



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 18/30

MEETING	Dorset & Wiltshire Fire and Rescue Authority
DATE OF MEETING	6 June 2018
SUBJECT OF THE REPORT	Annual Service Performance Review
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	To note
EXECUTIVE SUMMARY	<p>Scrutiny of Service performance is carried out quarterly with summaries being provided to the Fire & Rescue Authority every six months.</p> <p>As Members are aware, Priorities 1, 2 and 3 are scrutinised quarterly by the four Local Performance and Scrutiny Committees and Priorities 4 and 5 are scrutinised by the Finance and Governance Committee (formerly the Finance, Governance and Audit Committee).</p> <p>This report provides the annual summary of performance at a Service level for 2017/18 against the Community Safety Plan and its associated Service Delivery Plan.</p> <p>This paper will be supported by a presentation from the Chief Fire Officer.</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	It is recommended that: <ul style="list-style-type: none">Members note the Annual Service Performance Review 2017/18
BACKGROUND PAPERS	None for the purposes of this report.
APPENDICES	None for the purposes of this report.
REPORT ORIGINATOR AND CONTACT	Name: ACFO James Mahoney, Director of Community Safety Email: james.mahoney@dwfire.org.uk Telephone No: 01722 691387 or 07850 945317

1. Introduction

- 1.1. The Fire and Rescue Authority (the Authority) has set out its overarching strategic 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) and its comprehensive performance management arrangements. Performance is further monitored and scrutinised by two key committees: Local Performance and Scrutiny Committees (LPS), and the Finance and Governance Committee (formerly the Finance Governance and Audit Committee).
- 1.3. As Members are aware, there are four LPSs representing each of the constituent Local Authority areas, which meet quarterly and scrutinise local performance against the first three of the 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 Finance & Governance Committee 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. Four Key Lines of Enquiry (KLOE) support each of the five strategic priorities. The KLOE pose specific questions against which managers judge performance, using performance indicators and commentary.
- 1.6. 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.
- 1.7. 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.
- 1.8. A number of key performance indicators (KPI) 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.

- 1.9. There are also a range of corporate targets established by the Authority for which commentary is provided to explain the current position. 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.
- 1.10. The two key committees noted above monitor and scrutinise performance quarterly at a detailed level. This report therefore provides a performance summary for the year at an aggregated Service priority level and not an in-depth review at a KLOE level.

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

- 2.1. The primary focus for Priority 1 actions and activities are centred on **preventing** incidents and reducing the need for an emergency response.

PRIORITY	KEY LINE OF ENQUIRY (KLOE)	JUDGEMENT 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 then our communities?	Established	Established
	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 as forecast, which for Priority 1 is established.)

CORPORATE TARGET	COMMENTARY	
<p>Achieve a 5% reduction in accidental dwelling fires (over the average achieved during the last 5 years – 2011-2016).</p>		<p>This was set as a challenging stretch target (724) and although the trendline from the start of the year showed reducing numbers of accidental dwelling fires, this was not enough to achieve the corporate target, with actual performance at 787. Cooking fires remain the single main source of fire in the home and additional publicity has been issued and it remains a focus area for our Safe and Well Visits.</p>
<p>Achieve a 5% reduction in deliberate fires (over the average achieved during the last 5 years – 2011-2016).</p>		<p>This was set as a challenging stretch target (848) and the trendline for two years shows a reduction. The spike in deliberate fires in the first quarter made the achievement of this target particularly challenging with the result for the year being 971. Analysis suggests that there are no specific causes and reducing deliberate fires remains a priority working with the Police and other Partners. Performance against deliberate fires is managed by the Group Management Teams, overseen by senior officers through the Community Safety Delivery Team and is reported quarterly to Local Performance & Scrutiny Committees.</p>

<p>Working in partnership, we will help to reduce the number of deaths and serious injuries in road traffic collisions by 40% by 2020.</p>		<p>This is a target that we work on with our partners and data for the full year (managed by Police colleagues) is not yet available. We are slightly above the milestone target at this point and more work will be needed if we are to achieve an overall 40% reduction target by 2020. This will be further considered by the respective road safety partnerships.</p>
<p>By 2020, we will ensure that 85% of all safe and well checks are undertaken on high risk individuals.</p>		<p>Additional data has been obtained during the year to enable us to strengthen the identification of our higher risk individuals. Progress remains on track.</p>
<p>By 2020, we will achieve a positive outcome for 75% of young people completing an organised programme or scheme.</p>		<p>Positive results have been achieved for our youth intervention programmes. The corporate target was positively exceeded on three out of the four quarters in the year. Progress remains on track.</p>

Consolidated evidence

- 2.2. Performance in relation to Priority 1 is progressing well and key activities outlined within the Service Delivery Plan have been delivered. A strategic assessment has been undertaken and actions within the Service Delivery Plan 2018/19 have been in place since 1 April 2018. 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 cross mapped the priorities of our Health, Police and Local authority partners to our Community Safety Plan to ensure we support effective collaboration. These are referenced and managed through our performance management arrangements and reported back to Partners as part of our evaluation framework.

Case Study: Princes Trust

James was referred to our **Prince's Trust Team** programme by his key worker at the supported housing accommodation he was living in.

He openly admitted to having substance misuse issues and had been unemployed for about six months after struggling to complete a college course.

James turned up sporadically in week one and struggled to engage in the programme, but week by week he started to get involved and gain more confidence. After building positive relationships with the other team members, James excelled in his work experience placement and turned up in week nine of the course with a different attitude and appearance. Through support from the Team Assistant, a secondee from the British Army, James was fast tracked to an initial interview for the Army, which he successfully completed.

James is continuing to live a life without substances and is looking forward to proving to family, friends and himself just what he is capable of.

- 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 the Service 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.
- 2.7. The 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. Our Road Safety work is focused on:
- **Young People** aged 16-24 - Local Statistics for Dorset and Wiltshire show that this age group makes up almost a third of casualties.
 - **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 group. 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.

