



Strategic Assessment of Risk 2019/20

To Support the Community Safety Plan (2018 - 2022)



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1. Background

To ensure that our Community Safety Plan (that incorporates our requirement to produce an Integrated Risk Management Plan) remains relevant and reflective of the wider landscape in which we operate, we undertake an annual strategic assessment of risk. This assessment examines a range of key factors that impact on our organisation from opportunities and challenges emerging from within the fire sector and those within the wider public-sector environment. This assessment aims to highlight the strategic and operational risks we face and describes how we intend to deal with them. As well as analysing our own data, this document has been put together using a great deal of information from our partners and wider needs assessments associated with the following specific plans:

- Wiltshire Police and Crime Plan
- Dorset Police and Crime Plan
- Dorset Health and Well Being Strategy
- Wiltshire Health and Wellbeing Strategy Swindon Health and Wellbeing Strategy
- Bournemouth and Poole Health and Wellbeing Board Strategy
- Wiltshire Community Safety Plan
- Dorset Community Safety Plan
- Swindon Community Safety Plan
- Bournemouth Community Safety Plan
- Poole Community Safety Plan
- Dorset Sustainability and Transformation Partnership
- Wiltshire, Swindon & Bath and North-East Somerset Sustainability and Transformation Partnership
- Swindon and Wiltshire Joint Spatial Framework
- National Fire Chief Council Strategy 2017-2020

Rather than repeat or rehearse the extensive range of data and intelligence, our analysis has been strategically synthesised using a PESTELO¹ model. This has enabled us to confirm the issues that need specific strategic focus and reflect these in the vision and priorities that make up our strategic Community Safety Plan which are then incorporated within our tactical Service Delivery Plan.

¹ Political, Economic, Sociological, Technical, Legal, Environmental and Organisational

2. External strategic analysis

Political

Brexit. At the time of writing the UK government is negotiating a complex process of exiting the European Union following the results of the national referendum held in June 2016. Given the complexity and uncharted nature of the process it is very difficult to predict what the impacts may be on the public sector. Commentators are not united in their views, but the debate appears to suggest that leaving the EU may mean:

- *Uncertainty.* Uncertainty will continue during the exit negotiations and perhaps beyond should no deal be reached. As this major change to the UK's position in the world has wide reaching implications for businesses, there will be an impact on investment, growth and the public finances. Consequently, there may be further squeezing of public sector budgets for an indeterminate period.
- *Trade:* Trade with the EU may be more difficult and expensive, potentially increasing costs of goods and services
- *Regulation.* Brexit will mean an end to EU regulation. Public sector organisations will need to adapt as employers and in their role as policy makers, potentially designing new regulations reflecting any new freedoms or constraints.
- *Foreign Investment.* Brexit will potentially impact on business decisions to invest and trade with the UK. This means that devolved administrations and local governments will need to re-double their efforts to attract business regionally and locally.
- *Labour market.* The UK will need to change its migration policies. Currently EU citizens have been able to live and work in the UK without restrictions. Government will need to re-set this policy and employers across sectors will need to adjust their employment and workforce planning policies.

Given this uncertainty and the complexity of this agenda, it is very difficult to have a clear determination of the key strategic issues facing the Service post Brexit. In addition, it is also unclear how any review of the funding formula for fire and rescue services might impact on the future funding of the Authority. However, given the potential for the UK economy to be turbulent in the short to medium term it is essential that we have a clear prioritisation process to support our approach to integrated risk management. This includes ensuring we have robust financial planning and management controls in place and that our financial assumption about future government grant levels; contract and supplier costs; inflation; business rates retention; and reserves are prudent.

Local government reorganisation in Bournemouth, Dorset and Poole.

Local government in the south of the area served by the Service are moving from 3 unitary councils and 6 district councils towards a model with 2 new unitary councils. The transformation process is complex, and the Service needs to continue to ensure that it works closely with key political and managerial leaders to make sure that it continues to maximise the value of these relationships and the associated strategic partnerships.

Changes to the funding of fire and rescue service.

The responsibility for fire and rescue was transferred from the Department of Communities and Local Government (DCLG) to the Home Office in January 2017. Because of this move, the funding model for Fire and Rescue Authorities may change in the future. However, it is thought that this is unlikely to take place while negotiations relating to Britain leaving the European Union are taking place. Consequently, no account has been taken of potential changes to future funding mechanisms within the Medium-Term Finance Plan. We will continue to engage in shaping this debate and monitor any potential changes to our financial projections.

