

Performance Report Quarter 3

Dorset & Wiltshire Fire and Rescue Service

Finance & Governance Committee

01/10/2018 - 31/12/2018



DORSET & WILTSHIRE
FIRE AND RESCUE

Finance & Governance Committee

Priority: Making every penny count

KLOE 13: Are effective governance and decision making arrangements in place?

Action Code	Action Name
1.4.1.50	Are effective governance and decision making arrangements in place?
<p>Progress comment:</p> <p>Governance and strategic planning</p> <p>Sound governance arrangements are in place with no significant strategic issues or areas of concern. The annual Statement of Assurance required under the National Framework 2018, approved by the Finance & Governance Committee in September, is published on our website. The process by which this statement is developed annually received a 'substantial' level assurance from internal auditors last year.</p> <p>In June 2018 Members approved the Community Safety Plan along with the Service Delivery Plan for 2018-19 and the revised approach to policy statements was also approved. The annual review of the strategic assessment of risk took place in November and is now published on the website. The revised Service Delivery Plan for 2019-20 is well underway in preparation for the 1 April with the and medium-term finance plan is being prepared for Member approval.</p> <p>The Members handbook is available in electronic form on the website, allowing for easy access and the Member Development programme was reviewed and endorsed by Members in December 2018.</p> <p>Information and communications</p> <p>Members can be assured that the Authority is managing its information compliance requirements. 35 requests for information under the Freedom of Information Act were received between 1 October and 31 December 2018. The average response time was 12 working days and of these 35 requests, two requests were responded to outside of 20 working days. On one occasion, this was as a result of a complex request for which we were seeking legal advice from our lawyer, and on the other occasion there were delays in information being provided. We applied partial exemptions on five occasions and total exemptions on three occasions. Work is continuing on track against the action plan for General Data Protection Regulation (GDPR) compliance.</p>	

The mitigating actions required by the annual IT Health Check have been completed this quarter. Our patching process is currently being reviewed, with a more robust procedure and process being developed for sign off at the Information Governance Group in the next month. The Dorset & Wiltshire Fire and Rescue Service (the Service) has experienced some email phishing attacks in Quarter 3 (Q3), and these have been managed effectively with existing technical controls and monitoring arrangements in place, and in line with our security incident procedure and business continuity arrangements.

In Q3, five complaints were received and all but one of these were resolved within 14 working days. An extension was agreed for the fifth due to the Christmas break. Four out of five complaints related to staff conduct and one was as a result of damaged property following an incident. One complaint was not upheld and this related to staff conduct, all others were upheld. Of the three complaints relating to staff conduct which were upheld, two are being progressed under our disciplinary procedures and one through local performance management.

KLOE 14: How are we providing effective health and safety management systems to support our staff?

Action Code	Action Name
1.4.2.2	How are we providing effective health and safety support to our staff?
<p>Progress comment:</p> <p>Health and safety</p> <p>The Health and Safety (H&S) Committee and associated department continue to monitor the arrangements in place to keep our staff and the public we serve safe.</p> <p>After completion of the stage 2 combined British Standards Institute (BSI) 18001 surveillance assessment in October it has been recommended that the Service should have an extension to scope across the whole of the Service. The Service did have a number of non-conformity's which need to be closed off before the Auditors return in May 2019. The planned visit in November by BSI was to the former Dorset area to confirm the outcome of the extension to scope and issue the extension to scope certificate. On the 12 November the whole Service secured accreditation to BS Occupational Health and Safety Assessment Series (OHSAS) 18001:2007.</p> <p>This standard will now be required to be retained across the Service and the next re accreditation visit is in June 2019. The corporate target has now been achieved four months early. Due to the BS 18001 standard evolving to an international standard in the next two and a half years we will need to put plans in place to migrate to International Standards Organisation (ISO) 45001 (OHSAS before 31 March 2021. If this is not achieved the Service will lose its external validation as the 18001 standard will cease.</p> <p>This quarterly report encompasses all Adverse Occurrence Reports (AOR) for Service and by one point of reporting it allows comparison between quarters and provide the ability to undertake trend analysis across the whole of the Service.</p> <p>Areas of note within the report are as follows:</p> <ul style="list-style-type: none"> The number of working days lost due to work related injury and ill-health has seen a drop in the quarterly trend. It is down by 37% (171 days), this is showing good improvement over the same quarter last year. The predicted number of days lost due to work related injury and ill-health for this year is presently on track to achieve the corporate target to reduce by 5% year on year. The embedded service wide sickness reporting system and regular work-related absence alignment meetings between Health and Safety (H&S) and Human Resources (HR) appear to be working well. This quarter, yet again a small rise in the amount of AORs reported, up by 17% (17 in total). The drive to improve the reporting of all safety events and the simplicity in using the AOR system is working well across the whole of the Service. Whilst some categories are showing small increases, only one area has seen a larger than expected rise is the number of injury or harm reports, up 54% (15). Vehicle damage or failure caused by slow speed collisions with stationary objects still 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 gauge the level of any emerging patterns. 	

