



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 17/60

MEETING	Dorset & Wiltshire Fire and Rescue Authority
DATE OF MEETING	5 December 2017
SUBJECT OF THE REPORT	Service Performance Review (Six Month Summary)
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	To note
EXECUTIVE SUMMARY	<p>The Authority carries out scrutiny of Service performance quarterly. Priorities 1, 2 and 3 are scrutinised by the four Local Performance and Scrutiny Committees at an area command level and priorities 4 and 5 are scrutinised by the Finance, Governance and Audit Committee.</p> <p>This report provides a summary of performance at a service level, for the first 6 months (quarter 1 and quarter 2) of the 2017/18 corporate planning year against our Service Delivery Plan.</p>
RISK ASSESSMENT	None for the purposes of this report
COMMUNITY IMPACT ASSESSMENT	None for the purposes of this report
BUDGET IMPLICATIONS	None for the purposes of this report
RECOMMENDATIONS	1) Members note the Service Performance Review (Six Month Summary)
BACKGROUND PAPERS	None for the purposes of this report
APPENDICES	None for the purposes of this report
REPORT ORIGINATOR AND CONTACT	<p>Name: ACFO J Mahoney, Director of Operations</p> <p>Email: james.mahoney@dwfire.org.uk</p> <p>Telephone No: 01722 691387 / 07850 945317</p>

1 Introduction

- 1.1. Dorset & Wiltshire Fire and Rescue Service (DWFRS) set out its overarching intentions for action in its Community Safety Plan (CSP), which runs from 2017 through to 2021. The CSP is refreshed annually to take account of the dynamic operating environment and ever changing risk profile.
- 1.2. The Service manages the implementation of the CSP via its Service Delivery Plan (SDP) through its Directorate structure and performance is monitored and scrutinised by two key committees: Local Performance and Scrutiny Committees (LPSC), and the Finance Governance and Audit Committee (FGAC).
- 1.3. There are four LPSC's representing each of the constituent Local Authority areas, which meet quarterly and scrutinise local performance against the first three of five key priorities:
 - Priority 1: Help you to make healthier and safer choices.
 - Priority 2: Protect you and the environment from harm.
 - Priority 3: Being there when you need us.
- 1.4. The FGAC also meets quarterly to scrutinise the two remaining key Service priorities:
 - Priority 4: Making every penny count.
 - Priority 5: Supporting and developing our people.
- 1.5. Priority 5 was introduced in the current iteration of the CSP and is therefore new to this summary report.
- 1.6. Four Key Lines of Enquiry (KLOE) support each of the five strategic priorities. The KLOEs pose specific questions against which managers judge performance, using performance indicators and commentary.
- 1.7. To ensure that the current performance position is well understood, each KLOE has a baseline assessment against three levels – *Developing*, *Established* or *Advanced*. The baseline assessment is reviewed annually as part of our corporate planning process.
- 1.8. Progression to the next level within these categories is indicated in the Service Delivery Plan. This plan is further supported by a comprehensive set of *on-going* key activities and projects along with those that are being put in place to *strengthen* or advance our current position.
- 1.9. A number of key performance indicators (KPIs) are used across the spectrum of KLOEs at differing levels of management to help monitor progress against the SDP. Where these KPIs are strategic, they are included in this summary report.

- 1.10. There are also a range of corporate targets established which we aim to achieve over the course of the current CSP. Many of these targets are reportable on an annual basis, however commentary is provided to explain the current position in relation to those targets.
- 1.11. We intend to review and strengthen our approach to the use of our KPIs and corporate targets in the next iteration of our Service Delivery Plan and this will be reported to Members in due course.
- 1.12. The two key committees noted above monitor and scrutinise performance quarterly. This report therefore provides a performance summary of the first two quarters at a service priority level and not an in depth review at a KLOE level.
- 1.13. Whilst not explicit in the narrative provided within this report, the focus of our performance management is driven by, and aligned to, our strategic risk register e.g. our strategic risk associated with the sustainability of our on-call duty system is being addressed under priority three as part of the on-call review, which is reported against under Priority 3.
- 1.14. Ordinarily, benchmarking would be used to help us better understand our relative performance and this is an exercise normally carried out with partners across the southwest. However, for this reporting period, it was not possible to obtain the relevant data due to the external provider being redirected onto national priorities post-Grenfell.

2. Priority 1: Help you make healthier and safer choices

- 2.1. Priority 1 is all about how we **prevent** incidents requiring an emergency response from occurring in the first place.

PRIORITY	KEY LINE OF ENQUIRY (KLOE)	BASELINE LEVEL	
		2017/18	2018/19
PRIORITY 1: MAKING SAFER AND HEALTHIER CHOICES	KLOE 1: How are we working with our partners to use a wider range of information to improve the well-being and independence of vulnerable people?	Established	Established
	KLOE 2: How are we delivering education programmes, which support families, children and young adults to achieve their potential and	Established	Established

	strengthen our communities?		
	KLOE 3: How are we delivering effective road safety education to reduce the risk of road traffic deaths and injuries?	Established	Advanced
	KLOE 4: How are vulnerable people receiving the level of support, advice and information they require to drive down their risk of fire?	Established	Established

(For 2017/18 our baseline assessment indicates that our performance is where we intended it to be, which for Priority 1 is established)

CORPORATE TARGET	PROGRESS	ISSUES
Achieve a 5% reduction in accidental fires (over the average achieved during the last 5 years – 2011-2016)		None. Progress remains on track
Achieve a 5% reduction in deliberate fires (over the average achieved during the last 5 years – 2011-2016)		Analysis suggests that although there are no specific causes, there is an upward trend in deliberate fires. Performance against deliberate fires is managed by the Area Management Teams and is reported quarterly to Local Performance & Scrutiny Committees
Working in partnership, we will help to reduce the number of deaths and serious injuries in road traffic collisions by 40% by 2020		None. Progress remains on track
By 2020, we will ensure that 85% of all safe and well checks are undertaken on high risk individuals		None. Progress remains on track
By 2020, we will achieve a positive outcome for 75% of young people		None. Progress remains on track

completing an organised programme or scheme.		
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Consolidated evidence

- 2.2. Performance in relation to the Priority 1 KLOE is progressing well with key activities outlined within the Service Delivery Plan being delivered. There are no additional risks or issues to report beyond those highlighted at Local Performance and Scrutiny Committees.
- 2.3. Our prevention activities continue to be at the forefront of our approach to community safety and to do this we support Community Safety Partnerships across the service area. We are currently cross mapping the priorities of our Health, Police and Local authority partners to our Community Safety Plan to ensure and support effective collaboration.

An example of cooperation with our partners is our *'Men's Sheds'* initiative. Men's Sheds is a national initiative to provide a safe, friendly and inclusive venue in the local community to enable people to come together to share practical skills and learning. It supports men who may be isolated and lonely and evidence has shown that this type of initiative can substantially improve health outcomes for participants. We provide space for a Men's Shed at Royal Wootton Bassett Fire Station that links into Age Concern, The Men's Health Forum and the local Rotary Group.

- 2.4. We also work with Clinical Commissioning Groups in areas such as the *'falls and bone collaboration'* and there is on-going work aiming to reduce hospital admissions and to deal with vulnerable people when returning home.
- 2.5. *"Universal Prevention Education"* refers to the children and young people receiving safety education in an educational setting such as pre-schools, primary and secondary schools and colleges as well as home-educated children. It covers children and young people's voluntary and community groups such as Scouting and Guiding organisations. The overall aspiration for Universal Prevention Education is that *"Every child in DWFRS area has the opportunity to access fire safety education at least once in each key stage from foundation to Key Stage Five via their educational setting"*.

2.6. This is with the aim of:

- Preventing children and young people being harmed or killed in accidental fires
- Preventing children and young people becoming involved in fire crime and anti-social behaviour or causing fires through ignorance or carelessness
- Educate and develop children in fire safety skills and responsible citizenship
- Providing children and young people with the skills to enable them to maintain a safe and healthy lifestyle and to be able to make more positive life choices which will help them lead safer lives.

Students at Bournemouth University received Safe and Well advice during five induction days in Freshers' week, which included fire safety leaflets.

2.7. The Fire and Rescue Service is called to far more **road traffic collisions** than house fires and many of these collisions result in injury or loss of life. Prevention work to reduce the number of collisions and casualties is therefore a high priority for us. Nationally, there were 1,713 deaths and more than 180,000 casualties caused by Road Traffic Collisions during 2013.