Economic (incl. supporting infrastructure & local industry)

Uncertain economic forecast.

The forecast for the UK economy remains uncertain with household disposable incomes being squeezed by higher inflation and businesses may hold back on investment decisions because of uncertainty about Brexit. The Confederation of British Industry (CBI) says that it expects growth rates to slow 1.4% in 2018 moving into 2019. Official figures also show that investment in business fell by 0.2% in the first quarter of 2018.

For the Service, the medium-term finance plan indicates that there is a significant annual deficit to be bridged. Given this austere funding picture, the Authority is continuing to model its five-year medium-term financial plan on annual reductions of 5% pa in its Government funding beyond 2019/20 and a maximum 1.99% annual increase in its Council Tax. To achieve a balanced budget this requires savings of £2 million a year by 2019/20. The combination of the former Authorities has already saved more than £4m annually, however these further savings requirements mean that service delivery will need to be significantly reviewed.

All public services have experienced reductions in government support, and these seem set to continue. Although this has created opportunities for partnership working it has also led to some public-sector organisations 'retrenching' to core activities and responsibilities. The flexibility to develop and work in partnership is therefore often under strain. However, the Service believes that collaboration with key partnerships and partners is an essential feature to both improve efficiency and effectiveness, and to ensure that the

value of joint working is not further comprised through partnership retrenchment.

As stated above, it is therefore essential that we have a clear prioritisation process to support our approach to integrated risk management, including robust financial planning and management and that our financial assumption about future government grant levels; contract and supplier costs; inflation; business rates retention; and reserves are prudent.

Pension reforms within the fire and rescue sector and local grant reductions and pension.

The Service employs nearly 1400 people whom encompass a wide range of roles including full time operational fire fighters, on-call duty system fire fighters and a diverse range of support staff which operate across many functions. Due to the economic downturn and pension reforms the Service is now in the position where the risk implications of an ageing workforce must be considered. The Service has not recruited significant numbers of full-time fire fighters for many years due to a reduction in funding. Whilst this has aided the Service in meeting the challenges caused by the financial deficit, it has also meant that the average age of the workforce has increased significantly. The implications of an ageing workforce mean that the Service has focused on enhancing its approach to health and wellbeing. This includes making a significant investment in fitness equipment, ensuring that all staff have access to facilities that actively promote the adoption of a healthy lifestyle. The current risk of the ageing workforce is being actively monitored and measures are in place within our Service Delivery Plan to ensure the risk continues to be mitigated.

Transport infrastructure.

The Service operates within an extensive and complex road, rail, maritime and air infrastructure. Traffic is generally increasing, including air traffic levels, with over 670,000 passengers going through Bournemouth airport last year. The Service already has site specific incident response plans for higher risk aspects of the current transport infrastructure. However, there are some forecasted improvements to transport infrastructure within the Service area that we will also need to plan for. In September 2017, the Secretary of State for Transport announced the preferred route for improvements to the A303 past Stonehenge. The 8-mile route, between Amesbury and Berwick Down in Wiltshire, includes a 1.8-mile tunnel inside the Stonehenge. The project is fundamental to the Government's aim to make the A303 an Expressway to the South West. This project will involve a significant input for specialist fire safety and road safety advice. The Service has recently restructured its management arrangements to provide for this and to support wider efficiency measures, particularly with regards to opportunities emerging from work that is actively looking to rationalise the wider public estate.

Local industry risks incl. COMAH & REPPiR sites.

Three pieces of relevant legislation pre-date the Civil Contingencies Act 2004, (CCA):

- Control of Major Accident Hazards Regulations (COMAH): which relate to incidents at industrial establishments;
- Pipelines Safety Regulations: which relate to hazardous oil and gas pipelines and pipeline installations;
- Radiation (Emergency Preparation and Public Information) Regulations (REPPIR): which relate to radiation hazards at locations including nuclear power stations (including MoD nuclear installations subject to Defence Major Accident Control Regulations).

We work closely with our Local Resilience Forums (LRFs) and this includes hosting the Dorset Civil Contingencies Unit. The LRFs coordinates how emergency responders work together to prepare plans to protect life; contain and mitigate the impacts of an emergency and create the conditions for a return to normality. We have full alignment to the community risk registers overseen by these forums and contribute our specialist knowledge in a number of areas. This includes taking a lead role at a strategic and tactical level. Our detailed operational capability analysis compliments the work undertaken by the LRF's through the development of the respective Community Risk Registers and provides assurance that there are no significant strategic issues associated with these sites where we cannot meet our statutory responsibilities.