Case Study: Exercise Stricken Warrior

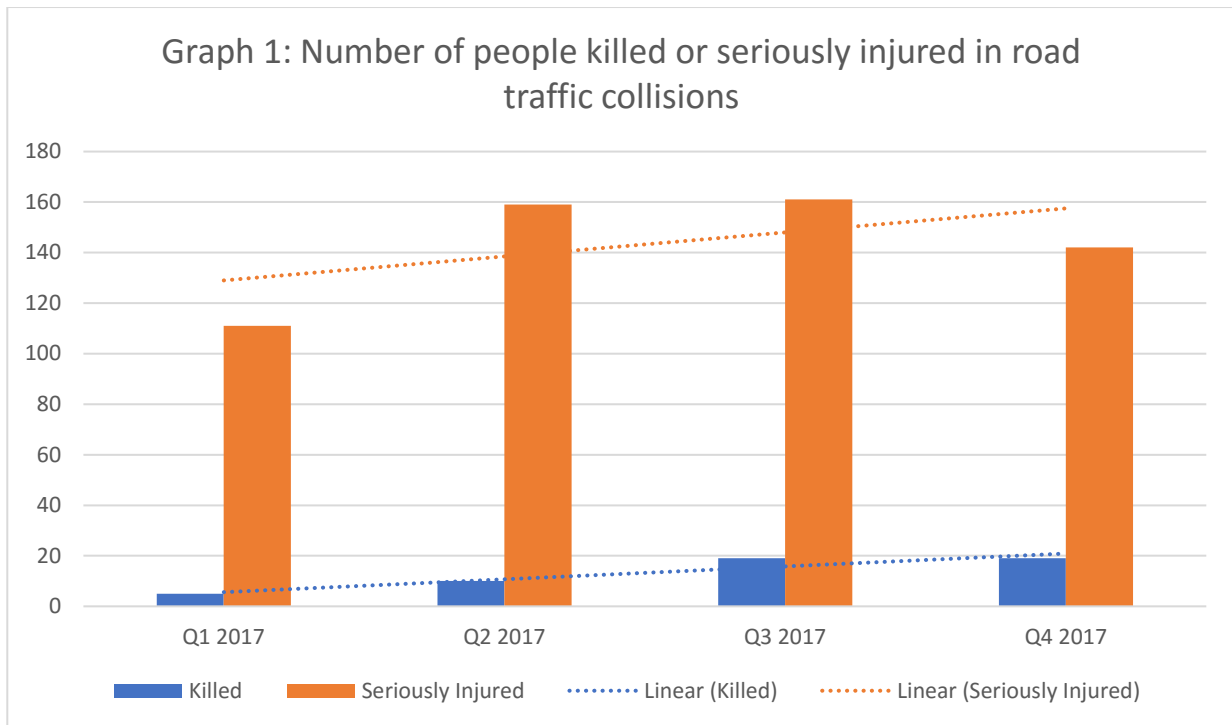
This was the second annual Road Traffic Collision (RTC) demonstration and Drink/Drive awareness campaign at the Armour Centre, Bovington.

This simulated a collision between a car and an armoured vehicle resulting in four casualties. DWFRS attended with three fire crews, one from each of the Purbeck Stations and the co-responders from Swanage. The exercise was observed by approximately 150 staff and students from the Garrison and was used to promote their Christmas Drink Drive Campaign.

- 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 the Service and therefore only figures for the first three quarters of 2017/18 are currently available. Each death and serious injury is clearly a tragedy to the family involved, which is why Members approved the challenging target, working with our partners, to see a 40% reduction in deaths and injuries on our roads. In the year 1 April 2017 to 31 March 2018, 52 people lost their lives in road traffic collisions and a further 580 people were injured in collisions. We continue to work with our partners to achieve our corporate target.

In the year 2017/18:

