

# Performance Report - Quarter 4

Finance & Audit Committee

1 January - 31 March 2021



## Priority: Making every penny count

### KLOE 6: How well do we use resources to manage risk?

#### KLOE 6 Summary

Business continuity plans continue to be robust, ensuring maintenance of service delivery throughout the pandemic.

ICT provision to maintain new ways of working continues to be resilient. A refresh of wireless access has increased flexibility for end users.

The revised plan to roll out the 19 new fire appliances is on track, with five already delivered to stations. The remainder are being phased in over the year with completion expected in December 2021.

Public Health England guidance continues to be followed with all personal protective equipment, cleaning regimes and social distancing requirements in place for staff.

To ensure that, in line with the Authority's policy, the Service is working to the principles of the ISO 55001 Asset Management standard a review was conducted by the British Standards Institute. The Service demonstrated high levels of compliance with a minor recommendation to review the wording of the Asset Management policy. We will be seeking full accreditation to this standard in 2022-23.

#### KLOE 6 sub-diagnostic

##### To what extent are business continuity arrangements in place and how often are they tested?

The Service has robust and assured business continuity and significant event arrangements in place. These have ensured the resilience and continuation of the Service during the Coronavirus pandemic along with subsequent major incidents, challenges and events since March 2020. Our business continuity arrangements are aligned to industry best practice and these arrangements were audited by internal auditors with '*substantial*' assurance provided in October 2019.

A horizon scan is delivered annually to ensure that the Service's business continuity planning is aligned to any emerging and new threats and risks posed. The most recent scan was completed in March 2021, and along with the risks identified in the local and

national risk registers, this aids the Service to set a clear annual programme of work to ensure continued resilience and strengthening of arrangements.

In line with the Government's guidance, staff who are able continue to successfully work from home using smarter working arrangements. This will continue as the country moves through the Government's roadmap for unlocking, with staff wellbeing and improving productivity continuing to be a focus.

#### **KLOE 6 sub-diagnostic**

##### **To what extent do we show sound financial management of non-pay costs, including estates, fleet and equipment through benchmarking, contract renegotiation and procurement?**

The Service makes extensive use of national procurement contracts and actively promotes and partakes in regional procurement opportunities, particularly within the Networked Fire Services Partnership (NFSP). Current work includes evaluating and participating in new national frameworks for smoke alarms with West Midlands Fire Service, and the supply and fitting of tyres with Crown Commercial Services.

With the NFSP, joint procurements have been completed for Emergency Services Network (ESN) routers and Airbus device licensing. A joint procurement of ESN station end equipment is in progress. Opportunities to use national frameworks for the procurement of breathing apparatus equipment, body worn cameras and Safe & Well equipment are being sought.

Due to many suppliers and contractors being furloughed during the pandemic, some procurements have been delayed however the plan to address this is on track. Contracts for operational equipment for the next batch of new fire appliances in 2022 have been awarded.

Improvements in contract management and renegotiation for critical suppliers have been maintained to ensure continued value for money. Training for all relevant managers via the e-learning platform, and supported by dedicated category managers, has been completed.

The business case and value for money processes have been enhanced to ensure value for money and to track the targeted benefits.

## KLOE 6 sub-diagnostic

### **To what extent do we understand what assets we are responsible for across the Service and how do we demonstrate effective management of these assets?**

Both Fleet & Equipment and Estates have current five-year Integrated Asset Management Plans that are linked to the Medium-Term Finance Plan, the Strategic Assessment of Risk and the Community Safety Plan to ensure future asset provision matches longer-term strategic goals.

Following completion of a longer-term estate analysis, the Estates management plan was extended from five to seven years. This will enable more effective use of resources from 2021-22, whilst maintaining regulatory compliance. The planned maintenance programme has been impacted by the recent lockdown with the outstanding capital work expected to be completed in June 2021.