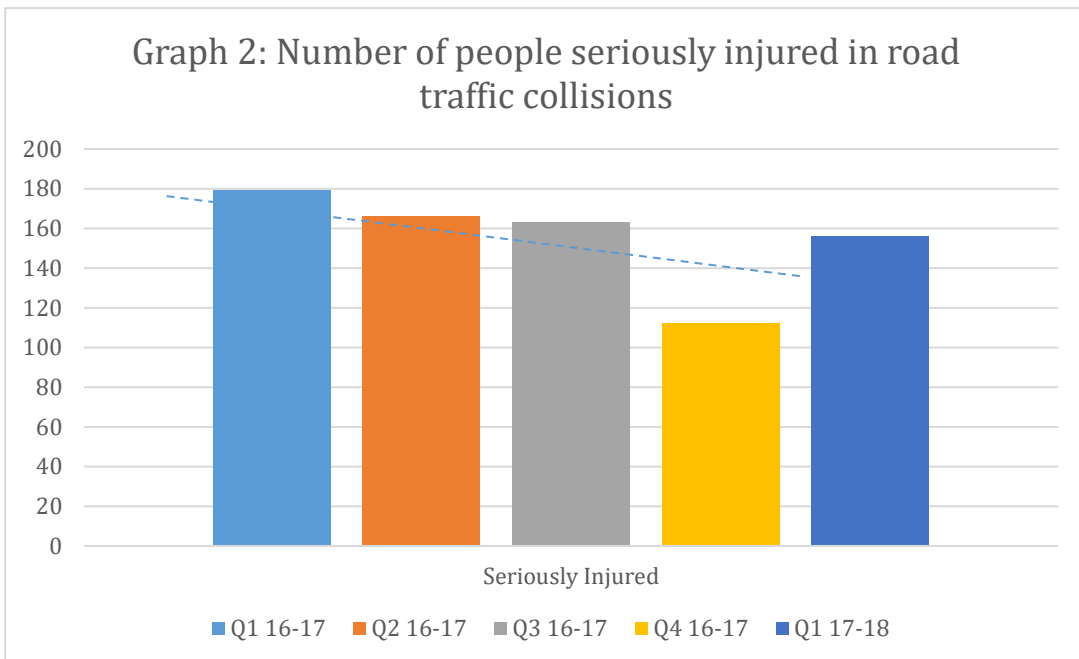
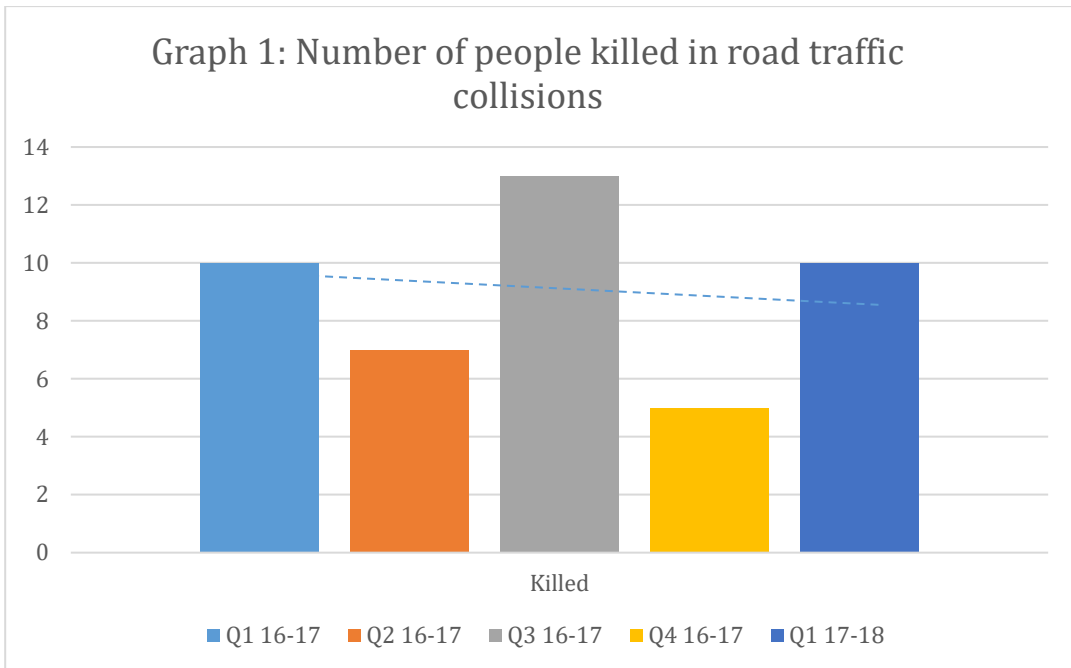
2.8. We focus our Road Safety work on:

- **Young People** aged 16-24 - Local Statistics for Dorset & Wiltshire show that this age group makes up almost a third of casualties at 27%.
- **Corporate Fleet Drivers** - with the aim of improving occupational road risk management. We are focusing on issues such as drink driving, tired driving and distraction driving
- **Motorcyclists** - In Dorset and Wiltshire motorcyclists accounted for 15% of collisions and 13% of casualties. The 16-24 age group were the most common casualties with more than double any other age. We are working with partners to support the *Think Bike* campaign, *BikeSafe* and the *Bikerdown* initiatives
- **Pedal Cyclists** made up 14% of casualties in Dorset and 8% in Wiltshire. In Wiltshire, the age group with the most casualties is 34-44 and in Dorset the age group with the highest casualties is 16-24. Most collisions happen in urban environments and we are supporting the Police Force's *Operation Close Pass* Initiative
- **MOD** - Army personnel are 181% more likely to be involved in a road traffic collision than the general public (MOD statistics 2014) and nearly a quarter of the regular army's establishment is based within our service area.

2.9. Our road safety work includes the use of the '*Safe Drive Stay Alive road show*' as the main education tool prior to learning to drive. Other initiatives that we use include '*The Honest Truth*' scheme, ad-hoc education using the crashed car, driving simulation, extrication demonstrations and school talks.

2.10. Road safety is delivered in collaboration with key partners who jointly fund, support, coordinate, promote and deliver the various schemes.

2.11. The Police provide information on road traffic deaths and injuries and there is a time delay before information is released to us (DWFRS) and therefore only figures for the 1st Quarter are currently available. Each death and serious injury is a tragedy to the family involved, which is why Members approved the demanding target, working with our partners, to see a 40% reduction in deaths and injuries on our roads. In the first quarter, ten people lost their lives in road traffic collisions and a further 156 people were injured in collisions. We continue to work with our partners to achieve our corporate target.



- Young people aged 16-24 make up almost a third of road casualties at 27%
- Army personnel are 181% more likely to be involved in a road traffic collision than the general public
- During November, we focused on the Army to reach 2,200 of their personnel during the National Road Safety week.

In the first six months of 2017/18:

- 17,071 people have been engaged with by the Dorset and Wiltshire road safety team.
- Over 60 schools and colleges with local businesses involved through a variety of events including **Safe Drive Stay Alive**, crashed car displays and driving simulator events
- Survey of school staff attending the roadshow show 100% believe the roadshows have a positive effect on their student's attitude to road safety.