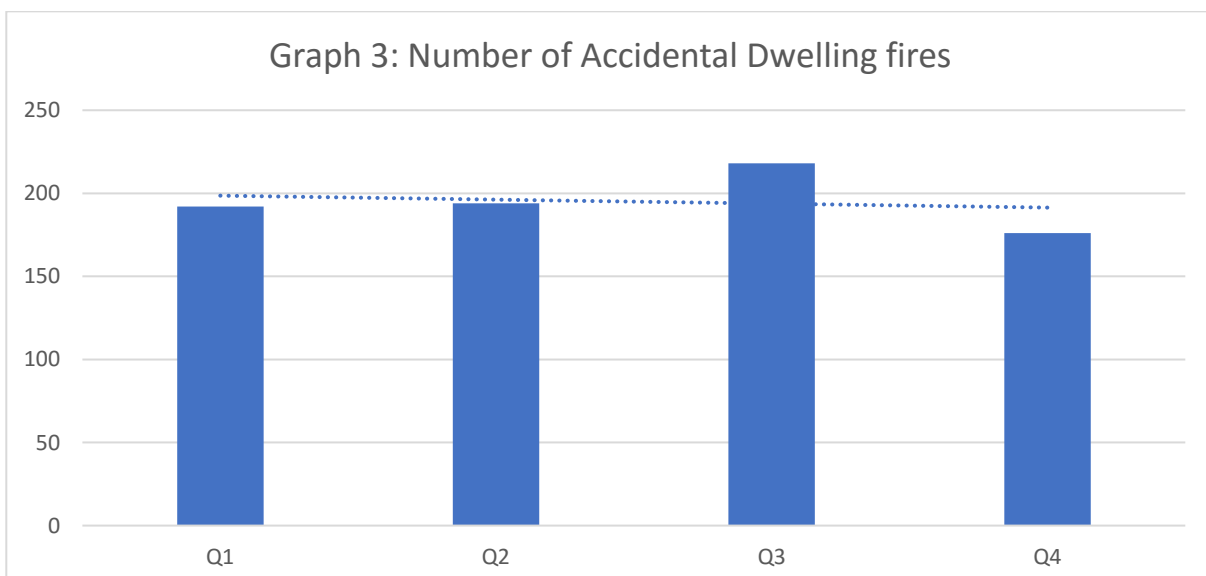
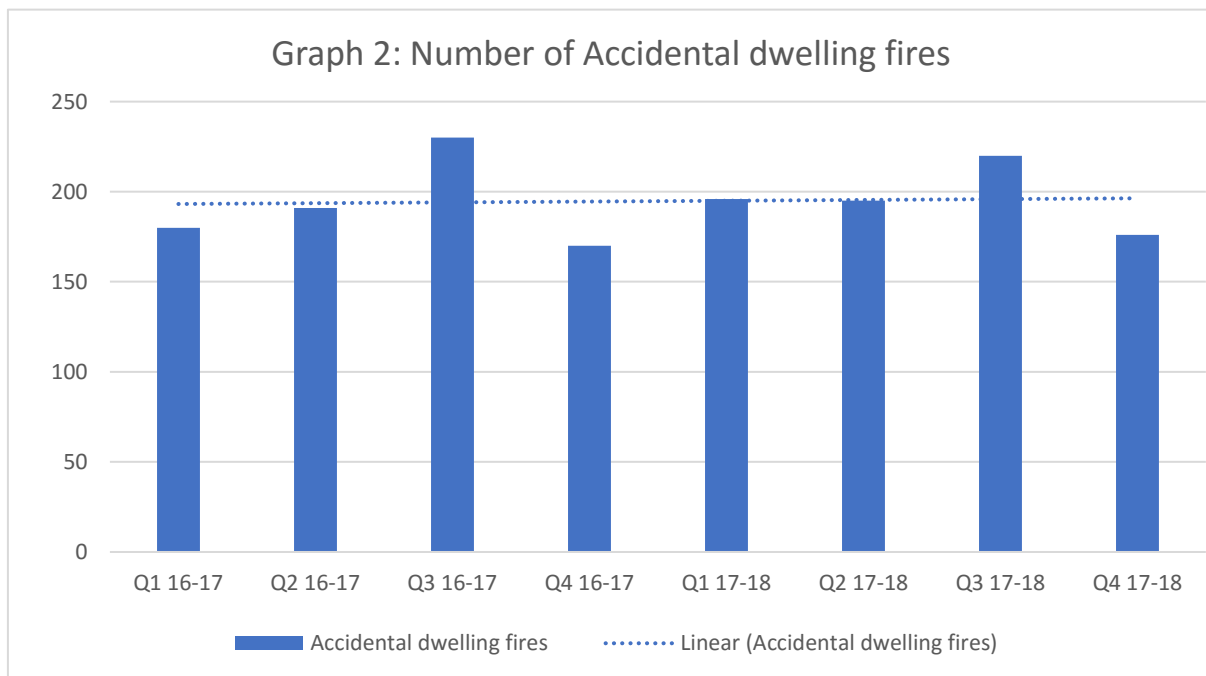
- 17,184 people have been engaged with by the road safety team, together with over 1,800 army personnel
- Over 60 schools and colleges with local businesses involved through a variety of events including **Safe Drive Stay Alive**, crashed car displays and driving simulator events
- Survey of school staff 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 above) is carried out by road safety partnerships and our role is to support those partnerships by delivering the education programmes described above.
- 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 year there have been ten deaths at fire related incidents; of these the Coroner has determined that five were because of fire (one confirmed as a suicide and four confirmed as accidental deaths). Of the remaining five deaths, two are the subject of a Civil Aviation Authority investigation, two are assigned coroner's hearing dates in September 2018 and one is the subject of a police major crime investigation.
- 2.14. Fatal fire case conferences are carried out to ensure that we learn from each event. The outcomes from these reviews influence and support work at all levels of 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 are difficult to prevent. We have seen 787 such fires this year. Whilst the trend for the year is down (see graph 3), we still have work to do to meet the challenging five-year target set (see graph 2). However, by examining a range of information at post fire safety audits, we can 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. Kitchen fires account for nearly two thirds of all fires in the home and we have

strengthened our advertising campaigns to try to reduce these numbers. We use this trend analysis to focus our prevention activities to target education on those most at risk (see graph 2 and 3 below).

- 2.16. Our focus has been on identifying and supporting members of our communities who are most at risk from dying or being seriously injured in the event of a fire in their home. Analysis has shown however, that other groups within our communities are more likely to experience a fire in the home, but can escape on their own. Many social factors contribute to this higher risk of fire. Although the trend over the last two years is not yet showing a reduction in the overall number of accidental dwelling fires, this year's trend is more positive and we are developing a sophisticated and effective mechanism to identify both those at risk of being seriously injured in a fire as well as those more at risk of having a fire in the home.