- This quarter the number of reportable incidents to the Health and Safety Executive (HSE) via RIDDOR (Reporting of Incidents, Diseases & Dangerous Occurrences Regulations (1995)) is the same as the same quarter in the previous year but 57% lower than Q2. The three 'over seven-day absences' are made up from manual handling and a slip, trip and falls. As with small numbers, no real trends were identified within the reported categories.
- Within the quarter there were fifteen injuries whilst carrying out Operational duties, one resulted in reporting under RIDDOR. No real trends were identified within the reported categories.

Overall, no real cause for concern, however there are some areas for improvement.

KLOE 15: Do we have robust financial management and procurement plans in place to ensure long term viability and value for money (VFM)?

Action Code	Action Name
1.4.3.16	Do we have robust financial management and procurement plans in place to ensure long term viability and value for money?
<p>Progress comment:</p> <p>Long Term Financial Sustainability</p> <p>The financial planning principles and assumptions on which the 2019-20 budget and next Medium Term Financial Plan (MTFP) will be based were approved by the Authority in September 2018. Members are supportive of asking Government for additional freedoms and flexibilities to raise council tax by £5 without the need to hold a referendum, but currently this option is not available. The Members Seminar planned for January was cancelled due to the lack of movement from Government on a £5 council tax option for Fire.</p> <p>Development of the new MTFP and 2019-20 budget is progressing well. Provisional estimates of tax base and collection fund surpluses have been received from constituent Authorities and these should be firmed up by early January. At the moment the provisional numbers suggest additional funding will be available for the 2019-20 financial year. The Provisional Local Government Finance Settlement was published on 13 December 2018 and confirmed funding in line with the expectations for year four of the current Spending Review period. Some additional one-off funding, £158k for this Authority, is expected from the Levy Account Surplus being distributed by Ministry of Housing, Communities and Local Government (MHCLG). Final budget preparation work will be completed in January.</p> <p>Plans are in place through the Communities Programme to identify savings from crewing options to help address the continuing MTFP deficit forecasts.</p> <p>Achieving Value for Money (VFM)</p> <p>By the end of 2017-18 we had achieved 97% of the targets in our Efficiency Plan 2016-17 to 2019-20. We have a Value for Money framework, and throughout our priorities and Key Lines of Enquiry (KLOE) within the Service Delivery Plan, all Heads of Departments are developing their VFM evaluation criteria based on Key Performance Indicators (KPI) and corporate targets. Our Business Case process is now embedded and includes an assessment of VFM, capturing any efficiencies expected, for inclusion on our efficiency and savings register which has been developed in line with the National Fire Chiefs Council (NFCC) proforma template.</p> <p>Moving forward we will continue to identify our strengths and weaknesses to improve our use of resources, developing benchmarking of performance with our peers where possible. We will consider the Chartered Institute of Public Finance and Accountancy VFM benchmarking club for some corporate functions, where appropriate and applicable.</p> <p>Our Procurement Plan for 2018-2022 is in place and the Contract Register continues to be updated, however there are still contracts outstanding from the General Data Protection Regulation (GDPR) Project that need to be progressed onto the system. We have commissioned a contract management e-learning module, and a responsible procurement e-learning module, for development and implementation over the next six months. Training dates have now been assigned for our in-house procurement awareness training.</p>	