Social

Population changes.

The population across the Service area is set to increase. The population expansion in the Dorset and Wiltshire sub-region indicates growth projections of 107,986 (7.6%) between 2011 and 2020. Growth in real terms is expected to be uneven across the area and centred on urban areas, with greater increases in Swindon, Bournemouth and Poole compared to Wiltshire and Dorset. The highest percentage growth is likely to be seen in Swindon, Christchurch, Poole and Bournemouth. The proportion of younger people is likely to remain notably higher in Bournemouth due to its appeal as a university destination. Taken together, both Bournemouth and Swindon may retain a younger demographic profile than other parts of the sub-region, particularly Wiltshire Council and Dorset County Council areas which are notably older in demography. In addition, as life expectancy is set to increase so the population is set to age. Areas of the sub-region such as Christchurch and East Dorset already enjoy some of the longest life expectancy across the country. At present those living alone over pensionable age who have other medical or social care needs fall in the highest category of those most likely to experience an accidental dwelling fire. The number and profile of this raising of life expectancy is also forecasted to increase the strain on the NHS and adult and social care services. This is predicted to lead to an increase in the number of people experiencing dementia or becoming frail and potentially requiring emergency hospital admissions. This will mean that the demand to support the prevention of slips, trips and falls will increase in proportion to the number of high-risk individuals living across the service area. In addition, a sudden change in circumstances for older people who may experience the

death of a partner or loved one can place them at risk of social isolation and increase their risk of fire due to a change in their living circumstances.

Cultural diversity.

The Service area is less ethnically diverse when compared to the rest of England, although there are pockets of ethnic diversity within the more densely populated areas. The overriding picture is that the sub-region is homogenous, with the vast majority of residents identifying themselves as White-British. The Service recognised that it must both reflect the makeup of the community it serves and sensitively engage with it to ensure effective and consistent delivery of services and this is being actioned through a significant programme of work within our Service Delivery Plan.

Most residents across Dorset and Wiltshire identify themselves as Christian, with a significant minority of people following no religion. Religious diversity has increased across the sub-region over the past decade and this position has been predicted to continue, although due to Brexit, there is less certainty about this than previously. It will therefore be important to engage with newly established or growing religious groups in all areas to deliver fire safety and healthy lifestyle messages to all communities.

LGBT Communities. Government statistics show that nationally 2% of the population has identified themselves as being lesbian, gay or bisexual. Stonewall believe the figure is incorrect and suggest that the correct figure is between 5% and 7%. Some people are still reluctant to be out within the community, fearing discrimination and harassment. There is no clear estimate of those in the population who are transgender although they are more likely to be subject of discrimination and harassment.

The Service recognised that it must both reflect the makeup of the community it serves (see internal analysis) and sensitively engage with it to ensure effective and consistent delivery of services and this is being actioned through a significant programme of work within our Service Delivery Plan.

Health and wellbeing.

With an ageing population, the cost of providing adult social care will continue to increase. Longer lives may also see a higher proportion of lifespan spent with reduced mobility. The number of people taking illicit drugs will continue to increase, though levels of regular drug abuse is likely to carry on decreasing. Alcohol consumption is projected to increase, while binge drinking may decrease amongst the general populace, it will still be common among younger drinkers. As a result, there is likely to be an increase in the number of people with chronic alcohol conditions. Obesity levels are also predicted to rise and along with dementia and age-related illnesses this will be one of the major health and social challenges facing national and local public health and social care services. A more frequent prevalence of obesity will also place further demand on wider local public services. There may be further risks from interlinked lifestyle issues, such as decreased mobility.

Reform to emergency care structures aims to focus on preventing hospital admissions where possible, with more people being treated either on-scene, at smaller facilities or where they reside.

Deprivation.