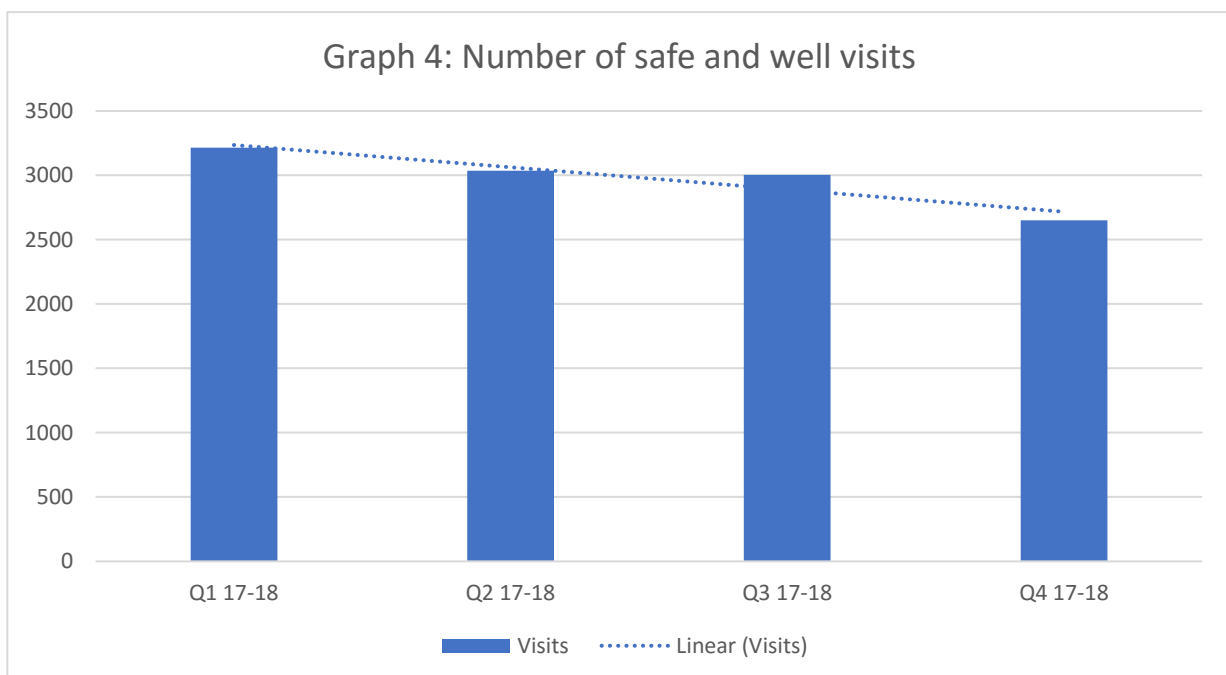


2.17. We remain committed to making a difference to our residents with the aim of reducing risk and harm to our communities from fire by targeting those most at risk. We do this work primarily through our Safe and Well visits for which we have a constant stream of referrals sent through from our partners, such as South Western Ambulance Service NHS Foundation Trust, health providers and individuals who self-refer as well as utilising our own tools to identify and target ‘at risk’ members of our community.

2.18. 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

2.19. We 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.



Case Study: Supporting Vulnerable People

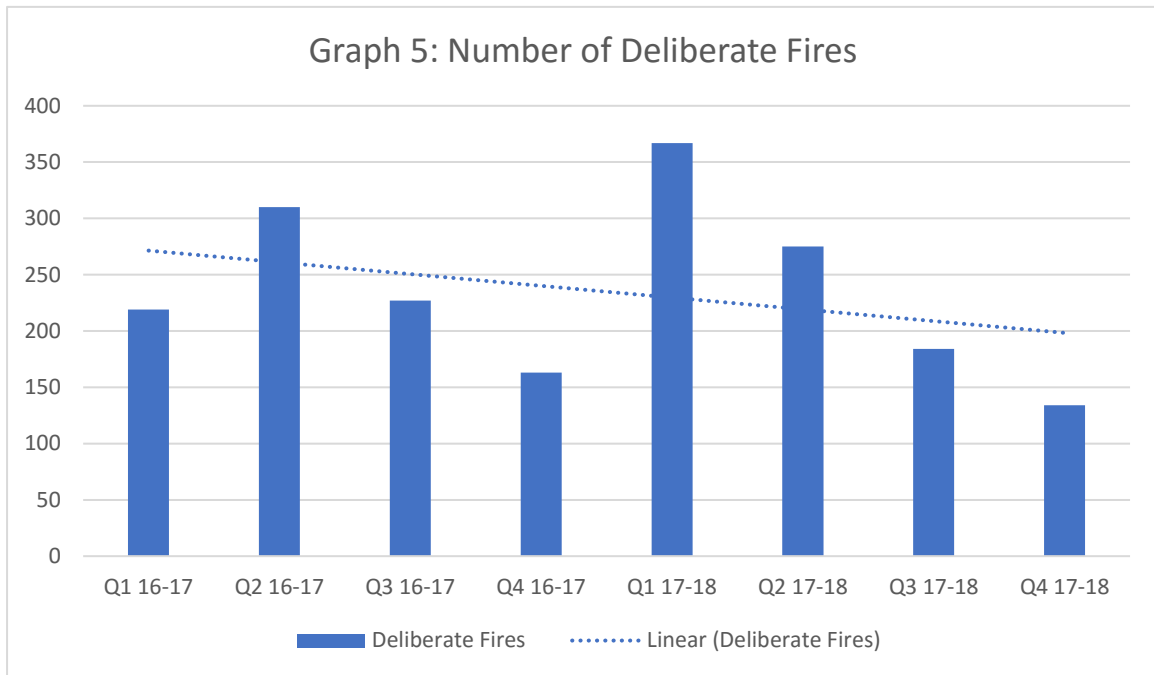
Following a referral from Dorset Police during the very cold spell. The Service attended an elderly gentleman living in a remote location, known to be a 'loner' and very 'confused'. He is well known to the Police and Social Services, due to his vulnerability.

His home is very rundown, with no kitchen sink, only a tap for water and washing up. He lives in one room on the ground floor and sleeps on a sofa in front of an open fire which burns mostly coke. His bedding is in extremely dirty and poor condition. He is very 'confused' about money and has recently been a victim of fraud.

We had previously visited, but he had declined smoke detectors, on this occasion we caught him in a better frame of mind and he allowed a smoke detector to be fitted outside his kitchen door and in his lounge, as well as a carbon monoxide detector.

Due to signs of burning to the sofa, a fire-retardant duvet was provided and a Winter Warmth Pack. He immediately put on the socks, gloves and hat and was shown how to use the thermal mug, thereby improving his wellbeing and making him safer from the risk of fire.

- 2.20. This is the first full year that we have strengthened what was home safety checks into full Safe and Well visits and is therefore our benchmark year.
- 2.21. We are now embedding the use of our analytical tools and shared data to better target those most at risk. Although we are doing fewer numbers of Safe and Well checks, the strengthening of our approach is allowing us to progressively improve the quality of the checks undertaken. This will lead to a reduction in the number of accidental dwelling fires and resultant deaths and serious injuries.
- 2.22. In the last year we have undertaken 11,905 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 higher-risk residents by 2020.
- 2.23. In addition to Safe and Well checks we also carry out other interventions such as leaflet distribution and signposting to other more appropriate agencies. Our referral mechanism is currently under review.



- 2.24. 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).
- 2.25. Across the Service area, we have mirrored this national trend and deliberate fires for the year numbered 960 as shown in Graph 5 above, which is a rise over the same period for 2016/17. However, an analysis of the data suggests that this was due, in part, to an exceptionally dry start in the first quarter of 2017-18. Since then there has been a progressive reduction in the number of deliberate fires, with the result that the 4th Quarter was the lowest quarterly figure in two years.
- 2.26. Our **Firesetters Advisors** liaise with group 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.
- 2.27. 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.
- 2.28. We aim to further strengthen our approach to '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.

Case Study: Safe and Well

A Safe and Well visit was undertaken in Bournemouth at the request of Bournemouth Council as part of a fostering application. The property was rented with a working smoke alarm but concerns were raised as there was a lack of window keys, and the risk that children could easily access and open windows. The property was in a high-risk building of nine floors and the front door was missing a self-closing device. Issues were reported back to the Council and action taken to mitigate risk. The property is now safe for fostering.