Throughout the most recent wave of the Coronavirus pandemic the Equipment and Supplies teams have ensured that, in line with Public Health England advice and guidance, all staff have received the necessary personal protective equipment to carry out their roles effectively. Robust mechanisms are in place to ensure that staff and contractors alike follow mandatory hygiene guidance across Service premises to minimise risks of cross-infection.

The Fleet & Equipment maintenance plans to ensure all vehicle and equipment servicing meets legal and statutory requirements remain on track. The revised plan to roll out the 19 new fire appliances is on track, with five already delivered to stations. The remainder are being phased in over the year with completion expected in December 2021.

The introduction of a new Asset Management System (AMS) database that will encompass all equipment across the Service remains on track for delivery in 2021. The AMS being adopted is also used by other fire and rescue services and a user group has been formed to enable the sharing of learning.

To ensure that, in line with the Authority's policy, the Service is working to the principles of the ISO 55001 Asset Management standard a review was conducted by the British Standards Institute. The Service demonstrated high levels of compliance with a minor recommendation to review the wording of the Asset Management policy. Full accreditation is being sought in 2022/23.

#### **KLOE 6 sub-diagnostic**

##### **To what extent do we understand and manage our impact upon the environment?**

The Service's Environmental Sustainability Plan was published in January 2020, encompassing areas such as waste, fleet and transport, water, purchasing and procurement, energy, carbon emissions, maintenance and improvement projects, and communication of environmental issues.

The Service is committed to reducing its utility and fuel consumption through investment, monitoring and introduction of new practices. Investments in environmentally sustainable LED lighting are proceeding with stations being upgraded as part of the wider estate management plan.

Fuel consumption is monitored monthly, and in the year 2020-21 there was a reduction in the Service's carbon footprint of 20% on the previous year, largely because of smarter working resulting in significantly less travel. Unfortunately, the Wareham Forest fire impacted on the overall reduction for the year.

Green Champions are working across the Service to promote sustainability in the areas in which they work. Commitments include sharing best practice and implementing practical sustainability plans such as encouraging people to switch off lights and computer monitors, and ensuring recycling takes place.

#### **KLOE 6 sub-diagnostic**

##### **To what extent do we demonstrate effective management of Information and Communication technology?**

The ICT department has a five-year delivery plan which is linked to the Community Safety Plan and supports the Medium-Term Finance Plan to ensure that the overall organisational intent, and the effective delivery of information and communication technology are met.

Some necessary changes have been made to project scheduling to better meet the needs of the Service during the pandemic but overall, the plan remains on track.

Over the quarter the department has achieved improvements in ICT, such as the wireless refresh at end user sites, increasing the ability for teams to work more flexibly and make better use of technology in areas where wireless access was previously limited.

To support new ways of working for a wider range of staff and achieve greater value for money, laptops are being refurbished to gain longer life and enable greater remote access to information.

New ICT asset management software has been introduced and subsequent changes made to processes to further improve cyber security.

The most recent ICT health check continues to show organisational improvement in reducing cyber security risks, and work is underway across the Service to address areas of concern.

#### **KLOE 6 sub-diagnostic**

##### **To what extent do our plans address the risks identified in the integrated risk management plan?**

The Service undertakes a Strategic Assessment of Risk (SAR) to ensure that decision making and planning remains current and reflective of the landscape within which we operate. The document is developed through a structured analysis that draws on a broad range of information, data and intelligence, looking both externally (locally and nationally) and internally and against risk and demand.

The most recent SAR was published in April 2020 following consultation with a wide variety of stakeholders and partners. The document was developed taking account of local documents such as the local Health & Wellbeing Strategy, Community Safety Plans, Police and Crime Plan and Community Risk Register. The 2020 SAR has ensured that the priorities and planning within the draft Community Safety Plan, presented to the Authority in February 2021, are current and informative, and that the subsequent Service delivery plans remain focused on maximising the impact the organisation has on improving public safety, health and wellbeing. Work continues to further enhance the SAR through analysis at Group level.