Locally, research has shown that 10-20% of the population in Swindon, Wiltshire and Bournemouth are over-indebted. This falls to 5-10% in Poole and areas covered by Dorset County Council, with the exceptions of East Dorset (0-5% of the population) and Weymouth and Portland (20-30%). Levels of fuel poverty have also grown across the sub-region since 2006. The rising cost of domestic energy is likely to lead to an increase in the number of households classed as being 'fuel poor'. This will particularly impact rural areas where the energy efficiency of dwellings is traditionally at a lower standard than in more urban environments. Fuel poverty is more prevalent, and will impact more, in rural areas of Wiltshire and Dorset compared to Bournemouth, Poole and Swindon. This could lead to an increased risk of fire through people turning to alternative heating methods such as the use of electric heaters, particularly those in thatched properties or other homes that may be built using alternative methods or materials. Increased numbers of fuel poor residents may also lead to higher instances of respiratory illness and other linked conditions, particularly among elderly and vulnerable residents.

Dwellings and households.

In England, the South West contains the highest proportion of the population living in a rural environment (31.6%), with approximately one million living in villages, hamlets and isolated dwellings. On the face of it this represents an opportunity to recruit firefighters on the on-call duty system, however, changing expectations and people working further away from home has led to difficulties recruiting and retaining firefighters to cover a number of the rural towns and villages across Dorset and Wiltshire. There has been a considerable increase in the housing stock across the sub-region over the past decade, particularly in Swindon, Wiltshire and the Dorset County Council areas. Future development to 2030 will see housing development focus on Swindon (22,000 homes), Poole (10,000), North Dorset (7,000) and West Dorset (9,640). Owner-occupation is the majority tenure across the sub-region, though renting is more prevalent in Christchurch and East Dorset. Areas of the sub-region are also popular holiday destinations for both domestic and international visitors, with parts of Dorset (Purbeck, West Dorset) having significantly higher numbers of second properties than the national and regional average. Demand for second homes is likely to continue. At face value it would appear that an increase in the number of dwellings would lead to a corresponding increase in the risk and rate of dwelling fires, however, this is not necessarily the case due to fire safety regulations in new housing and changes to construction and building methods. An increase in rental properties could see more houses of multiple occupation (HMOs), especially in more urban environments such as

Bournemouth, Poole and Swindon. Housing affordability - both homeownership and rental - will continue to be an issue across the sub-region but especially in areas of Wiltshire, West Dorset, Purbeck and Poole. As stated above, the proportion of rental properties is likely to continue to increase partly due to affordability and the availability of properties. It is likely that single occupancy households will become more common across the sub-region. Living alone may not necessarily affect an individual's fire risk; however, living alone combined with specific demographic characteristics can have an impact. Age, mental health, physical wellbeing and living environments can all play a part in contributing to an individual's circumstances that put them at a higher risk of having a fire that may result in death or injury.

Technological

Emergency services mobile communications programme.

A nationwide Emergency Services Mobile Communications Programme (ESMCP) is currently in its planning stages. The programme is set to provide the emergency services with a revolutionary new communication system. It will include the development of a system called the emergency services network (ESN) which will provide the fire & rescue service, police and ambulance service with voice and broadband data services. The programme will also provide the governance for many projects which will see user devices upgraded, several Control room upgrades and the introduction of an air to ground (A2G) network. It is intended that the ESN will provide a mobile network that has extensive coverage, high resilience, suitable security measures and hi-tech functionality that will allow users to communicate under the most challenging circumstances. This should in turn allow control room operators to make better assessments of the incidents that are occurring. It is anticipated that there will be significant short-term resourcing issues to deliver this national programme of work, but this should be off-set by potential long-term improvements in functionality in operational and general terms for the Service. The Service's local project as part of this programme is now being progressed and a suitable financial reserve has been ear-marked as set out in the medium-term finance plan.

Increase mobile usage.

Rates of daily computer usage will carry on increasing. While often seen as the preserve of younger generations, the highest rate of increase in usage recently has been among older generations. A growing number of people will access information and service through mobile technology such as smartphones and tablets. The growth in online technology and mobile communications will lead to greater emphasis on e-access of services; social media and cyber security and the correct handling of personal data. Advances in technology may help to provide support to working practices, such as providing remote support to personnel at the scene of an incident or out in the community. It will also become increasingly important that

workforces are able to use and work effectively with new technologies. The Service has a significant programme to support flexible working including the investment in more mobile access to systems and information via cloud-based services. Significant investments in mobile data terminals in appliances also support and complement the Emergency Services Mobile Communications Programme (ESMCP). The level of cybercrime is set to increase and become more sophisticated meaning that the Service will need to be continually vigilant and invest in protective technologies.

Environmental (incl. heritage)

Flooding and climate change.