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)	JUDGEMENT 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	Established

	<p>KLOE 8: How do we support local resilience partnership arrangements to make sure we can fulfil our statutory responsibilities and improve community resilience?</p>	<p>Established</p>	<p>Established</p>
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(For 2017/18 our baseline assessment indicates that our performance is as forecast, which for Priority 2 is established.)

CORPORATE TARGET	PROGRESS	ISSUES
<p>By 2020, we will annually audit 100% of known sleeping accommodation identified as high risk where the fire safety order applies.</p>		<p>Progress remains on track.</p>

Consolidated evidence

- 3.2. Performance in relation to Priority 2 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.
- 3.3. In terms of Safeguarding, we continue to work with other agencies, receiving referrals from the Police and South Western Ambulance Service NHS Foundation Trust and we in turn make referrals to a range of agencies such as Children Services, GPs and NHS Teams, Social Services, the Police, Community Mental Health Team (CMHT), 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.

Safeguarding

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, the Service secured a GREEN rating, and we continue to meet 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).

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 to share intelligence and maximise our impact in reducing both commercial and residential risks
- Address compliance issues in houses in multiple occupation 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 twelve months, we have completed:

- 1498 Building Regulations consultations.
- 126 Fire Safety Complaints (74% attended within 24 hours).
- 388 Post fire audits.
- 1230 Fire Safety Audits with approximately 64% completed as Chief Fire Officers' Association (CFOA) Short Audits.
- 446 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.
- 3.9. Selwood Housing and Magna Housing have now joined our Primary Authority Partnership programme bringing our alliances to six in number. We are processing further requests from Hall and Woodhouse and HF Trust, a charity supporting people with learning disabilities.
- 3.10. We are creating a plan and a network to liaise with the Top 100 businesses in the Southwest of England to generate greater additional Primary Authority Partnerships.
- 3.11. Following the Grenfell Tower fire in June 2017, our fire safety teams' work was dedicated to high rise premises reassuring residents and supporting building owners through testing times and every premises of five or more floors (180 across our Service area) has passed inspections.

Following **Grenfell**, the Fire Safety Team met with all Swindon MPs and Baroness Scott and gave advice and views on sprinklers. The intervention proved extremely fruitful as Swindon Borough Council earmarked £1.06 million pounds to be used for fire door upgrading works and the adding of sprinklers to six tower blocks across Swindon. Fire Safety teams across the Service work proactively with local authorities to educate and raise standards in fire regulations.

- 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 numerous Homes in Multiple Occupation (HMO) 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.

Fire Safety have a long-standing history with Swindon Borough Council through a dedicated Housing Forum. This has been running for seven years and allows the fire safety team to give assured advice on fire safety matters on all SBC residential properties ranging from fire alarms to specifications for front doors.

- 3.13. We have in place a comprehensive 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.

- 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, to help us gain access to vulnerable people. Additionally, we supported Swindon Borough Council to develop a business case to Government that resulted in a grant of £278,000 being awarded to support the increase in numbers of migrants to the Borough, particularly in the Broadgreen area of Swindon.
- 3.15. Under the Civil Contingencies Act, the Fire and Rescue Authority 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 (LRF) 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. To evaluate the effectiveness of emergency responses and monitor the introduction of new operating guidance, the Service is a member of blue light (Emergency Services) collaboration groups in both Dorset and Wiltshire. These groups 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, the Service has been audited against the Joint Emergency Services Interoperability Programme (JESIP) with no significant deficiencies identified.

Multi-agency emergency response

The preparedness of the Service to respond to significant events has been tested in this reporting period with an unprecedented declaration of three separate 'major incidents' in as many days.

Two of these were in response to severe weather and one was the Salisbury based poisoning of residents by a nerve agent.

Whilst these events were challenging, the Service's preparation for such incidents and the actual response to them, proved effective.

4. Priority 3: Being there when you need us

- 4.1. Priority 3 is all about our emergency response capability (i.e. 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)	JUDGEMENT 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 as forecast, which for Priority 3 is established.)

CORPORATE TARGET	PROGRESS	ISSUES
<p>On 75% of occasions, we will achieve our response standards based on a ten minute response time including all call handling and travel time.</p>		<p>In general terms, availability in Swindon, Bournemouth and Poole, 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 Dorset and Wiltshire, availability and hence response standards are more challenging. Performance for the year at a corporate level is 71.2%.</p> <p>However, if those incidents that occur outside of the areas where we can realistically achieve the ten minute response standard were excluded from the target, then performance would be at 84%.</p> <p>The Service has a comprehensive action plan in place to improve this situation which is supported by an integrated approach to risk reduction.</p>

Consolidated evidence

- 4.2. Performance in relation to Priority 3 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 location 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 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. As Members are aware, we have therefore been focusing on local campaigns to improve the establishment of on-call duty system staff and together with a comprehensive on-call review, this will help ensure the sustainability of this critical section of our workforce.

