and Dorset Minority Awards.

Overview of performance against corporate targets

Off track	Slipping	On track

Priority 5 Corporate Targets	High level commentary on progress to date against these corporate targets																						
<p>We will increase the diversity of our operational workforce, by ensuring that 20% of recruitment is from under-represented groups</p>	<p>We will increase the diversity of our operational workforce, by ensuring that 20% of recruitment is from under-represented groups</p> <table border="1"> <caption>Recruitment from under-represented groups (%)</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017-18</td> <td>12</td> <td>20</td> </tr> <tr> <td>Q2 2017-18</td> <td>0</td> <td>20</td> </tr> <tr> <td>Q3 2017-18</td> <td>5</td> <td>20</td> </tr> <tr> <td>Q4 2017-18</td> <td>10</td> <td>20</td> </tr> <tr> <td>Q1 2018-19</td> <td>12</td> <td>20</td> </tr> <tr> <td>Q2 2018-19</td> <td>15</td> <td>20</td> </tr> </tbody> </table> <p>The Service has improving workforce and talent management arrangements in place that both monitor the workforce changes and help determine key departmental issues and skills/competence requirements. This is coordinated through a cross departmental People Delivery Team and its associated workforce planning group which are chaired by the Director of People Services. Regular meetings are held with financial services to ensure that appropriate financial</p>		Quarter	Actual (%)	Target (%)	Q1 2017-18	12	20	Q2 2017-18	0	20	Q3 2017-18	5	20	Q4 2017-18	10	20	Q1 2018-19	12	20	Q2 2018-19	15	20
Quarter	Actual (%)	Target (%)																					
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	<p>controls and in place. To support the tracking of relevant performance information, the Service is currently further strengthening information management systems to ensure that the data being relied upon is robust and timely.</p> <p>The Service has a range of projects and initiatives to help position it as an employer of choice including improved flexibility for staff and managers through the smarter working programme. The Service has had a successful positive action campaign to help attract female and other representative groups, whilst maintaining robust standards of entry. The campaign for wholetime firefighters has resulted in a good level of interest from these groups however this has not translated into significant changes to the recruitment intake. Officers are currently analysing the reasons behind this and are seeking to support more longer-term campaigns (particularly for on-call stations) through developing more localised recruitment campaigns at station level. Officers are working hard to also streamline the recruitment process through a range of measures from creating an e-recruitment portal through to reducing the number of days to get newly qualified firefighters 'on the run' which has been reduced to 52 days.</p> <p>The Service has recently recruited 16 wholetime firefighters and it is pleasing to note that the number of on-call firefighters leaving the Service is falling for the first time in many years. There are no discernible trends arising from exit interviews for corporate staff and the issues that are being raised are largely being addressed. The key and long-standing reason for on-call firefighters leaving are complex but are often centred on work life balance tensions. The reconfiguration of resources to support station managers through the establishment of on-call support officers appears to be working in this regard.</p>																						
<p>For sickness absence, to be no higher than the average reported for other comparable fire and rescue services in England</p>	<p style="text-align: center;">Average shifts/days lost to sickness (Wholetime, Corporate and Fire control)</p>  <table border="1"> <thead> <tr> <th>Period</th> <th>DWFRS Actual</th> <th>Cleveland National Average</th> </tr> </thead> <tbody> <tr> <td>Q1 2017-18</td> <td>2.10</td> <td>2.00</td> </tr> <tr> <td>Q2 2017-18</td> <td>2.10</td> <td>2.00</td> </tr> <tr> <td>Q3 2017-18</td> <td>2.50</td> <td>2.00</td> </tr> <tr> <td>Q4 2017-18</td> <td>2.50</td> <td>2.00</td> </tr> <tr> <td>Q1 2018-19</td> <td>2.10</td> <td>2.00</td> </tr> <tr> <td>Q2 2018-19</td> <td>2.20</td> <td>2.00</td> </tr> </tbody> </table> <p style="text-align: center;">— DWFRS Actual — Cleveland National Average</p>	Period	DWFRS Actual	Cleveland National Average	Q1 2017-18	2.10	2.00	Q2 2017-18	2.10	2.00	Q3 2017-18	2.50	2.00	Q4 2017-18	2.50	2.00	Q1 2018-19	2.10	2.00	Q2 2018-19	2.20	2.00	
Period	DWFRS Actual	Cleveland National Average																					
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	<p>Absence management: absence management continues to be a key focus for the Service and improvements identified by internal auditors are being actioned and overseen by the People Delivery Team. Long-term absence is closely managed, and it is pleasing to note that long-term sickness for WDS and Fire Control continues to fall. Management efforts continue to focus on short term sickness absence and it is also pleasing to note that short term sickness absence continues to fall in Fire Control but is slightly increasing in other staff groups. Overall there was a slight increase in total shift days lost for quarter 2 however the position against all those Services participating in the national fire and rescue benchmarking club shows an improving position and it should be noted that a few individuals can have a significant impact on the overall figures.</p>															
<p>To reduce the number of days lost through work related injuries and ill health by 5% year on year (start date figures from end of the financial year 2016-17)</p>	<div><p>Total days lost to sickness due to work related injuries DWFRS (Wholetime, Corporate and Fire control)</p><table><thead><tr><th>Quarter</th><th>Total days lost</th></tr></thead><tbody><tr><td>Q1 2017-18</td><td>350.00</td></tr><tr><td>Q2 2017-18</td><td>500.00</td></tr><tr><td>Q3 2017-18</td><td>380.00</td></tr><tr><td>Q4 2017-18</td><td>300.00</td></tr><tr><td>Q1 2018-19</td><td>250.00</td></tr><tr><td>Q2 2018-19</td><td>350.00</td></tr></tbody></table></div> <p>At the start of 2017-18, both the Adverse Occurrence Reporting system (AOR) and the Human Resources Management Information System were fully harmonised across the Service. This put the Service in a stable place for common reporting procedures and common recording sickness procedures. The first full year of combined data gave a starting point from where the corporate target of reducing the number of working days lost to work related injuries and ill health by 5% could be measured. Each AOR resulting in an Injury or ill health is fully investigated and if required, reasonably practicable control measures are put in place to reduce the potential of the incident occurring again. If absence reports via the sickness reporting system mention a workplace AOR this is also investigated to identify the link and if appropriate control measures are put in place (e.g. stress action plans). Regular monthly AOR meetings are held to monitor absence and identify any emerging trends. Within the first six months of this no trends have been identified but there has been a slight increase in days lost to work related stress.</p>	Quarter	Total days lost	Q1 2017-18	350.00	Q2 2017-18	500.00	Q3 2017-18	380.00	Q4 2017-18	300.00	Q1 2018-19	250.00	Q2 2018-19	350.00	
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