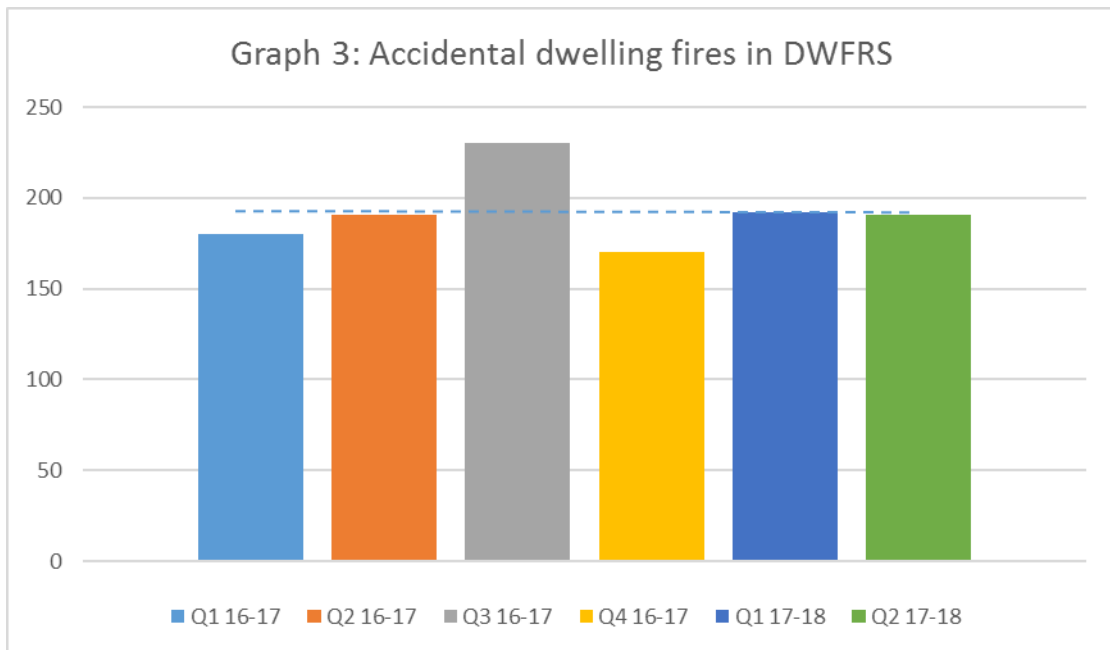
2.12. Analysis of the statistics relating to numbers of people killed or seriously injured (see graph 1 and 2 above) is carried out by road safety partnerships and our role is to support those partnerships by delivering the education programmes described above.

Because of the fire at **Grenfell Tower** in London, we have continued to focus on the work of making our residents safer in their homes. All of our high-rise tower blocks have been visited to ensure that residents know what to do in the event of a fire, what evacuation procedure is applicable and to alleviate concerns about the construction of their buildings.

2.13. Incidents where people die in fire are subject to inquest and it is for the coroner to determine whether a fatality is due to fire or not. Sadly, during the first six months there have been three confirmed fire related deaths (at three separate incidents, two accidental and one non-accidental). Three further deaths occurred at fire related incidents and are awaiting a coroner's verdict.

2.14. Fatal fire reviews are carried out to deliver our Service priorities to reduce fires and fire related casualties (both deaths and injuries). The outcomes from the reviews influence and support work at all levels by the Service to improve fire safety, build effective relationships with partners and share Prevention fire safety messages more widely

- 2.15. Accidental Dwelling Fires are accidental fires in the home and consequently difficult to stop. However, at post fire audits by examining a range of information the Service is able to draw conclusions about the key contributory factors that feature in fires in the home. This allows us to gain an insight into the characteristics, circumstances and trends that affect the frequency of accidental dwelling fires. We use this trend analysis to focus our Prevention activities to target education on those most at risk and the trend is a reduction in such incidents (see graph 3).

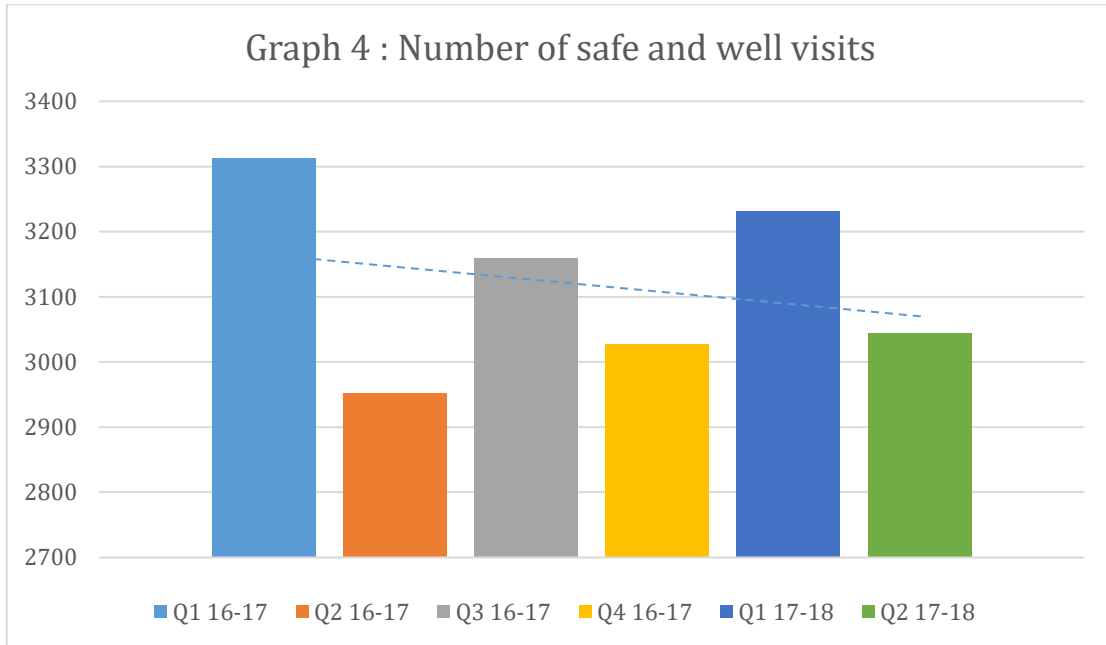


- 2.16. We remain committed to making a difference to our residents with our aim being to reduce the level of risk and harm to our communities from fire by targeting those most at risk. We do this work primarily through our Safe and Well visits for which we have a constant stream of referrals sent through from our partners, such as South West Ambulance Service Foundation Trust, health providers and individuals who self-refer.

- 2.17. Our teams visit households to fit smoke detectors and provide information to make them aware of potential risks in their home. The visit normally last one hour and covers areas such as:

- Electrical safety
- Cooking safety
- Escape planning
- What to do in the event of a fire
- Keeping children safe
- Good practices, such as a night-time routine

2.18. We are able to support individuals with their varying needs and are able to supply them with fire retardant bedding, a winter warmth pack, extension leads or alerters for the hearing impaired. Where appropriate we can spray a fire retardant spray around beds, chairs etc, this ensures that if the individual is smoking in the property and has a history of not disposing of smoking materials safely then they will have extra protection.

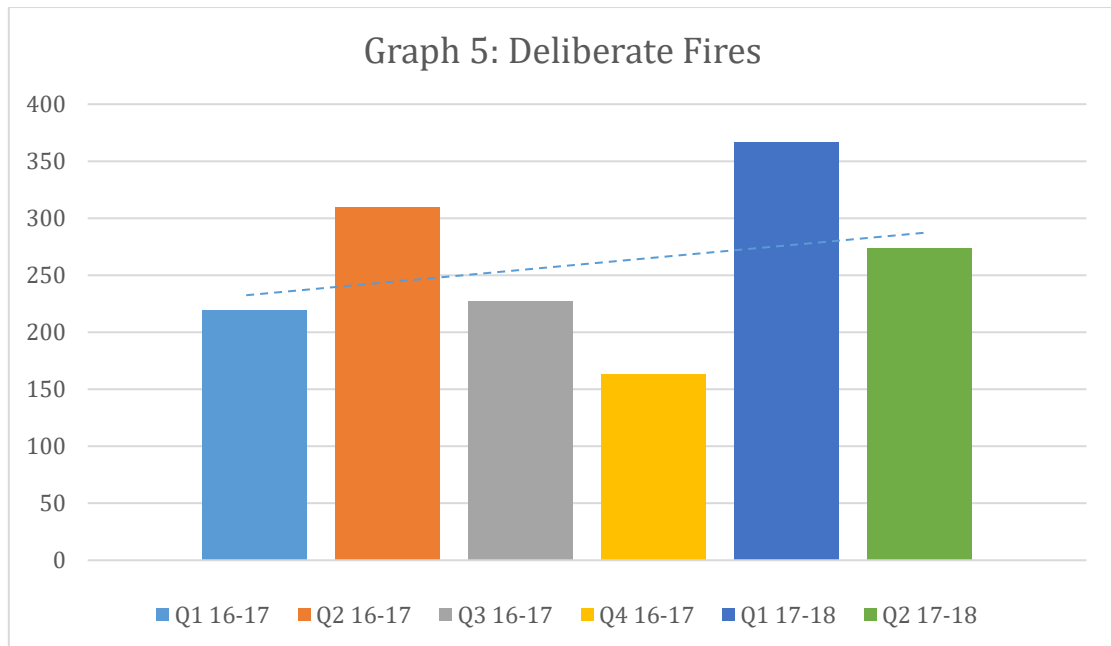


2.19. The number of Safe and Well visits has fallen during the second quarter, compared to quarter one. This is due to a re-setting of our approach to such visits, which take longer to carry out.