On-Call Support Officers

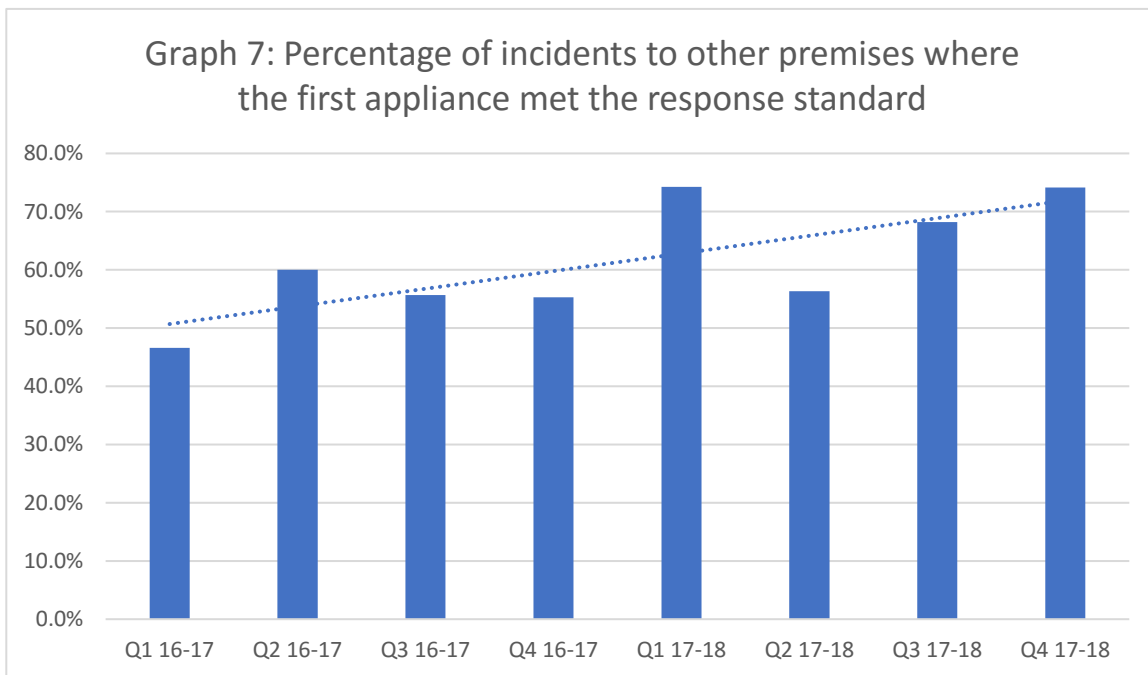
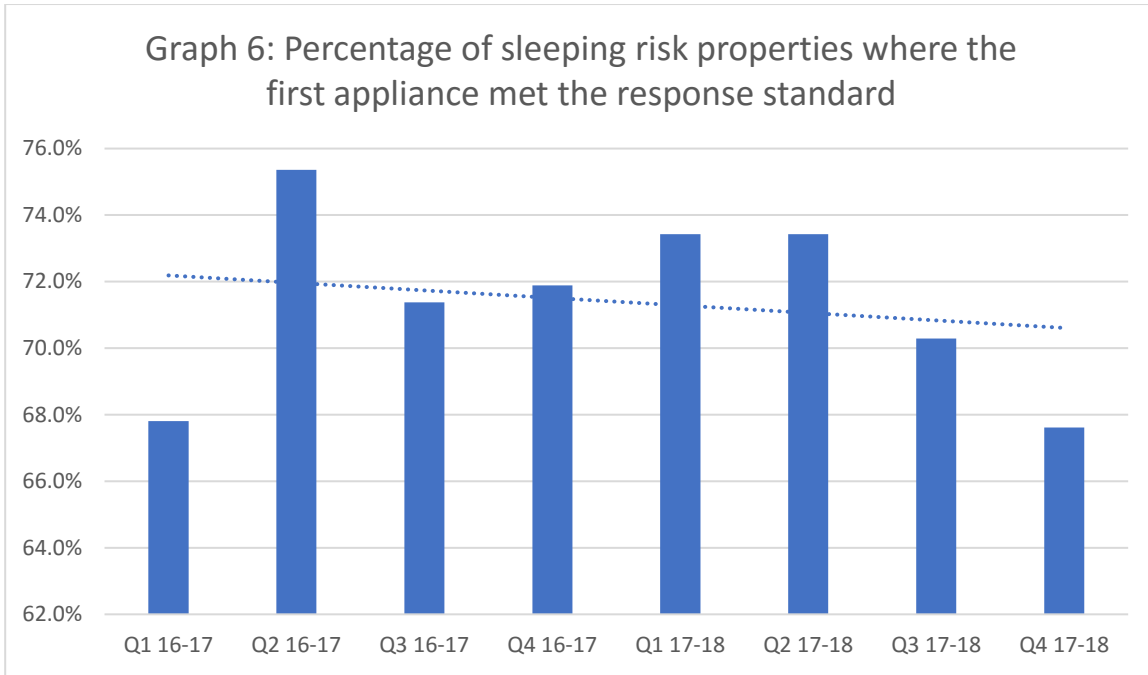
A cadre of twelve On-Call Support Officers (OCSO) was established on 1st April 2018 to provide support to on-call firefighters and station management teams by facilitating recruitment events and assisting with recruitment processes, managing crewing levels and freeing up on-call managers time to concentrate on key response activities, including realistic training, by supporting work on risk information management and localised community engagement work.

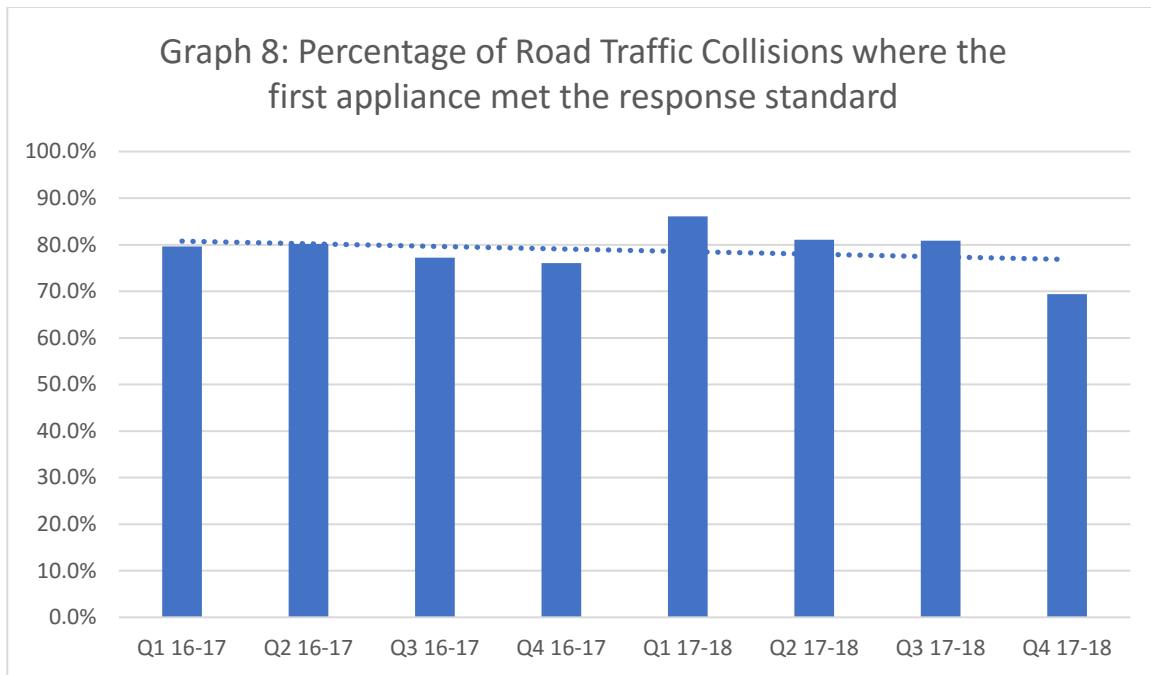
A pilot is also being planned with Wiltshire Police that will allow Police Community Support Officers (PCSO) to respond to emergency fire calls within their communities as part of an on-call fire crew.