## KLOE 7: How well are we securing an affordable way of managing the risk of fire and other risks now and in the future?

### KLOE 7 Summary

The Service's strategic risk around finance was increased in 2020, and remains high, due to the continued uncertainty about future funding.

Through the work of the Resourcing and Savings Programme (RSP) new savings of just over £1m per year were identified in setting the budget for 2021-22 and the new Medium-Term Finance Plan. Further reductions or cuts will be needed if our funding position does not improve. The RSP work is continuing into the 2021-22 fiscal year and Members will be kept up to date with financial issues through the planned series of seminars that have been scheduled.

The Service continues to engage with the Home Office, National Fire Chiefs Council (NFCC) and local MPs to support and influence the discussion on Fire funding and council tax levels. Work has already begun on the Fire sector bid for the Spending Review, which we expect to conclude in the autumn, but HM Treasury has not yet confirmed the exact timescales.

The statutory reporting deadlines for the 2020-21 financial statements have been extended once again this year, with draft statements required by 1 August 2021 and final audit statements required by 30 September 2021. Despite these extended deadlines, we plan to work with our external auditors, Deloitte LLP, to complete the 2020-21 Financial Statements ready for approval at the July committee meeting. Final audit work is programmed for the three weeks beginning 14 June 2021.

### KLOE 7 sub-diagnostic

#### To what extent do we understand and take action to mitigate our main or significant financial risks?

Despite our continuing engagement with local MPs, the Home Office and NFCC to influence the debate on financial sustainability for fire and rescue services, and lobby for council tax flexibility, the Final Settlement for 2021-22 only included a 2% referendum principle for Fire. We are continuing with this engagement work in 2021 and work is already progressing on the Fire sector bid for the next Spending Review, which we expect to conclude in the autumn, but HM Treasury has not yet confirmed the exact timescales.

The statutory reporting deadlines for the 2020-21 financial statements have been extended once again this year, with draft statements required by 1 August 2021 and final audit statements required by 30 September 2021. Despite these extended deadlines, we plan to work with our external auditors, Deloitte LLP, to complete the 2020-21 Financial Statements ready for approval at the July committee meeting. Final audit work is programmed for the three weeks beginning 14 June 2021.

SWAP (South West Audit Partnership) completed two scheduled internal audits in 2020-21, covering Financial Resilience and Treasury Management, with both receiving “*Substantial*” assurance ratings.

#### **KLOE 7 sub-diagnostic**

##### **To what extent do we have a track record for achieving savings and avoiding any residual future budget gaps?**

Members approved the 2021-22 budget and new Medium-Term Finance Plan (MTFP) in February 2021. The MTFP shows a forecast deficit of £1.4m for 2022-23, rising to £3.1m for 2024-25. This is an improved position over that previously forecast following the work undertaken in 2020 through the work of the Resourcing and Savings Programme (RSP). This delivered additional savings of just over £1m, but further reductions or cuts will be needed, if our funding position does not improve.

The RSP work is continuing into the 2021-22 fiscal year and Members will be kept up to date with financial issues through the planned series of seminars that have been scheduled.

#### **KLOE 7 sub-diagnostic**

##### **To what extent is our use of reserves sustainable and promoting new ways of working?**

The current Reserves Strategy was approved by Members in February 2021 and forms part of the MTFP. The level of funding in each reserve was reviewed and updated as part of our work to set the budget for 2021-22 and in developing the new MTFP.

During 2020-21 SWAP (South West Audit Partnership) Internal Audit Services conducted a financial resilience audit, focused primarily on the Service’s Reserves Strategy and were able to provide “*Substantial*” assurance.