2.20. We are now beginning to embed the use of our analytical tools and shared data to better target those most at risk.

2.21. In the last six months, we have undertaken 6246 safe and well checks and through ever more sophisticated use of our management information tools, we are on track to achieve our corporate target of delivering 85% of all safe and well checks to our high-risk residents by 2020.

2.22. On top of the safe and well checks, we also carry out other interventions such as leaflet dropping and signposting to other more appropriate agencies and our referral mechanism is currently under review.



- 2.23. Nationally the long-term trend that has seen deliberate fires reducing has reversed with increases in both 2015/16 and 2016/17 (Arson Prevention Forum).
- 2.24. Across the Service area, deliberate fires for Quarter 1 and Quarter 2 numbered 641, which is a rise of 112 over the same period for 2016. This figure is still well below other fire services across the South West (see graph 5 above).

We are delivering **Firesetters** education scheme for 4-18 year olds who are referred to us after being assessed as having an interest in fire setting. The main purpose of this scheme is to achieve a **“Firesafe”** child through a programme delivered by specially trained staff. Through dialogue and positive intervention, we show them the dangers of their practices and offer support and advice to the individual and their families

- 2.25. Our **Firesetters** liaise with area management teams to inform them of incidences of arson so that proactive multi-agency work continues across the Service to reduce the frequency and impact of arson.
- 2.26. Deliberate fire data is analysed at a local level on a monthly basis to identify specific areas of concern and to monitor trends. Deliberate fires include incidents such as bonfires and grass fires. Peaks generally occur during school holidays, particularly during dry weather conditions. The Service works closely with the police and local authorities to drive down such occurrences.
- 2.27. We shortly plan to roll out ‘Community Audits’ where we use our personnel proactively to report fly tipping, dumped combustibles and other anti-social activities, such as graffiti, to local authorities so that community issues are dealt with quickly.

3. Priority 2: Protect you and the environment from harm

3.1. Priority 2 is about how we **protect** individuals and groups, our buildings, including the unique heritage that exists across our service area, and the wider environment from harm.

PRIORITY	KEY LINE OF ENQUIRY (KLOE)	BASELINE LEVEL	
		2017/18	2018/19
PRIORITY 2: PROTECTING YOU AND THE ENVIRONMENT FROM HARM	KLOE 5: How are we effectively working with our partners to safeguard the vulnerable people we come into contact with?	Established	Established
	KLOE 6: How are we providing professional advice and support for local business so they can meet their legal fire safety obligations and add to the economic growth of our communities?	Established	Advanced
	KLOE 7: How are we identifying and driving down risk to the community, unique heritage and environment?	Established	Advanced
	KLOE 8: How do we support local resilience partnership arrangements to make sure we can fulfil our statutory responsibilities and improve community resilience?	Established	Established

(For 2017/18 our baseline assessment indicates that our performance is where we intended it to be, which for Priority 2 is established)

CORPORATE TARGET	PROGRESS	ISSUES
By 2020, we will annually audit 100% of known sleeping accommodation identified as high risk		None. Progress remains on track

where the fire safety order applies		
By 2020, we will annually audit 100% of other non-domestic premises identified as high risk where the fire safety order applies		None. Progress remains on track

Consolidated evidence

- 3.2. Performance in relation to the priority two KLOEs is progressing well with key activities outlined within the Service Delivery Plan being delivered. There are no additional risks or issues to report beyond those highlighted at Local Performance and Scrutiny Committee’s.
- 3.3. In terms of Safeguarding, we continue to work with other agencies, receiving referrals from the Police and South Western Ambulance Service and we in turn make referrals to a range of agencies such as Children Services, GP’s and NHS Teams, Social Services, the Police, Community Mental Health Team (CMHT) and Sight and Hearing teams, and to falls clinics.
- 3.4. We have been involved in a variety of safeguarding activities such as *World Elder Abuse Day*, where we worked alongside professionals from the council’s safeguarding adults and trading standards teams, Carer Support Wiltshire and the Wiltshire Bobby Van Trust. The team were there to answer questions about how to protect yourself, those you care for and those who are most vulnerable, from financial abuse and scams.

Our approach to Safeguarding has been audited by the Dorset, Bournemouth and Poole Safeguarding Boards, using the Safeguarding Adults at Risk Audit Tool that was developed by the London Chairs of Safeguarding Adults Boards (SABs) network and NHS England (London).

The tool reflects statutory guidance and best practice and in the first phase of the audit, DWFRS secured a GREEN rating, in that DWFRS meets the requirement consistently across the organisation.

- 3.5. Our fire safety protection activities focus on buildings where there is a sleeping risk and in 2017 we have particularly targeted Residential Care Homes, Accommodation above commercial units and rogue landlords of Houses in Multiple Occupation (HMO’s).

3.6. Our Aim is to:

- Pursue a positive approach to business support and education aimed at promoting residential and commercial sprinkler systems
- Further enhance our effective working practices with partner agencies such as the Care Quality Commission, Food Standards Agency, Environmental Health, Immigration and the Environment Agency in order to share intelligence and maximise our impact in reducing both commercial and residential risks
- Address compliance issues in HMOs and to protect vulnerable people who often reside in this type of housing
- Promote the Primary Authority Scheme to offer professional and consistent fire safety advice across a broad spectrum of businesses.

In the last six months, we have completed:

- 668 Building Regulations consultations.
- 52 Fire Safety Complaints (88% attended within 24 hours).
- 202 Post fire audits.
- 434 Fire Safety Audits with approximately 50% completed as Chief Fire Officers' Association (CFOA) Short Audits.
- 263 Licensing applications.

3.7. Our teams are working with Local Enterprise Partnerships to offer support to a wide range of businesses on fire safety. This will take place over the year, at planned events with other teams such as Trading Standards, Environmental Health and Building Control. We are using social media platforms to pass business safety messages in a timely fashion to support business leaders on key safety areas

3.8. We also promote the Primary Authority Scheme across the service that supports business growth and consistency of enforcement action.

- We take every opportunity to influence external partners on practices to keep people safe from fire eg we lobbied and worked with Selwood Housing to maintain a domestic sprinkler system in 200 homes which was at real risk of being removed
- We recently worked with Swindon Borough Council to secure over £1m for fire safety upgrade works to high rise blocks in the Borough.

3.9. Selwood Housing and Magna Housing have agreed to Primary Authority partnerships with DWFRS and further meetings will take place in October to progress this.

3.10. Prospective Primary Authority Partners will be invited to consider partnerships with DWFRS following a media release to advertise the scheme, which will be published in due course.

- 3.11. Following the Grenfell Tower fire in June 2017, much of the fire safety teams' work has been dedicated to High Rise premises and supporting building owners through testing times and every premises of five or more floors has now been audited.
- 3.12. Our multi-agency joint working, such as *Operation Galaxy* in the South of the area, has resulted in fire safety standards being raised in 30 HMOs this year. Our inspectors work closely with Safe and Well teams to deliver home safety advice 'behind the front door' to protect vulnerable people from fire.

DWFRS is working in partnership with the Aster Group in Wiltshire to place portable misting systems in the homes of vulnerable people in the community as a pilot project. Once the first misting system is tested further units will be installed with six homes having been identified at present.

The focus is on those who have mobility difficulties and represent a higher fire risk due to smoking.

- 3.13. We have in place a system and process for identifying and assessing operational and community risk called *Site Specific Risk Information*. We liaise and coordinate with partners and risk owners/occupiers to produce operational information and guidance on the risk, which can include: tactical fire plans, salvage plans and environmental protection plans. This pre-planning allows greater focus on hazards to firefighters, to the environment and to heritage etc, in the event of an incident.

Work has been undertaken with HM Prison Service to improve pre-planning and operational considerations at the prisons within our Service area, following the fire at HMP Guys Marsh. The lessons jointly learned have been fed up to Governmental level to shape policy and inform the future construction of prison buildings.