These initiatives are designed to support the sustainability of the on-call duty system and outcomes will be reported to Members in due course.

- 4.9. Significant work has been undertaken to identify areas of crewing shortages and accordingly implement targeted recruitment campaigns which 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. A baseline assessment is being developed from which improvements can be measured and reported to members in due course.
- 4.11. 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.
- 4.12. The graphs below (Graphs 6-8), based on our key performance indicators (KPIs), show the service wide combined figures on which our corporate target is based. During the year we achieved our ten-minute response time for the first appliance to sleeping risk premises for Quarters 1 to 3 between 70.3% and 73.4%, against our 75% target. The performance for Quarter 4 was impacted by the severe weather events we experienced.
- 4.13. Local Performance and Scrutiny Committees receive and scrutinise more detailed performance reports for their areas.
- 4.14. 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.
- 4.15. Our response to road traffic collisions where we have a 15-minute response standard remains high.





- 4.16. 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 Local Performance and Scrutiny Committees.
- 4.17. Risks associated with the Service emergency response capability are constantly monitored and reviewed and where additional capabilities are identified, these are considered by the Community Safety Delivery Team to ensure a coordinated approach to implementation.

Case Study: Exercise Blue Light

A multi-agency exercise to test the Major Accident Control Regulation procedures attended by 100 emergency services staff including 30 DWFRS staff, Dorset Police and South Western Ambulance Service NHS Foundation Trust.

This exercise tested the response to a simulated mass detonation within the ammunition compound at the site.

The debrief confirmed that suitable and sufficient plans were in place to deal with such an emergency from both a multi-agency and DWFRS

- 4.18. The Service has developed an Operational Effectiveness Database which is used to capture learning (e.g. from debrief reports and incident analysis) and this is used to ensure our response capability is fit for purpose.

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 (including information management), financial management and procurement, asset management and health and safety.

PRIORITY	KEY LINE OF ENQUIRY	JUDGEMENT 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 viability and value for money?	Established	Established
	KLOE 16: Are we making the most effective use of our assets to deliver our priorities?	Developing	Developing

(For 2017/18 our baseline assessment indicates that our performance is as forecast, which for Priority 4 is established.)

CORPORATE TARGET	PROGRESS	ISSUES
By 31 March 2019, to have achieved accreditation against BS OHSAS 18001 Occupational Health and Safety Management.		Progress remains on track
To reduce the number of working days lost to work related injuries and ill health by 5% each year		Strengthened and consolidated processes, together with improved data quality means that this year has allowed us to determine a baseline year for this indicator. 1,063 working days were lost during the year.

Consolidated evidence

- 5.2. Overall performance in relation to this priority is good with key activities outlined within the Service Delivery Plan being delivered. There are no additional risks or issues to report.

- 5.3. **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 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, a revised approach to governance arrangements was considered at the Finance, Governance and Audit Committee meeting and approved by the Authority at its February 2018 meeting.
- 5.4. The Authority is fulfilling its legal responsibilities under the Data Protection regulations and Freedom of Information Act. In 2017/18 we received 110 requests for information under the Freedom of Information Act and all but four 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, two of the seven 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 Regulation 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 took place at the December Finance, Governance and Audit Committee meeting.
- 5.5. 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
- During the year:

 - We have responded to 110 requests for information under the Freedom of Information Act with all but 4 completed within the 20-working day deadline
 - 42 complaints were received and 83.3% were resolved within 14 working days or within the date agreed with the complainant
 - The Authority has received unqualified accounts
 - The majority of the management information systems have now been combined. The remaining systems are on track for completion by end of 2018
 - The migration of procedures and single ways of working remains on track
 - 119 injury or ill health incidents were reported, of which 19 were reported under the Reporting of Injuries,
 - Diseases and Dangerous Occurrences Regulations 2013; there are no major issues or concerns.

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.

- 5.6. 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 which were upheld. We received 42 complaints and 35 were resolved within 14 working days.

Information Management

In January 2018, the Investigatory Powers' Commissioner's Office, undertook an audit of the Service's arrangements for complying with the Regulation of Investigative Powers Act 2000 (RIPA).

After reviewing the procedures, training and support mechanisms that are in place, and speaking with a range of officers, Rt. Hon. Lord Justice Sir Adrian Fulford wrote to the Service.

The report stated that there were no recommendations for improvement and concluded that:

“Dorset & Wiltshire Fire and Rescue Service has taken a very professional approach to RIPA and associated obligations”.

- 5.7. **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 was developed for agreement by the Finance, Governance and Audit Committee.
- 5.8. 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 2019 is monitored monthly and discussed with the Member champions. Progress remains on track.

- 5.9. 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 and is generating good feedback to support organisational learning and improvement.
- 5.10. Across the Service, there was a small rise in *injury/harm* incidents but a drop in the number of reports made under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). In total 119 injury or ill health incidents were reported within the year, which led to 19 RIDDOR reports. There are no major issues or concerns. 1,063 working days were lost through work related injuries and ill health.

Health and safety

As part of its commitment to ensuring a robust approach to health and safety, the Authority has a commitment to achieve the British Standard Institute's Occupational Health and Safety Management standard (BSI 18001) for the whole of the service area. This standard helps to establish policies, procedures and controls needed to achieve the best possible working conditions and workplace health and safety, aligned to internationally recognised best practice.

Every six months the Service's arrangements are reviewed in the south of the service area. In their last report in September the audit team concluded that ***"based on the results of this audit ... the organisation does fulfil the standards and audit criteria identified within the audit report and it is deemed that the management system continues to achieve its intended outcomes"***.