## **KLOE 12: How effective is the Occupational Health and Safety management system in the Service?**

### **KLOE 12 Summary**

Health and safety continue to remain in a good place across the Service with no significant issues to raise with Members other than the previously forecasted failure to hit the corporate target of an annual 5% reduction in working days lost due to physical injuries and ill health. This is due to three members of staff who are being closely monitored and managed by the Service. The long-term trend however remains downward. A recent audit by the British Standards Institute against the Service's compliance with the ISO 45001 Occupational Health and Safety Management system standard has raised one minor non-conformity that is being addressed by Officers.

### **KLOE 12 sub-diagnostic**

#### **How well structured and embedded is the Health & Safety policy, practices, and culture to ensure a safe and legally compliant Service?**

The Health and Safety Committee and the associated department continue to monitor the arrangements in place to keep our staff and the public we serve safe. Health and safety arrangements across the Service continue to operate well. There are no causes for concern to raise with Members. A recent audit by the British Standards Institute against the Service's compliance with the ISO 45001 Occupational Health and Safety Management standard has raised one minor non-conformity that is being addressed by Officers.

The average days lost over the past three years through work related physical injuries and ill health is in the region of 774 days per year. This year there has been an increase to 1,076 working days lost, exceeding the corporate target by 341 days. As previously forecasted to Members, this means that the corporate target of a 5% reduction has not been achieved this year. Three members of staff who are on long term sickness recovery have contributed 62% to the annual figures. These members of staff are being closely monitored and supported by the Service. The long-term trend for working days lost due to physical injuries and ill health remains on a downward track.

The number of physical injury or ill health reports has also seen a rise of from 34 to 62. All staff are required to report positive Coronavirus test results under this category to enable internal contact tracing to take place. If the Coronavirus positive test results are removed, this would show a performance consistent with the previous year.

The number of reportable incidents to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) has reduced from three to one since the last report to Members and related to an injury caused when undertaking fitness.

Overall, the health and safety culture in the Service is progressing well and good levels of compliance in relation to health and safety remain. This is also validated by the Service maintaining its accreditation to International Organisation for Standardisation (ISO) 45001 Occupational Health & Safety management system standard.

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

#### **KLOE 13 Summary**

Governance arrangements to support sound decision-making have been externally validated and remain strong.

Information management and cyber security practices are also in a good place and are continually evolving in a positive manner.

#### **KLOE 13 sub-diagnostic**

**How well does the Fire and Rescue Authority have oversight and scrutiny to ensure that the Service is appropriately effective and efficiency in ensuring the safety of communities from fire and other risks?**

The Authority has five key priorities and performance against these are overseen and scrutinised by Members on a quarterly basis. Priorities one, two and three are reviewed at the four Local Performance & Scrutiny Committee meetings which took place in February 2021 for quarter 3 performance and are due to take place in May 2021 for quarter 4 performance. Priorities four and five are reviewed at the Finance & Audit Committee which last took place in March 2021. The performance reports and presentations at these meetings provide details on the effectiveness and efficiency of the Service, as well as looking at how the Service is supporting, developing, and ensuring the health and wellbeing of its people. A presentation of overall performance against each priority is provided to the Authority at six and 12-month intervals. In addition, an annual report is provided and published each year in September.

The Authority oversees and scrutinises the development and delivery of the Community Safety Plan (CSP), which includes the Service undertaking consultation and community engagement. Members approved the final CSP for 2021-24 at their last meeting in June, following a 12-week consultation programme.

The Authority has adopted a set of financial planning principles and assumptions on which to base its revenue budget and Medium-Term Financial Plan (MTFP), this supports the budget planning process; with the principles kept under review and last updated in December 2021 following the provision settlement and local council tax financial collection rates and details. The MTFP is developed and aligned to the learning and outcomes within the Strategic Assessment of Risk and is used to support the development of the CSP and is scrutinised by the full Authority.

The 2021-22 programme of Member development seminars has been scheduled, mostly following the Authority meetings with some additional dates for financial preparations in the Autumn and early 2022. Awareness of the new Members of Code of Conduct was the subject of the seminar in June 2021, followed in September 2021 with an overview of Prevention, Protection, Response and community engagement and the role of the Local Resilience Forums within large multi-agency incidents.