Financial Governance

The Finance Team have been progressing new style budget reporting for Budget Managers and this is being well received. During 2018-19, increased focus will be to continue to help Heads of Departments and budget managers to be better equipped to carry out their financial planning and monitoring responsibilities. Budget managers will receive regular training to enable them to make the most of the financial information that is available to them; the Assets team will be undertaking additional training in February.

We received a very pleasing unqualified audit opinion and value for money judgement at the July meeting of the Finance & Governance (F&G) 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 are now working with our newly appointed external auditors Deloitte LLP in planning and delivering the 2018-19 audit. The Audit Plan was approved by Members at the F&G Committee in December. The key financial controls audit for 2018-19 has been postponed and will now be completed by our new internal auditors in 2019-20. Financial performance is monitored by the Authority and is updated on a quarterly basis through reports to the F&G Committee. The Authority also receives six monthly and annual reports on Treasury Management activity. The Strategic Leadership Team (SLT) continues to monitor and review key areas of revenue and capital spend as part of our performance management arrangements.

KLOE 16: Are we making the most effective use of our assets to deliver our priorities?

Action Code	Action Name
1.4.4.27	Are we making the most effective use of our assets to deliver our priorities?
<p>Progress comment:</p> <p>ICT</p> <p>The Information Communications Technology (ICT) Roadmap provides a five-year plan of the direction of ICT, both in service delivery and technology and software management. This roadmap is linked to business plans and organisational needs and feeds the capital finance plan. It is under review by the ICT management team to ensure that it remains current. Any proposed changes are presented for discussion and approval by the Director Service Support on an annual basis to ensure alignment with budgets. All ICT work continues to be managed through a centralised ICT management system.</p> <p>Formal meetings are programmed throughout the year to ensure that all ICT staff are aware of the direction and purpose of work within the Roadmap. An ICT business relationship manager is in place to ensure that the ICT Service Desk is performance managed and to act as a point of contact between the wider organisation and the ICT team. ICT trainers work with colleagues to ensure that we get the most value from the systems that we provide.</p> <p>Work is planned to improve the internet service received by changing supplier. This will result in a more resilient infrastructure that is able to support an increased number of devices. End user surveys will be undertaken on completion to ensure that the expected benefits are being realised. Other contracts, such as photocopiers, are under review to identify potential revenue savings.</p> <p>Assets</p> <p>There has been good progress with the development of the integrated systems approach to asset management and significant progress has been made in aligning software systems within the department.</p> <p>Procurement for a new equipment management database will be undertaken shortly and this is expected to be fully live by the end of March 2020. This will enable the Service to manage its equipment assets much more effectively and efficiently.</p> <p>The fleet systems have been merged into one system, as have the hydrant maintenance management system (Hydra). The estates system is already Service wide ensuring a common approach managing our properties. The stores system is currently being consolidated into the Agresso finance system to deliver more efficient working.</p> <p>The fleet and procurement teams, working with staff across the Service, have finalised the procurement of 19 standardised fire appliances for introduction into Service during 2019-20. Initial reports from a White Fleet review have identified opportunities to rationalise through more efficient use of vehicles.</p> <p>The new specification firefighting tunics and leggings will shortly be rolled out across the organisation furthering corporate alignment.</p> <p>Meetings are being held between the Service and the Defence Infrastructure Organisation to renegotiate a rental figure for the Services use of the West Moors Training Centre. Officers are also formulating a medium to longer-term requirements of training provision across the Service area.</p> <p>Officers are also negotiating with the Dorset Police and Crime Commissioner's Office regarding a lease of the South Building at Poundbury.</p>	

Priority: Supporting and developing our people

KLOE 17: How are we ensuring strategic workforce plans support the attraction, recruitment and retention of the right people with the right skills at the right time to deliver our priorities?