Progress remains on track to achieve this standard for the whole of the service area by March 2019.

- 5.11. **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 through the Finance, Governance and Audit Committee.
- 5.12. 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 2018-19 statutory accounts has started and results will be presented to the Authority with the Annual Report and Account. 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.

- 5.13. 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.
- 5.14. **Asset management:** There has been progress with the development of a systems approach to asset management in line with British standards and the asset management strategy is on track. The integrated property asset management plan has been delivered and partnership opportunities are being explored across a number of sites across the Service.
- 5.15. Significant progress has been made in bringing together management information systems. The fleet systems are being merged into one system. 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 and an Integrated Property Asset Management Plan has been developed to help manage our estate more effectively.
- 5.16. 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 medium-term finance plan. It is regularly reviewed and aligned with wider budget setting. ICT harmonisation continues with the Service having migrated to a new staff intranet and Office 365 in line with its smarter working programme.

Smarter working

Good progress is being made to modernise working practices to allow greater flexibility for staff. Investments in such areas as new technology; new intranet; video and teleconferencing; more flexible procedures; and changes to our properties are allowing staff to better communicate and operate across a much greater area. This is helping to retain and attract staff and improve the efficiency of the Service including reducing unnecessary travel.

This initiative has also meant that office space can be better used saving money by either disposing of excess buildings or creating opportunities for rental income. It has allowed us to support our partners particularly in the emergency services to share our buildings.

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)	JUDGEMENT 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	Established
	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

(For 2017/18 our baseline assessment indicates that our performance is as forecast, which for Priority 5 is established.)

CORPORATE TARGET	PROGRESS	ISSUES
<p>By 2020, we will increase the diversity of our operational workforce, by ensuring that 20% of recruitment is from underrepresented groups.</p>		<p>A significant programme of work has commenced to increase the diversity of our whole-time and on-call operational staff.</p> <p>This is a national issue and we do not expect to see a quick improvement for our operational firefighters.</p> <p>Recruitment processes are on-going for on-call staff and we are currently underway for whole time operational positions.</p>
<p>To have a sickness absence no higher than the average reported for other comparable fire & rescue services in England.</p>		<p>Currently, absence rates are falling except in fire control, which is largely due to long term absences.</p> <p>Due to combining systems, procedures and defining common data definitions we are only able to rely on data from 1 April 2017.</p>

Consolidated evidence

- 6.2. Overall performance in relation to this priority is good with key activities outlined within the Service Delivery Plan being delivered. The strategic risk associated with Priority 5 is being managed effectively.
- 6.3. **Workforce and succession planning:** We are committed to 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.

In the year we have:

- 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
- Published a second survey and are evaluating a response to the results
- Undertaken a positive action recruitment exercise to encourage a more diverse workforce including running six 'have a go' sessions for underrepresented 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 via absence management in on-call and corporate staff. Rates in fire control have risen, most of absences within this staff group are long term and levels of sickness are being closely monitored.

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 (e.g. new manager boot camps and on-job training for those promoted).

Case Study: Positive Action

A key area of focus has been our positive action programme ahead of commencing our whole-time recruitment. Our positive action campaign “#BeOneOfUs” was launched in October 2017.

Posters, leaflets and banners were produced and our website included a link to an inspirational promotional video about a career in the Fire and Rescue Service and provided a structured 12-week fitness programme for potential applicants to follow.

Six “have-a-go days” were held across the Service area and encouraged those attending to carry out some of the practical elements of the role such as hose running and wearing breathing apparatus.

We will be extending the use of the #BeOneOfUs brand across all staff categories commencing with updating our recruitment banners that are set up outside our stations.

The positive action team who developed the #BeOneOfUs campaign received a Team Making a Difference Award in May 2018.

- 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 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 role 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.

Case Study: Collaboration in leadership development

The Service has forged an exciting partnership with the Royal National Lifeboat Institution co-designing Leadership Programmes at Supervisory (Crew and Watch) Middle (Station and Group) and Strategic (Area and Brigade) level.

This multi-agency programme will be a key foundation for developing our leaders and for operational members of staff attending the programme, includes a joint approach to incident command development and assessment.

We hope to extend the use of the programme to other organisations at a sub-regional level including the police through our membership of the South West Emergency Services Collaboration.

To maintain coherence and consistency of our joint approach with the RNLI we have also adopted a common approach to 360-degree feedback tools which are used as a leadership development tool.

- 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, so that they achieve the required fitness standard.
- 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* – The way in which on-call staff sickness is recorded differs from whole-time staff and is recorded as days lost per person. Quarter 2 showed a reduction in the number of days lost, but this trend was unfortunately reversed for the remainder of the year. There is no obvious pattern to the absences and 13.9 days per person were lost through the year. Reasons for absence are closely monitored.
 - *Whole-time staff* - There has been a very slight rise in the number of days lost through the year to ten shifts per person. Overall, around $\frac{2}{3}$ of staff accounting for the sickness data are on long term absence.
 - *Fire Control* – Although there was an increase in the number of days lost in Quarter 2 from Quarter 1, this trend was reversed for the rest of the year and we ended up with a better position at the end of the year. In Quarter 4, 3.86 shifts were lost per person (compared to 4.25 shifts lost per person in Quarter 1) Most of these absences are long term and levels of sickness are being closely monitored.
 - *Corporate Staff* – There has been a gradual reduction in the number of days lost in the year down to 7.95 shifts lost per person. This is below

the public sector benchmarking level of 8.5 days per employee. The majority of those away from the office were short-term absences.

- 6.17. Although our sickness management processes are sound, we are strengthening our understanding of the cost of absence by improving the methods we use to calculate the cost of these absences.
- 6.18. **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 *Leadership 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.
- 6.19. A new staff survey has been completed to re-engage and to better understand the progress being made and to support the forth-coming inspection process and the results from this are being evaluated and will be presented to the Finance and Governance Committee (formerly the Finance, Governance & Audit Committee) in July.
- 6.20. The leadership profile of the Strategic 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.

7. Summary

- 7.1. Overall, performance for 2017/18 is positive and as forecast across the five Service priorities.
- 7.2. Work to further improve the Service position has now been built into the updated Community Safety Plan and associated Service Delivery Plan 2018/19.

June 2018