### **KLOE 13 sub-diagnostic**

#### **How effective and efficient are our governance arrangements?**

The Authority's governance arrangements were assured through the independent peer review undertaken by the Local Government Association (LGA) in June/July 2019 with the Authority achieving a positive assurance. The Authority agreed to six recommendations for improvement. These have all been delivered and the Authority formally signed off the delivery of the improvement actions at their meeting in February 2021.

The 2019-20 Statement of Assurance, required under the Fire and Rescue National Framework for England, was presented to the Authority for approval in September 2020, and is now published on the Service's website. The process for its delivery has been assured both by internal audit and through the LGA peer review. The Statement of Assurance is comprehensively supported by a range of assurance processes which includes a full review of the Service's governance arrangements which are aligned to the Chartered Institute of Public Finance and Accountancy (CIPFA) / Society of Local Authority Chief Executives and Senior Managers (SOLACE) best practice for corporate governance. Preparations are well underway for the delivery of the 2020-21 document, which will be presented to Members at the Authority meeting in September 2021.

## KLOE 13 sub-diagnostic

### How effective and efficient are we at managing data?

Members can be assured that the Service is robustly managing its information compliance requirements. 83% (five out of six) of data protection requests were responded to within the legal timelines this quarter; 80% of Freedom of Information requests were dealt with within 20 working days and 67% (four out of six) of complaints were responded to within 14 working days and these were not upheld. 25 compliments were also received in this quarter.

Good progress has been made against the cyber action plan, to ensure effective information security arrangements are in place. This has enabled the external validation of our self-assessment for us to achieve compliance against the National Cyber Essentials national security standard. All staff are expected to complete Information Security/Data Protection e-learning to ensure they are aware of their responsibilities regarding data. The Service monitors the completion rate of this e-learning and escalates to Officers if required. Compliance is in a good and improving position at 78%.

Ten security incidents have been reported this quarter, all were minimal risk with no loss of data and related to phishing. Staff awareness of these threats is being audited by conducting simulated phishing exercises. A new software asset management system has been installed which helps mitigate risks from the ICT Health Check and Cyber Action Plan.

Progress against the General Data Protection Regulations action plan is progressing well and the concept of privacy by design is being embedded into Service processes through Data Protection and Information Risk impact assessments. Work is continuing to manage retention periods for information held in archive and legacy systems and ensure these are applied to new systems and processes going forwards.

The migration workstream under the Digital Transformation programme is progressing well. Migrating department-based documents to SharePoint is enabling us to maximise the use of Office365 to make further efficiencies whilst effectively managing our data. A prioritised programme of work has been developed to move existing systems to Office365 whilst introducing automatic processes to replace those that are paper based which supports the requirements for remote working.

## Priority: Supporting and developing our people

### KLOE 8: How well do we understand the wellbeing needs of our workforce and act to improve workforce wellbeing?

#### KLOE 8 Summary

Long-term absence was the primary cause of sickness absence in quarter 4 for all staff groups except Fire Control. It is pleasing to note that the Service's corporate target in respect of sickness absence (wholetime/corporate/fire control) has been positively exceeded.

The Service also has a corporate target to reduce the number of working days lost to work related non-physical ill health by 5% each year. Unfortunately, in quarter 4 the year-to-date number of days lost increased to 336 days compared to the target of 315 days. As a result, we have not achieved this target for 2020-21 but the longer-term trend analysis shows that the number of working days lost to non-physical ill health is decreasing.

#### KLOE 8 sub-diagnostic

##### How well do we understand the wellbeing needs of our workforce and act to improve workforce wellbeing?

The Service has a robust and audited health and wellbeing programme to support staff which is overseen by senior officers. Health and wellbeing procedures are available to all staff which outline all the support mechanisms available to staff including mental health support, chaplains, peer support and other external self-service provisions.