- 3.14. Following a significant incident that resulted in two fire deaths in Swindon, we have worked closely with our colleagues in the local authority as well as local groups such as the Harbour Project and City of Sanctuary who work with asylum seekers and refugees. Additionally, we supported Swindon Borough Council develop a business case to Government that resulted in a grant of £278,000 being awarded to support the increase in migration to the Borough, particularly in the Broadgreen area of Swindon.
- 3.15. Under the Civil Contingencies Act, DWFRS has a duty to collaborate with partners and to ensure its preparedness to respond to a range of incidents identified in the community risk register. The mechanism for doing this is via the Local Resilience Forums (LRFs) namely Dorset, and Wiltshire and Swindon. Performance across the LRF is reported to constituent bodies

and there are currently no outcome measures in place to identify the effectiveness of the role that individual partners play.

- 3.16. In order to evaluate the effectiveness of emergency responses and monitor the introduction of new operating guidance, DWFRS is a member of blue light (Emergency Services) collaboration groups in both Dorset and Wiltshire, these groups include members of the Police, Ambulance and Fire service and they regularly consider a range of matters such as: briefings on the latest threat from terrorism, VIP visits, new operational guidance, and training opportunities. Debriefs of significant incidents are also considered and where necessary they implement changes or make recommendations for improvement. The most significant learning points are raised nationally using the Joint Organisational Learning system.
- 3.17. During this period, DWFRS has been audited against the Joint Emergency Services Interoperability Programme (JESIP) with no significant deficiencies identified.

4. Priority 3: Being there when you need us

- 4.1. Priority 3 is all about our emergency response capability ie. having the right people in the right place with the right equipment and training to respond to and safely deal with any reasonably foreseeable emergency.

PRIORITY	KEY LINE OF ENQUIRY (KLOE)	BASELINE LEVEL	
		2017/18	2018/19
PRIORITY 3: BEING THERE WHEN YOU NEED US	KLOE 9: Are appliances available when we need them?	Established	Established
	KLOE 10: How effective and efficient are our response arrangements for dealing with the range of incidents and medical emergencies we attend?	Established	Established
	KLOE 11: How are our operational staff prepared for the identified hazards and risks associated with the range of incidents they are likely to attend?	Established	Advanced
	KLOE 12: How do we learn from operational and community risk; to improve the response services we provide?	Established	Established

(For 2017/18 our baseline assessment indicates that our performance is where we intended it to be, which for Priority 3 is established)

CORPORATE TARGET	PROGRESS	ISSUES
On 75% of occasions, we will achieve our response standards based on a 10 minute response time including all call handling and travel time		In general terms, availability in the Swindon, Bournemouth and Poole command areas, due to the prevalence of whole-time crewed (immediately available) appliances, remains high and hence response standards in those areas is commensurately high. However, in the predominantly rural and hence on-call areas of Wiltshire and Dorset, availability and hence response standards are more challenging.

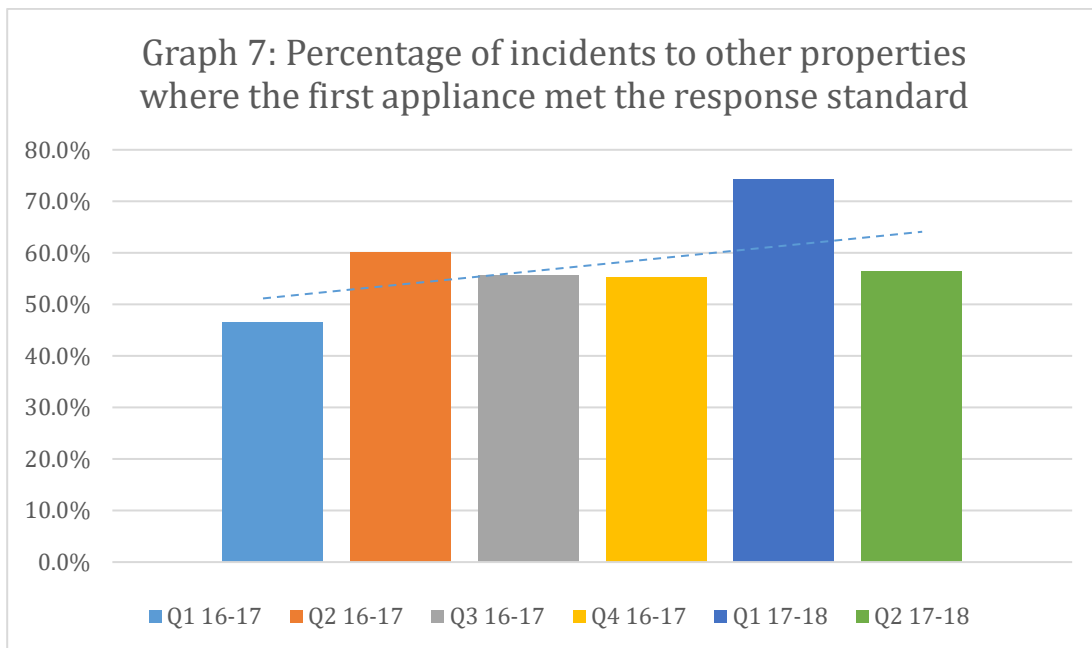
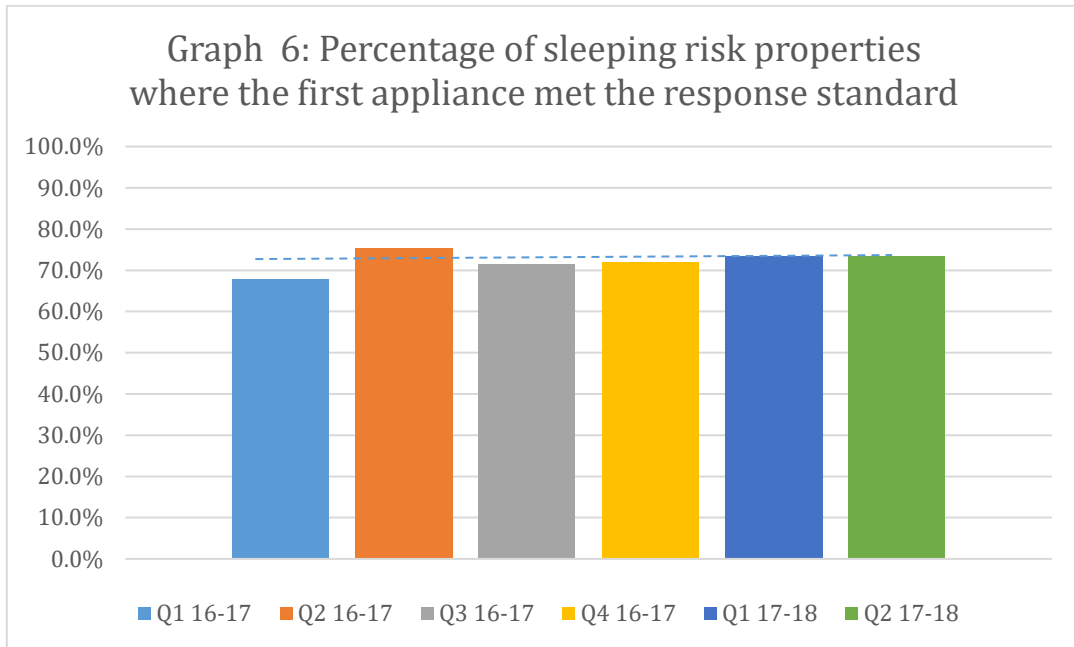
Consolidated evidence