The predicted impact of climate change has estimated that on average, summer periods may become drier in the South of England. Drier summer conditions may lead to an increased risk of grass and heathland fires in open areas, which will call on resources. Conversely, seasonal rainfall over winter is expected to increase, which may increase the risk of fluvial flooding (groundwater flooding). Recent years have seen varying extremes of weather patterns, notably heavy flooding. These events, particularly winter flooding, are likely to become more frequent occurrences and local services will be required to respond accordingly. This will necessitate continued close collaboration with category 1 responders to ensure effective plans and procedures are in place. Pressures to address the lack of affordable homes in the country could lead to more development on areas of flood risk. Coupled with the effects of climate change this could lead to more incidents of flooding that require FRS and partnership resources.

Thatched properties.

Together, Dorset and Wiltshire are the two areas with the most thatched properties in the UK. Thatched properties bring their own specific fire risks and it is likely that thatch as a building material will continue to be popular locally. The Service has a proactive preventative approach to these properties and undertakes regular safety campaigns. There is also a training focus for our stations to maintain their competences that relate specifically to thatch firefighting.

Heritage buildings.

Dorset and Wiltshire have a large number of listed properties. Our fire safety inspectors work closely with responsible owners and agencies and undertake regular safety audits to ensure adequate fire safety solutions are in place and that the building meets life safety standards. All significant sites and buildings have site specific risk information to support our response arrangements and the protection of these important assets.

Legal

Fire and Rescue Service National framework for England 2018. Our Community Safety Plan and Service Delivery Plan set out how we meet the requirements within the National Framework. Assurance is provided through our established Governance arrangements.

Grenfell.

The tragic fire at Grenfell raised several significant questions over how fire safety regulations are enforced in such premises. While the public inquiry into the fire has been launched, the outcomes and findings are likely to have a significant impact upon the fire sector as a whole; particularly in the areas of building regulations and fire safety. Since the incident, the Fire Authority has been liaising with local housing providers and councils to ensure the safety of residents in specific premises and will continue to work with authorities both locally and nationally to enforce fire safety in the areas where it is responsible and to help inform the emerging national picture regarding fire safety in high-rise and other premises.

Policing and Crime Act 2017.

The Policing and Crime Act 2017 amends the Fire and Rescue Services Act 2004 to enable Police and Crime Commissioners (PCCs) to take on governance of their local fire and rescue service through the creation of new PCC -style Fire and Rescue Authorities. The Act also defines opportunities for closer working across emergency services through a new statutory duty for blue light service collaboration. It also makes provision for PCCs to be represented on their local FRA. Political dialogue continues with both PCCs. Currently there is no appetite for a local business case to be developed by the PCCs. Collaboration opportunities continue to be pursued, particularly in the sharing of our estate through the One Wiltshire Estate Partnership and the Principle Town Reviews in Dorset.

Information management.

The Service operates to a wide range of legal requirements associated with information management. The General Data Protection Regulation (GDPR) is a regulation intended to strengthen and unify data protection for all individuals within the European Union (EU). It also addresses the export of personal data outside the EU. The GDPR aims primarily to give control back to citizens and residents over their personal data and to simplify the regulatory environment for international business. The regulation became enforceable from 25 May 2018. The Service has a robust framework for information governance that has been adapted to comply with these new regulations.

Health and safety.

The Service operates within a wide range of legal requirements associated with health and safety legislation. A comprehensive assurance is completed each year to ensure organisational compliance which is also supported by BSI 18001 accreditation in the south of the Service. No significant strategic issues have been determined through this assessment or through our internal audit controls.

Public Sector Equality Duty (Equality Act 2010)

Those subject to the equality duty must, in the exercise of their functions, have due regard to the need to: Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act; Advance equality of opportunity between people who share a protected characteristic and those who do not and foster good relations between people who share a protected characteristic and those who do not.

The duty also includes two specific duties:

1. Publish sufficient information to demonstrate its compliance with the general equality duty across its functions.
2. Prepare and publish one or more objectives that it reasonably thinks it should achieve to meet one or more aims of the general equality duty at intervals of not greater than four years.

The Service has a broad range of arrangements and programme of work to ensure it both complies with and works within the 'spirit' of this requirement. This is set out in our equality, diversity and inclusion policy; ED&I assurance framework and the Service Delivery Plan.