We have 29 staff providing peer support who promote national campaigns such as World Mental Health Day; International Stress Week, and Time to Talk. Mental Wellbeing sessions are integrated into the Supervisory Managing Performance and Wellbeing training.

The South West Joint Emergency Services Collaboration Group did not meet in quarter 4 but the Service has engaged with the National Fire Chiefs Council Northern & Metropolitan Fire and Rescue Services Occupational Health Group. This group met in March to discuss pertinent health and wellbeing issues, including Coronavirus (testing, vaccination, support/response and the impact on rehabilitation needs of long Covid). The group also discussed pensions and ill health medical discharges as well as eyesight and hearing standards. These meetings have enabled further national networking to highlight areas of good practice that can be incorporated into our procedures and ways of working.

Absence management continues to be a key focus for the Service and improvements identified by our internal auditors are being actioned and overseen by Officers. It is recognised that long-term is the largest contributing factor to the absence figures in quarter 4 across three staff groups, the exception being Fire Control.

Management of long-term absence is more complex than short-term absence as the illness/conditions may be serious and involve surgery and recovery time. With any long-term absence, staff are referred to occupational health from 28 days absence for advice and recommendations. Mental Health was the highest causation of absence for three staff groups this quarter. The main causation for corporate staff was musculoskeletal and support mechanisms remain in place. Through a cost benefit analysis, funding for private investigations is considered if NHS waiting times are delaying treatment and/or recovery.

Current guidance during the Coronavirus pandemic lockdown is for commercial gyms to close, however, with our existing prevention control measures, gyms on stations remain open. In quarter four, 92% of staff passed their fitness test and 17 members of staff were placed on fitness improvement plans and provided with advice and guidance on fitness improvement including weight management and nutritional information.

The Service has a corporate target to reduce the number of working days lost to non-physical ill health by 5% each year. 153 days were lost in quarter four compared to 51 days were lost in the same quarter last year. As a result, we have not achieved this target for 2020-21 but the longer-term trend analysis shows that the number of working days lost to non-physical ill health is decreasing.

The Service has a corporate target to achieve average sickness levels lower than the previous three-year average. Sickness data for quarter 4 is set out in the table below alongside quarter 4 in the previous year. The corporate target for 2020-21 was 9.1 and the actual figure was 7.7 which shows that the corporate target has been exceeded for 2020-21 and the longer-term trend analysis shows average sickness levels are decreasing.

## KPI (Key Performance Indicators)

### Number of shifts/days lost per person to sickness – all staff groups.

Quarter 4 2020-21	Fire control	Corporate	Wholetime	On-call*
Total No. in Staff Group.	33	315	403	598
No of individuals that had a short-term absence in Q4.	11	51	63	90
No of individuals that had a long-term absence in Q4.	1	10	18	30
% of total sickness absence in Q4 due to short term sickness.	73.4%	40.1%	39.4%	27.8%
% of total sickness absence in Q4 due to long-term sickness.absence.	26.6%	59.9%	60.6%	72.2%
No. of shifts lost per person in Q4 due to sickness absence.	2.6	1.8	2.0	4.0
No. of shifts lost per person in the same quarter last year.	2.2	2.0	2.5	3.4
Category for highest reason for absence (i.e., musculoskeletal).	Mental Health	Musculo Skeletal	Mental Health	Mental Health
Shifts/Days* lost per person 2020-21 cumulative.	8.2	5.4	9.2	14.6

## KLOE 9: How well trained and skilled are staff?

### KLOE 9 Summary

Embedding of our competence recording system, Gartan Expert, continues with weekly update reports showing a positive picture in terms of increased engagement and achievement of targets set for maintenance of skills competencies.

The current Annual Training Action Plan and on-call quarterly training programme continue to adapt to accommodate the impact of the Coronavirus pandemic. Risk critical training such as Breathing Apparatus and Fire Behaviour Training has continued throughout quarter 4 following Public Health England (PHE) guidance.