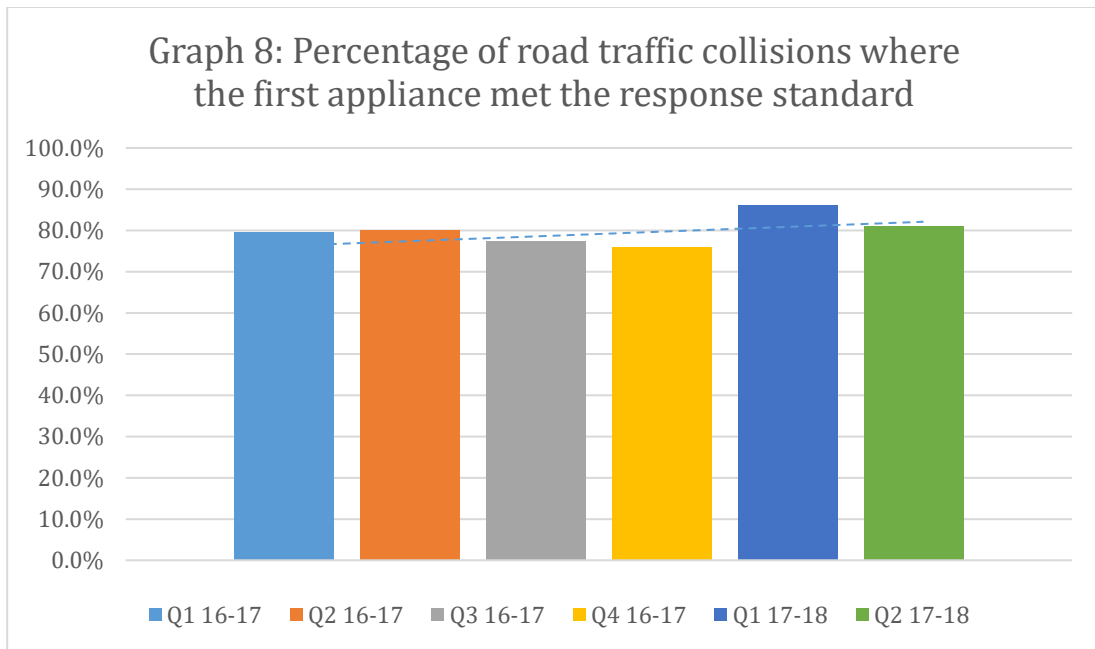
- 4.2. Performance in relation to the priority three key lines of enquiry is progressing well with key activities, outlined within the Service Delivery Plan, being delivered. There are no additional risks or issues to report beyond those highlighted at Local Performance and Scrutiny Committees.
- 4.3. We have set our emergency response standards to focus on life risk, which for sleeping risks means we aim to arrive within ten minutes for the first fire engine and 13 minutes for the second, if needed.
- 4.4. The siting and number of our fire stations is based on standards of fire cover aligned to a now abolished act of parliament (Fire Services Act 1947) which laid down strict response times associated with generic and not specific or actual risk. These standards dictated duty systems eg. whole time duty systems in the major conurbations and on-call duty systems in the more rural areas.
- 4.5. In general terms, our fire stations remain in the right place although this is subject to on-going review as part of our approach to integrated risk management planning.
- 4.6. Whilst our availability to respond to the wide range of emergencies that we face is suitable and sufficient in our major conurbations, 85% of our response appliances are crewed by on-call duty system firefighters who are mostly operating in rural areas.
- 4.7. Attraction, recruitment, retention and therefore availability of our on-call firefighters continues to be a challenge. This is an acknowledged national

- issue with much debate and focus placed on the sustainability of what was previously referred to as the retained (pay as you go) duty system.
- 4.8. We have therefore been focusing on local campaigns to improve the establishment of our on-call duty system staff. This has had increasing success and together with a comprehensive on-call review, this will help ensure the sustainability of this critical section of our workforce.
 - 4.9. Significant work has been undertaken to identify areas of crewing shortages and accordingly implement targeted recruitment campaigns and has resulted in an increase in interest, applications and new recruits into the Service. However, due to the necessary length of the recruitment and training process this remains an on-going challenge and priority.
 - 4.10. Furthermore, a mentoring scheme is in development to ensure that interested parties are fully supported throughout the application process and training regime and thereby improve retention rates amongst new firefighters.
 - 4.11. We are working to review contractual hours in preparation for wider implementation of the on-call salary scheme across the Service over the coming year.
 - 4.12. As part of our positive action initiative '*Be One Of Us*', we have implemented a number of proactive interactions to encourage applications from under-represented groups. This includes station 'have a go days', visiting local gyms and sports clubs and attending public events.
 - 4.13. In general terms, availability in the Swindon, Bournemouth and Poole command areas, due to the prevalence of whole-time crewed (immediately available) appliances, remains high and hence response standards in those areas is commensurately high.
 - 4.14. However, in the predominantly rural and hence on-call areas of Wiltshire and Dorset, availability and hence response standards are more challenging.
 - 4.15. The graphs below, based on our key performance indicators (KPIs) show the service wide combined figures on which our corporate target is based. During the first six months we achieved our ten-minute response time for the first appliance to sleeping risk premises on 73% of occasions, against our 75% target.
 - 4.16. Local Performance and Scrutiny Committees receive and scrutinise more detailed KPI reports for their areas.
 - 4.17. Apart from the challenges associated with on-call availability, many incidents occur beyond the reach of a ten-minute response time due to the very nature of our service geography and it is here that we focus our prevention and protection efforts, identifying those most at risk, as an

integrated approach to risk management including our emergency response.

- 4.18. Our response to road traffic collisions where we have a 15-minute response standard remains high.





4.19. Response standards are analysed quarterly to develop intelligence to ensure prevention and protection activities are targeted appropriately. This data also informs the targeting of recruitment to ensure stations have the correct staffing levels. The outcomes from the analyses are reported to the respective LPSCs.

5. Priority 4: Making every penny count

5.1. Priority 4 is concerned with ensuring that we provide **value for money** in everything that we do. That is being as effective, efficient and economic as we can be and having good governance in place to do this. This priority is broadly concerned with governance (incl. information management); financial management and procurement; asset management and health and safety.

PRIORITY	KEY LINE OF ENQUIRY	BASELINE LEVEL	
		2017/18	2018/19
PRIORITY 4: MAKING EVERY PENNY COUNT	KLOE 13: Are effective governance and decision-making arrangements in place?	Established	Established
	KLOE 14: How are we providing effective health and safety support to our staff?	Developing	Established
	KLOE 15: Do we have robust financial management and procurement plans in place to ensure long term	Established	Established

	viability and value for money?		
	KLOE 16: Are we making the most effective use of our assets to deliver our priorities?	Developing	Developing

CORPORATE TARGET	PROGRESS	ISSUES
By 31 March 2019, to have achieved accreditation against BS OHSAS 18001 Occupational Health and Safety Management.		None. Progress remains on track
To reduce the number of working days lost to work related injuries and ill health by 5% each year		Improving data quality may mean that the combined baseline position following the harmonisation of data systems may alter. Quarter (Q) 1 results so far show an improving picture. Q2 will be discussed at Finance, Governance and Audit Committee meeting on 15 December.

Consolidated evidence

- 5.2. Overall performance in relation to this priority and the four KLOEs is good with key activities outlined within the Service Delivery Plan being delivered. There are no additional risks or issues to report.
- 5.3. The commentary below includes the second quarter’s performance but has yet to be scrutinised by the Finance, Governance and Audit Committee meeting which is due to meet on the 15 December. The future timing of this Committee is currently being reviewed by officers.
- 5.4. **Governance:** Sound governance arrangements are in place for the Authority. A comprehensive framework of assurances exists to support the Statement of Assurance and the Annual Governance Statement which have been discussed positively at the last Finance, Governance and Audit Committee. The process by which these statements are developed received a *substantial* level assurance from internal auditors last year. There are sound internal control systems in place with good relationships between internal and external auditors. Following the Authority’s decision to reduce its membership, officers are currently liaising with civil servants to pursue an amended Combination Order. A revised approach to governance

arrangements is to be considered at the next Finance, Governance and Audit Committee meeting for recommendation to the Fire Authority at its February 2018 meeting.

5.5. The Authority is fulfilling its legal responsibilities under the Data Protection Act and Freedom of Information Act. In 2017/18 we received 56 requests for information under the Freedom of Information Act and all were responded to within the 20-working day deadline. As a result of a third party contractual arrangement not notifying the Service in a timely manner, 2 of the 7 subject access requests under the Data Protection Act, were responded to outside of the 40-calendar day timeframe. Amendments to this contract are now being progressed to prevent reoccurrence. An action plan for compliance against the new General Data Protection Regulations is now in place and being monitored monthly to ensure the Authority meets its legal responsibilities when these regulations take effect in May 2018. Member training for this is scheduled for the December's Finance, Governance and Audit Committee meeting.

5.6. The Service continues to systematically manage information risks, helping to ensure we have the right controls in place, including monitoring of the cyber security risk. The annual IT Health Check was carried out in May 2017 and a comprehensive action plan is in place and which is actively managed. The Service remains in a positive position with regards to its arrangements. The review, consultation and publication of documents is centrally managed to ensure a consistent and robust process which ensures our policies and procedures meet our legal requirements. The alignment of our procedures following combination, continues to be actively monitored and there is good progress against this.