Action Code	Action Name
1.5.1.16	How are we ensuring that our strategic workforce plans support the attraction and recruitment of the right people with the right skills at the right time to deliver current and future service priorities?
<p>Progress comment:</p> <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 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 relevant.</p> <p><i>Attraction:</i></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 under-represented 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. A meeting was held with a number of female firefighters to seek views on what the Service could do to better recruit and retain people from under-represented groups.</p> <p>Officers are also working hard to streamline the recruitment process through a range of measures. Our eRecruitment system will be completed by the end of May and we will be rolling out our new approach to On-Call recruitment in Q4 (January 2019). The intent is to reduce the time to get newly qualified On-Call firefighters 'on the run' from a current average of 27.5 weeks to eight weeks. We will evaluate the effectiveness of this single, streamlined approach.</p> <p><i>Recruitment and retention:</i></p> <p>The Service has recruited a total of 21 wholtime 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 in Q3 there were more On-Call starters (19) than On-Call leavers (18). The length of service for the January postings group has highlighted a desire to look to placing recruits at some 'difficult to recruit' stations and work is underway to enable this. There are no discernible trends arising from exit interviews for other staff groups and the issues that are being raised are largely being addressed. Officers are working to improve the number of exit interviews being taken up by those leaving the Service to garner fuller information.</p>	

Talent development:

We have set out our approach to talent management identifying the activities that culminate in supporting and developing our talent across the Service. The refresh of the (Service Development Plan (SDP) will tag these activities so that our performance management systems can monitor our progress. Our promotion procedure enables accelerated progression of our talented staff as it 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. A new promotion process is being developed following a co- design session with staff and managers.

KLOE 18: How are we making sure that our staff are trained and developed to be able to carry out their role effectively?

Action Code	Action Name
1.5.2.11	How are we making sure that our staff are trained and developed to carry out their role effectively?
<p>Progress comment:</p> <p>The Service is currently operating through two legacy competence recording systems that record and help managers to oversee the management of critical operational skills sets. A project to introduce a better and more integrated system is well advanced. Gartan Expert will be live in Q4 (February 2019) and will show competencies carried over from legacy systems. Staff training in readiness for this is on target. Competence levels are closely monitored by Area Management Teams (AMT) and the cross-cutting Community Safety Delivery Team (CSDT) chaired by the Director of Community Safety. The move to a single system enables KPIs for training, learning and development to be created and these will be contained in the revised SDP.</p> <p>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 largely 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. Representatives from the NFCC Blended Learning project gave a presentation on the national work being undertaken and demonstrated the Fire & Rescue Service (FRS) on-line elearning. We will ensure we keep abreast of this work so that it complements or replaces our e-learning platform.</p> <p>The Service has a significant programme of leadership events and masterclasses 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 (360). A meeting to set the programme for Leadership Forum will be taking place in Q4 (January 2019). We will also look at themes arising from 360 and feedback from the first tranche of Her Majesty’s Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) inspections.</p> <p>The Personal Review (PR) process was evaluated, and improvements made to the process rolled out during the second half of 2018. A co-design session reviewing the PR process will take place in Q4. To enable a new process to be developed and rolled out with training, no formal PRs will take place until a new process is rolled out in April 2020.</p> <p>The Service has forged an exciting partnership with the Royal National Lifeboat Institution (RNLI) 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</p>	

Interoperability Programme (JESIP) 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. Two middle level cohorts commence development programmes to People Delivery Team (PDT) in Q3 (October 2018) and feedback provided. With the departure of the postholder responsible for coaching this is being picked up by another team member to ensure strong links to our leadership development.

An internal audit into our approach to leadership was undertaken in Q3 and the report currently recommends substantial assurance. Apprenticeships: Whilst we are embracing the government reform agenda on apprenticeships, there are some 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 whole-time 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.