Training delivery is being supplemented by additional e-learning and virtual course delivery. Plans for the wholetime recruitment course in June/July 2021 are in place and have been developed in line with government guidance.

### KLOE 9 sub-diagnostic

#### How well do we understand the skills and capabilities of our workforce?

In quarter 4, operational staff who are not based on stations such as fire safety and training instructors showed significant improvements in their records of competence, by attending additional operational training sessions and receiving extra support on the use of our competence recording system, Gartan Expert.

The integration of the GROW e-learning product as part of the training recording system project has moved to the application of corporate staff competencies in consultation with Heads of Departments. Initial roll out to departments is due to commence in quarter 1 2021-22.

New Fire Control competencies have been developed with the Networked Fire Service Partnership (NFSP) partners and these are now uploaded onto the training recording system for quarter 1 2021-22.

All station based Operational Licence and Maintenance of Skills percentages are over 80% for this quarter in line with local performance targets which are routinely overseen.

The final quarter of the Annual Training Action Plan for 2020-21 has been adapted due to the national lockdown this quarter resulting in reduced student numbers and increased course demand. Plans for the wholetime recruitment course commencing in June 2021 are in place.

## **KLOE 10: How well do we ensure fairness and diversity?**

### **KLOE 10 Summary**

The Service's internal communications engagement plan, which ensures there is opportunity for all parts of the workforce to provide feedback and challenge to leaders, is on track with positive feedback. Sessions have taken place to provide an opportunity for staff who currently work from home to give their views on the Service's future approach to smarter working, as restrictions ease.

The Service continues to engage with unions on a regular and structured basis through liaison meetings attended by the Director of People and Director of Community Safety.

Wholetime recruitment continued during quarter 4 and 22 provisional offers have been made to successful applicants. Positive attraction for on-call vacancies have been facilitated via a virtual/social media platform, due to the Coronavirus pandemic.

The automation of the exit interview process has been delayed to quarter 2 2021-22 due to workloads, but this does not impact the Service's ability to gather and scrutinise leavers data. Trends in leavers have not highlighted any areas of concern in terms of age, gender or other protected characteristics.

Work to strengthen community profile information is progressing well and will further assist in targeting localised community engagement and recruitment campaigns.

## **KLOE 10 sub-diagnostic**

### **How well do leaders seek feedback and challenge from all parts of the workforce?**

The Service has an internal communications engagement plan to ensure there is opportunity for all parts of the workforce to provide feedback and challenge to leaders.

In quarter 4, our communications and engagement with staff has focussed on the Coronavirus pandemic whilst staff remain working from home during lockdown. This has involved:

- monthly Question Time dial in sessions
- monthly Major Incident Command Brief for managers
- Chief Fire Officer staff video update after Authority meetings
- fortnightly Wellbeing Wednesday support, and
- regular one to ones and team meetings over the phone and using video calls.
- Leadership events with middle and senior leaders.

Two 'Teams Talks' have taken place to provide staff who currently work from home to input into the Service's approach to smarter working, as national and local restrictions ease.

The Service continues to engage with unions on a regular and structured basis through liaison meetings attended by the Director of People and Director of Community Safety. This enables effective and timely two-way dialogue between the Service and staff representatives.

## **KLOE 10 sub-diagnostic**

### **How well do we identify and address potential disproportionality in recruitment, retention, and progression?**

The Service's wholtime recruitment campaign continued in quarter 4 with the written test, presentation and interviews taking place virtually due to the national lockdown. Successful candidates were then invited to take part in the bleep test on 23 March 2021 which was held at Five Rivers Leisure Centre in Salisbury.

Following the successful completion of all recruitment stages provisional offers have been made to 22 applicants. These new recruits have started a four-day induction programme and the majority will then attend a new recruits' course at either West Moors Training Centre or Devizes Training Centre. We are also holding a pool of candidates that can be called forward to fill vacancies as required in the future.