5.7. Complaints continue to be well managed and Members receive assurance on a regular basis in relation to the number resolved within 14 working days and those,

In the first six months of 2017/18 the Service has:

- received 56 requests for information under the Freedom of Information Act and all were responded to within the 20-working day deadline
- 11 complaints were received. The resolution of one of these is currently outstanding and ten were resolved within 14 working days
- The Authority has received unqualified accounts
- 11 out of the 24 management information systems have now been combined. The remaining 13 systems are on track
- The migration of procedures and single ways of working remains on track
- 53 injury or ill health incidents were reported, of which 7 were reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013; there are no major issues or concerns
- There were 22 operational injury incidents. There are no major issues or concerns.

which were upheld. We received 24 complaints, of which one is outstanding and 23 were resolved within 14 working days.

- 5.8. **Health and safety:** Detailed health and safety performance reports continue to be monitored through the internal Health, Safety and Welfare Committee. Staff and their representative bodies participate in the process of improving the health, safety and wellbeing of employees as part of this committee and through the consultation process associated with the development of procedures. To support the Statement of assurance required under the National Framework 2012, a comprehensive health and safety assurance framework has been developed for agreement by the Finance, Governance and Audit Committee.
- 5.9. The migration of systems and procedures is monitored monthly and remains on track. Accident and near miss reporting systems have been harmonised along with the risk assessment database. This will further improve consistency and understanding across the workforce and allow management reports to be produced with common definitions and data. It will also help to improve the quality of data and drive any under-reporting of absence or near miss reporting. The commitment by the Authority to gain BS OHSAS 18001:2007 by the end of 2018 is monitored monthly and discussed with the Member champions. Progress remains on track.
- 5.10. Compliance against wider legal obligations has been undertaken through sample quality assurance visits, to confirm on-the-ground practice. Auditing and reviewing of health and safety activities has been further enhanced through the development of internal auditors as part of the role of Station Managers who are now trained to carry out internal audits to the BS 18001 standard. This initiative remains on track.
- 5.11. Across the Service, there was a small rise in *injury/harm* incidents but a drop in the number of RIDDORs (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013). In total 53 injury or ill health incidents were reported within the first six months, which led to seven RIDDORs. There were 22 operational injury incidents. There are no major issues or concerns.
- 5.12. **Financial management and procurement:** The Authority has a Medium Term Financial Plan in place, covering the financial years to 2020/21. The Plan demonstrates how the Authority can balance its revenue budget over this time period, using reserves and balances as necessary. An updated Plan has been developed by officers and was approved by the Policy & Resources Committee on 19 October 2017. Members monitor financial performance on a quarterly basis and the 1st Quarter performance for 2017-18 was reported to the Finance, Governance and Audit Committee in September 2017. The 2nd Quarter performance will be reported in December.
- 5.13. Our external auditors, KPMG, have completed their audit of our statutory accounts for 2016-17, the first financial year of the new Authority. The

accounts were approved by Members in September and published on our website. We received an unqualified audit opinion. Planning to produce the 2017-18 statutory accounts has started, with an initial planning meeting with KPMG taking place in November. Dates have been agreed with KPMG for the interim and final audit fieldwork, and a Committee date agreed. The Key Financial Controls internal audit for 2016-17 concluded that adequate controls were in place, with a small number of minor improvement actions to be progressed, and these are now largely completed and monitored by the Finance, Governance and Audit Committee.

- 5.14. Good progress continues in bringing together all the contracts of the two former authorities. New contracts have recently been awarded in respect of payroll services, firefighters pension administration and occupational health provision. These contracts were procured in collaboration with regional fire and rescue partners.
- 5.15. **Asset management:** There has been progress with the development of a systems approach to asset management in line with British Standards with the asset management strategy approximately 50% complete. Working on developing the integrated property asset management plan is progressing well and partnership opportunities are being explored across a number of sites across the Service.
- 5.16. The recruitment issues reported to the Finance, Governance and Audit Committee and the Authority in June have been resolved and significant progress has been made in bringing together management information systems. The fleet systems are being merged into one system with the target date of the end of March 2018 for full functionality. The stores system is being consolidated into the finance system to be more organisationally efficient. The estates system and the hydrant management systems are already aligned Service wide ensuring a common approach to management.
- 5.17. The Information, communication and technology (ICT) Roadmap provides a five-year plan of the direction for ICT, both in Service delivery, and Technology and Software management. This roadmap is linked to business plans and feeds the capital finance plan. It is regularly reviewed and aligned with wider budget setting. ICT harmonisation continues with the Service now migrating to a new staff intranet and office 365 in line with its smarter working programme.
- 5.18. Good progress is being made within the Systems Migration Plan. Eleven out of the 24 systems in the plan have now been combined. The remaining 13 systems remain on track for harmonisation within the agreed programme.

6. Priority 5: Supporting and developing our people

- 6.1. Priority 5 is concerned with how we develop and support our **people**. This priority is broadly concerned with workforce and succession planning; learning and development; leadership and culture; health and wellbeing and staff engagement.

PRIORITY	KEY LINE OF ENQUIRY (KLOE)	BASELINE LEVEL	
		2017/18	2018/19
PRIORITY 5: SUPPORTING AND DEVELOPING OUR PEOPLE	KLOE 17: How are we ensuring 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?	Developing	Established
	KLOE 18: How are we making sure that our staff are trained and developed to be able to carry out their role effectively?	Developing	Advanced
	KLOE 19: How are we ensuring we have the leadership capability to successfully lead and support our staff?	Developing	Established
	KLOE 20: How are we successfully engaging and involving our people to develop a flexible, values-driven culture and demonstrate a one-team approach?	Developing	Established

CORPORATE TARGET	PROGRESS	ISSUES
By 2020, we will increase the diversity of our operational workforce, by ensuring that 20% of recruitment is from under-represented groups.		A significant programme of work has commenced to increase the diversity of our whole-time and on-call operational staff. Recruitment processes are on-going for on-call staff and are currently underway for whole time operational positions.
To have a sickness absence no higher than the average reported for other comparable fire & rescue services in England.		Currently, absence rates are falling except in fire control. Due to combining systems, procedures and defining common data definitions we are only able to rely on data from 1 April 2017. Benchmarking data is currently being obtained from our partners.

Consolidated evidence

- 6.2. Overall performance in relation to this priority and the four key lines of enquiry is good with key activities outlined within the Service Delivery Plan being delivered. The strategic risk associated to Priority 5 is being managed effectively.
- 6.3. **Workforce and succession planning:** We are creating stronger links between our workforce transformation plans, our workforce planning and establishment controls to ensure close alignment to our financial forecasts. We continue to improve the integration of our systems so that we can provide workforce data that enables better monitoring, intervention and organisational learning. Further refinements are being made to our HR system to improve management reporting processes which will assist our workforce and financial planning. Mindful of our ageing workforce and our corporate target to increase the diversity of our workforce, we are setting in place workforce and succession plans to ensure we have the right people, with the right skills at the right time.
- 6.4. This starts at the point of attraction and we have reviewed our recruitment literature to ensure that applicants are well informed and have a good understanding of the varied career opportunities that we offer. We have carried out an external review of our recruitment processes and have developed an action plan to further streamline and enhance the work that

we do in this area. As part of this work we have invested in our E-Recruitment system to improve its functionality and user interface.

- 6.5. Work is being undertaken to develop the organisational requirements for talent management and the associated frameworks, procedures and processes. This work will complement the strategic workforce plan to ensure that we are able to develop and grow talent throughout the Service and to meet the future needs of the organisation. The approach we adopt will also need to be able to deliver outcomes aligned to our values and behaviours framework that will form the foundations of our emerging approach to leadership development.

- 6.6. Opportunities to make use of new apprenticeship training and the associated levy funding continue to be explored in the context of wider workforce planning activities. Marketing materials have been produced and are being shared at community events and open days to begin signposting potential applicants to future apprenticeship opportunities with the Service. We are part of the *Employer Trailblazer* group who have developed the new Operational Firefighter apprenticeship. The *End Point Assessment* for this programme has recently be agreed although we await a decision on the funding band. We are working with public sector partners in both Dorset and Wiltshire to share information and develop efficient procurement arrangements in this respect.

- 6.7. Corporate induction days continue to be successfully delivered and these are, increasingly, supported by e-learning modules and on-boarding materials. Work has commenced to produce a "welcome" video for those joining the Service which will support the further development of self-service induction materials to give new starters and their managers more flexibility about how their induction is delivered. Generic guidance for induction to new roles will need to be developed although there are elements of this already in place for some roles, eg. new manager boot camps and on-job training for those promoted.