We are looking into the registration process as a means of being able to commence operational firefighter apprenticeships. We will be meeting with Devon and Somerset FRSs on 19 February to understand their planned approach to firefighter apprenticeships for On-Call staff.

A paper on our approach to apprenticeships will be taken to the Finance & Governance meeting in July.

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

KLOE 19: How are we ensuring we support the health and wellbeing of our staff?

Action Code	Action Name
1.5.3.13	How are we ensuring that we support the health and wellbeing of our staff?
<p>Progress comment:</p> <p>The Service has a robust and audited health and wellbeing programme to support staff. This programme is overseen by a cross departmental PDT chaired by the Director of People Services.</p> <p><i>Occupational health:</i> 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, 25 staff are supported with a fitness improvement plan.</p> <p><i>Absence management:</i> 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 has been the largest contributing factor to Q3 sickness but is being closely managed. The absence management data for Q3 is:</p> <ul style="list-style-type: none"> • Wholetime: 2.5 shifts lost per person (Long term 68% & Short term 32%) • On-call: 3.70 days lost per person (Long term 75% & Short term 25%) • Fire Control 3.29 shifts lost per person (Long term 63% & Short term 37%) • Corporate: 2.21 shifts lost per person (Long term 57% & Short term 43%) <p>Officer are developing a more automated reporting processes to assist managers in effectively managing and supporting their staff.</p> <p><i>Mental health:</i> MIND BlueLight have been commissioned to provide training for the Leadership Masterclasses and a Mental Health Awareness elearning package for all staff which was rolled out in August 2018. One of the BlueLight Champions will be working a day a week in order to dedicate more time to our approach to improving mental health. This will be done in partnership with the Health and Wellbeing Team to strengthen our approach and oversee a programme of interventions in support of mental health</p>	

KLOE 20: How are we successfully developing a values driven one-team culture?

Action Code	Action Name
1.5.4.18	How are we successfully developing a one team culture?
<p>Progress comment:</p> <p>The one team leadership philosophy strives to ensure that all teams and department work together in a manner of mutual understanding to deliver the five priorities set out in the Authority's Community Safety Plan. To this end the Service has established a range of measures in its Service delivery plan to ensure a 'golden thread' from corporate ambition through to on-the-ground action. To support this leadership philosophy the Service has also invested heavily in:</p> <p><i>Staff Engagement:</i></p> <p>The delivery plan of the Employee Engagement Strategy continues to be reviewed to ensure there are service wide actions to provide regular internal communication with staff and opportunities for engagement. In Q3 2018-19 this has included a regular weekly update, a monthly magazine, two video messages from the Chief following the Authority meetings in September and December. We had a successful round of question time conference calls during this quarter and these were led by Area Managers and involving SLT. The sessions saw many of our wholetime crews and on call stations dial in to speak to managers about any issues that wanted to raise. There have been two staff feedback forums, engaging a range of staff to provide feedback on changing and emerging procedures and projects that impact them. This works alongside the leadership advocates group.</p> <p>Corporate actions from the eyes and ears survey in 2018 continue to be monitored by the Leadership Forum and updates are communicated to staff regularly. A review of the survey will take place early in 19-20 to determine our approach for the Autumn of 2019.</p> <p><i>Smarter ways of working:</i></p> <p>A review of the Smarter Working programme has taken place to evaluate if the principles are being achieved and what impact these actions are having on new ways of working. The programme actions are well on track but with further work needed to deliver the office 365 migration plan for service wide adoption. This will ensure we 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 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. Training has been delivered as part of the leadership programme to support Managers in their approach to smarter working within their teams. Work is ongoing to support teams migrate to Office 365, maximising the use of cloud technology for collaborative and flexible working.</p> <p><i>Equality, Diversity & Inclusion (EDI):</i></p> <p>We are reviewing our approach to EDI to ensure it is not considered as a separate isolated function but rather embedded within all of our engagement and organisational development activities. This work will be embedded in the new Service delivery plan.</p>	