To address any disproportionality in recruitment, we have various positive attraction activities such as the on-call 'Have a Go' days which aim to attract and support a more diverse applicant base. However, we were unable to run events during this quarter due to the Coronavirus pandemic restrictions. As a result, we have increased use of social media as an attraction and recruitment tool.

The Service's promotions processes have been designed to promote fair promotion opportunities for all. 24 people entered the promotion process this quarter, 21 were male and three were female. 19 were White British, one was White Any Other White Background and four preferred not to say. Two people were successfully promoted this quarter from the substantive pool, they were both male.

Of the three new wholetime starters this quarter, all were White British males. Of the 16 new on-call starters this quarter, 15 were male and one was female. They were all White British and 56% were in the age group 25-35. There were no new starters in Fire Control during this quarter.

Of the 23 new corporate starters in this quarter, 15 were male and eight were female. 87% were White British and the majority were in the age group of 25-35 and 46-55.

Of the 11 wholetime leavers in this quarter all were male. Of the 17 on-call leavers 16 were male and one was female. There was one male leaver in Fire Control and of the four corporate leavers this quarter, 2 were male and 2 were female.

System developments to the exit process are ongoing. The new streamlined process will be online, and will be mandatory, allowing the Service to better monitor reasons for leaving and any associated trends.

## **KLOE 11: How well do we develop leadership and capability?**

### **KLOE 11 Summary**

Feedback on the new 1:1 process has been positive with a full evaluation due to be completed in quarter 1 2021-22. An internal audit carried out in January 2021 provided substantial assurance.

The new promotion process was launched on 3 August 2020 and several staff have successfully completed the process. The process has been designed so that staff can join and progress at a time and pace that suits them. A review of the new process will take place in quarter 2.

Both the 1:1 process and promotions process were co-designed with representatives from across the workforce who are part of our Leadership Consultancy Group.

Delivery of a range of incident command training, assessments and refreshers has continued during quarter 4.

The Service continually reviews and has updated development pathways, coaching and mentoring support arrangements. A wide range of apprenticeship opportunities are available to all staff.

Leadership Programme and Leaders Forum recommenced this quarter.

### **KLOE 11 sub-diagnostic**

#### **How well do we manage and develop the individual performance of our staff?**

All joiners are invited to a corporate induction and guidance is provided to line managers when inducting their new starters. Due to the impact of the Coronavirus pandemic, the face-to-face corporate induction, which is usually held at headquarters, was adapted to a new online format. During the Coronavirus pandemic, due to different working practices, probationary periods have been extended from six to nine months to support individuals further in their new roles

The 1:1 process was launched on 1 July 2020 and monitoring is in place to ensure that each member of staff receives at least an annual 1:1 review. There is evidence to reflect that the process is being used on the flexible basis (as designed), with some staff members using the process regularly. An internal audit was carried out in January 2021 and awarded a 'substantial' level of assurance.

The new promotion process was launched in August 2020 and monitoring to ensure that rotation of temporary promotions happens every six months has been set up to take place for those within the promotion pools. A review of the new process will take place in quarter 2, 2021-22.

Both the 1:1 process and promotions process were co-designed with representatives from across the workforce.

#### **KLOE 11 sub-diagnostic**

##### **To what extent are the career pathways of all staff effectively managed?**

Delivery of Leadership Development Programme and Leadership Forums continued during quarter 4 with good levels of attendance.

Incident command training also continued; using the facilities at the Fire Service College, enabling our supervisory managers to be assessed at a range of incidents. 40 command assessors have now been trained to develop and support our operational staff. Structured rota group training for Flexible Duty Officers ensures the opportunity to refresh skills and knowledge as well as providing a forum to share and learn from incidents recently attended. 22 managerial staff are now on development programmes. For those at Station Manager level these have included a role induction. The role induction for supervisory managers was due to be developed in quarter 4, 2020-21, but this has been delayed.