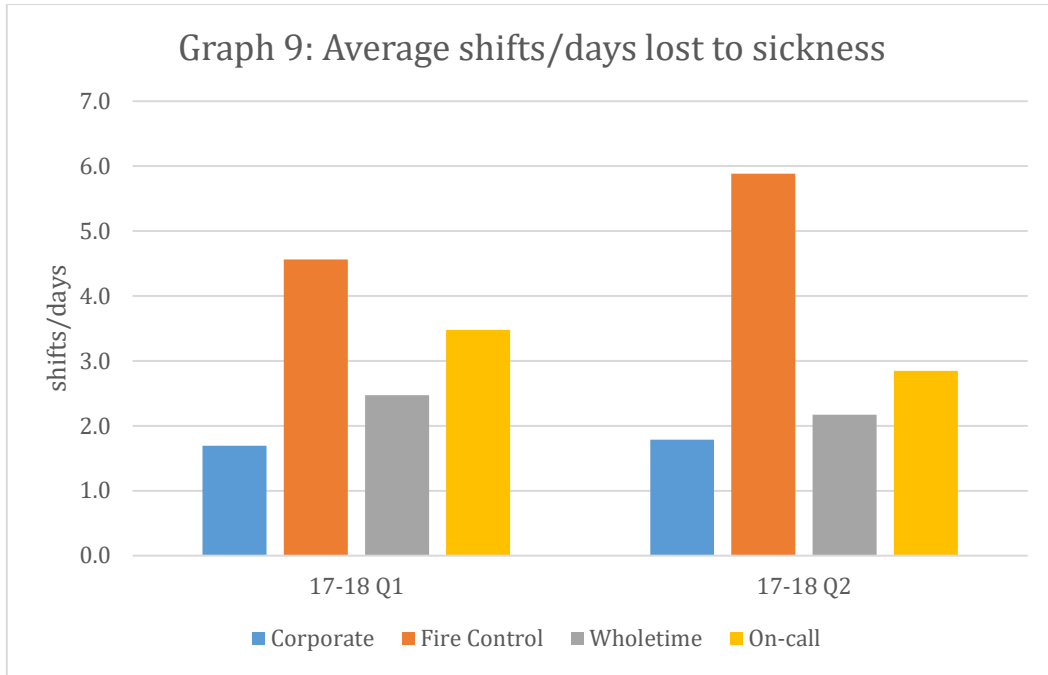
- 6.8. **Learning and development:** We continue to make good progress with E-learning and we are developing a *blended* approach to our learning and development activities through the use of e-learning to provide essential

In the first six months of 2017/18 the Service has:

- Made significant progress against the issues raised in the Eyes and Ears staff survey including rolling out a new meeting structure to improve cross-departmental planning and delivery
- Undertaken a positive action recruitment exercise to encourage a more diverse workforce including running six 'have a go' sessions for under-represented groups
- Rolled out a new performance appraisal process
- Reviewed and simplified the values and behaviour framework and commenced a pilot with partners to run a supervisory leadership and management course
- Reported falling absence rates of absence management in whole-time, on-call and corporate staff. Rates in fire control have risen, the majority of absences within this staff group are long term and levels of sickness are being closely monitored.

- 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.
- 6.9. A new e-learning module has been developed to support the roll out of Smarter Working along with a half-day training programme for line managers focussing on the skills of managing more dispersed teams. The content of which was reviewed by the Smarter Working group in September and will be rolled out in line with IT developments to support more flexible working. Our outline Learning and Development framework is currently being finalised through a series of meetings with Heads of Department. The content of Development Pathways is included within this framework and we are developing Learning Outcomes and cost estimates for each element of the framework. We are continuing to work with partners (particularly the Royal National Lifeboat Institution (RNLI) and other south west emergency services) on developing/delivering content and to explore the sharing/alignment of strategies and practices between different agencies.
- 6.10. A Development Pathways Procedure alongside a new Uniformed Promotions Procedure has been developed through consultation with key stakeholders. Final amendments are being made and the procedures will be published following this.
- 6.11. Our leadership strategy has been drafted and leadership initiatives are continuing to be delivered. A review of RESPECT, our Values and Behaviours framework, is complete and is now aligned to the National Fire Chiefs Council *People Strategy* and the *Competency & Values Framework* for Policing. The Lifesaving Leaders Intervention (developed in partnership with the RNLI) was proto-typed in September with the intention of piloting a full programme early in 2018. In the meantime, a leadership intervention for first line managers has been adapted from work shared by the RNLI and is being used to deliver a modular programme of skills training for members of this group.
- 6.12. Our new Personal Review process has been rolled out to all staff groups with positive feedback being received. This process has been developed on our DWdle (Dorset Wiltshire dynamic learning environment) platform which also houses e-learning modules and resources. The use of DWdle for Personal Reviews has also given us the opportunity to market our catalogue of e-learning to all staff groups to encourage people to use the resources there for their own training and development; which they can access at a time and place to suit them.
- 6.13. **Health and wellbeing:** Our Occupational Health provision has successfully moved to our new provider and we are working closely with them to develop new ways of working and using their expertise to support the introduction of a range of proactive health initiatives in accordance with the agreed contractual arrangements.

- 6.14. Good progress has been made on fitness assessments and fitness equipment has been delivered and installed in most stations. To support operational staff located in Wiltshire to attain the required level of fitness and to complete a development plan if required, a 12-month amnesty period running from 1 October 2016 to 30 September 2017 was agreed. We have now commenced the second cycle of the yearly fitness testing following the end of the amnesty period. Staff falling below the standards are being supported and managed through the provision of improvement programmes, occupational health, physiotherapy assistance etc, so that they achieve the required fitness standard. Overall, there is a positive picture of staff fitness across the service.
- 6.15. A long-term attendance management procedure that includes *limited duties* options, has been developed and is currently be consulted upon with the representative bodies.
- 6.16. Sickness absence is monitored on a regular basis and there are no significant concerns or issues to raise. The absence data across the Service for the last six months is as follows:
- *On-call staff* – There has been a reduction in the number of days lost in Quarter 2 from Quarter 1
 - *Whole-time staff* - There has been a reduction in the number of days lost in Quarter 2 from Quarter 1. 2.5 shifts were lost per person in Quarter 1 (compared to 2.57 shifts lost per person in quarter 4 of the previous year) and this reduced again to 2.2 shifts lost in Quarter 2. Overall around 2/3rd of staff accounting for the sickness data are on long term absence.
 - *Fire Control* – There has been an increase in the number of days lost in Quarter 2 from Quarter 1. In Quarter 1, 4.6 shifts were lost per person (compared to 6.34 shifts lost per person in Quarter 4 of the previous year) and there was an increase in Quarter 2 to 5.9 shifts lost per person. Most of these absences are long term and levels of sickness are being closely monitored.
 - *Corporate Staff* – There has been a reduction in the number of days lost in Quarter 2 from Quarter 1. 1.7 shifts were lost per person (compared to 2.08 shifts lost per person in quarter 4 of the previous year) and this showed a very slight increase to 1.8 shifts lost in Quarter 2. The majority of those away from the office were short-term absences.



6.17. **Staff engagement:** A comprehensive engagement plan is in place and monitored on a quarterly basis by SLT. Internal auditors have provided a *substantial* level of assurance over these arrangements. The *Our Working Together Forum* continues to meet bi-monthly and the group have spent time reviewing the Eyes & Ears staff survey outputs and ensured that the outcomes and resulting actions have been effectively communicated with teams to continue improving employee engagement. In response to the staff survey, a new Service-wide meetings structure is being rolled out to better support cross-departmental planning and delivery of the actions and projects set out in the service delivery plan. As well as being used to communicate key messages to senior managers the Forum is also increasingly involved in developing leadership across the service through defining our approach and building relationships, skills and behaviours to bring this to life.

6.18. A new staff survey is planned for February 2018 to re-engage and to better understand the progress being made and to support the forth-coming inspection process.

6.19. The leadership profile of the Senior Leadership Team has been determined to forge a more robust team development plan and this will be developed over the next few months to include Heads of Department and other senior officers. This work makes use of a profiling tool that is established within our police partners and at some other fire and rescue services where it has been very effective in developing leaders and helping to transform organisational culture.

November 2017