3. Key strategic findings from external analysis

a. The number of individuals and householders that the Service needs to engage with to reduce the number of deaths & serious injuries from fire or to prevent unnecessary hospital stays is set to increase

Why?

Our strategic assessment is indicating that there will be a forecast

- Increase in the population across Dorset and Wiltshire
- Increase in the numbers of elderly people requiring specialist support or with a long-term illness or disability
- Increase in the strain on the NHS and adult and social care services, as the number and profile of the population changes
- Shortage of affordable housing with an increase in rented properties and houses in multiple occupation
- Fall in household incomes relative to inflation
- Increase in the number of households classed as being 'fuel poor' due to the rising cost of domestic energy
- Higher level and more frequent prevalence of obesity will place further demand on local public services

The Service faces the need to continue to deliver its programme of prevention activities whilst at the same time addressing its medium-term financial deficit as detailed in the medium-term finance plan.

Strategic response

This will mean that going forward the Service needs to:

- Increase the targeting of high-risk individuals and households offering a tailored level of support and engagement for those at medium to low risk
- Continue to deliver an integrated approach to risk management bringing together prevention, protection, response and resilience to target those most at risk from fire and other emergency events
- Continue to work with other partners to better use data to identify those most at risk and jointly work to get 'up stream'

of the demand for those that require fire and rescue and broader public services

- Align our approach to understanding vulnerability and risk to the emerging work that is being undertaken by the National Fire Chiefs Council (NFCC) in developing a national definition of risk and associated toolkit; and one that is cognoscente of the work that is associated with the development of the office for data analytics which is being progressed through the South West Emergency Services Collaborative Partnership (SWESCP).

b. Financial uncertainty for the Service and its partners is set to continue for the foreseeable future.

Why?

Our strategic assessment is indicating that there will be a forecast

- Continuation of financial uncertainty due to Brexit, the need to cut the national deficit and pressures for wage increases to keep pace with inflation resulting in an uncertain outlook to the way fire and rescue authorities will be funded

Strategic response

This will mean that going forward the Service needs to:

- Continue to focus on strong financial management and demonstrate value for money in all that we do and increase productivity
- Seek to formalise the networked fire services partnership towards a strategic alliance. This alliance should then seek to standardise as much as possible in terms of planning and delivery to allow savings to be realised through joint procurement and shared resources. This may require releasing additional capacity from within the Service management structure through greater levels of empowerment particularly at station level.
- Continue to work collaboratively, particularly through the South West Emergency Service Partnership to standardise as much as possible in terms of planning and delivery to allow savings to be realised through joint procurement and shared approaches.
- Scenario plan different response delivery models against the integrated risk management planning methodology to help

ensure a sustainable revenue position including reducing the capital expenditure programme.

- Ensure our plans are reflective of the NFCC strategic priority that aims to encourage and assist FRSs to maximise the added value of digital solutions, innovative use of information technology and effective sharing and the utilisation of data in ways which will make the sector more effective and efficient at what we do.
- Support the NFCC in lobbying for multi-year budget settlements and transformational funding that give FRSs the opportunity to plan for the future, making it easier to deliver sustainable transformation and sector reform.

c. Further pressure on the sustainability of the on-call duty system will continue

Why?

Our strategic assessment is indicating that there will be a forecast

- Continued pressure on recruiting and retaining firefighters to work in rural areas.
- Affordable housing stock within villages coupled with people working more in urban areas means that there are less recruitment opportunities.

Strategic response

This will mean that going forward the Service needs to:

- Continue the programme of work to attract, recruit and retain on-call firefighters
- Continue to ensure that an integrated and risk-based approach is taken to deployment of prevention and protection resources outside of those areas where we cannot achieve our response times.
- Consider its approach, through IRMP development, to resourcing e.g. crewing systems and vehicle and equipment provision.
- Ensure our plans are reflective of the NFCC priority to ensure that the fire and rescue sector continues to build a

representative workforce which possesses the appropriate skills, experience and leadership qualities to deliver a range of services to the community. A workforce which is change ready and able to deliver a broad set of interventions to make communities safer and healthier which affords people greater opportunity and prosperity.

d. An ageing operational workforce will be a predominant feature of the Service for the foreseeable future

Why?

Our strategic assessment is indicating that there will be a forecast

- Continued ageing operational workforce due to pension reforms and local grant reductions limiting whole time recruitment.

Strategic response

This will mean that going forward the Service needs to:

- Continue the programme of health and wellbeing work
- Ensure that we strengthen our strategic workforce planning arrangements
- Ensure our plans are reflective of the NFCC priority to ensure that the fire and rescue sector continues to build a representative workforce which possesses the appropriate skills, experience and leadership qualities to deliver a range of services to the community. A workforce which is change ready and able to deliver a broad set of interventions to make communities safer and healthier which affords people greater opportunity and prosperity.

e. The outcomes and findings of the Grenfell enquiries are likely to have a significant impact upon the fire sector particularly in the areas of current system of building regulations and fire safety

Why?

Our strategic assessment is indicating that there will be a forecast

- Change to the building safety and enforcement regimes following the public enquiries
- Potentially an increased resourcing issue for fire and rescue services

Strategic response

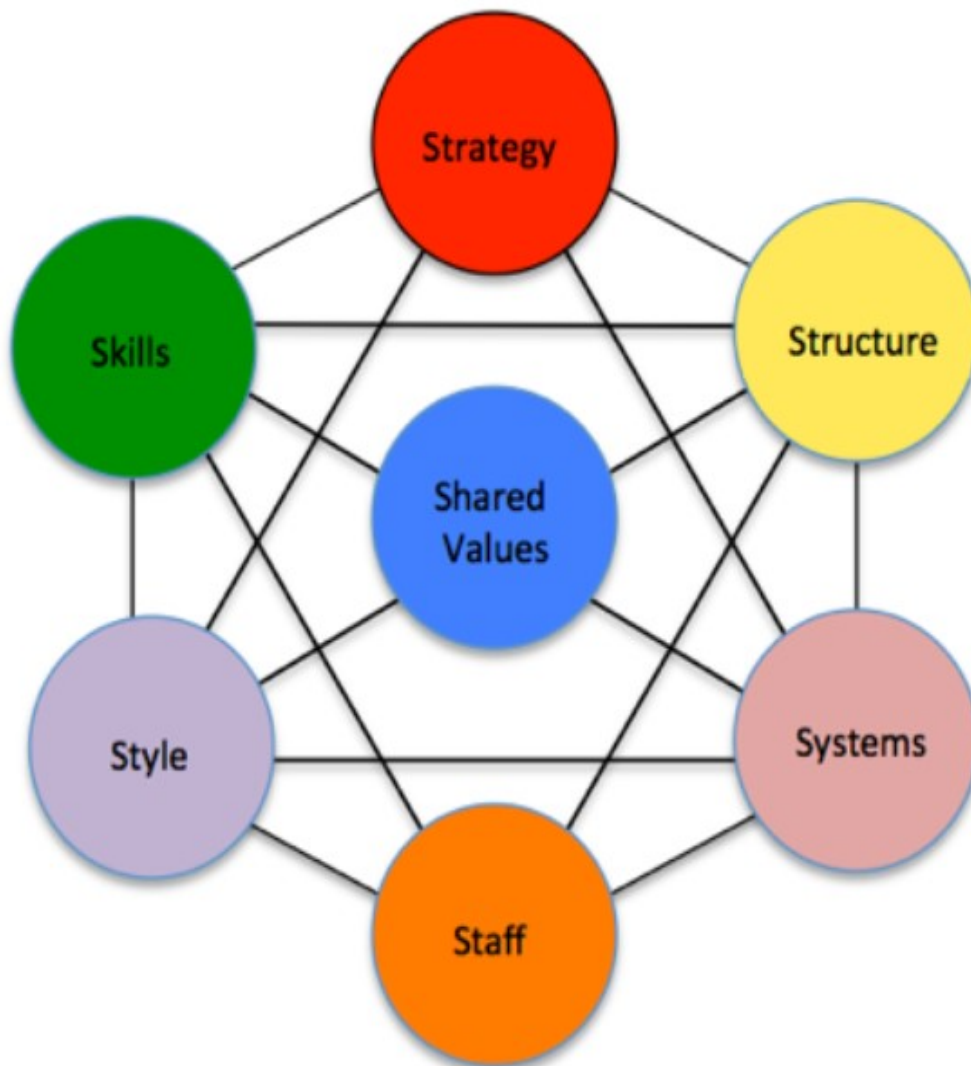
The outcome of the Grenfell enquiries will be closely monitored from the perspective of likely impact on:


- Succession planning
- Skills, qualifications and accreditation
- The need to extend technical fire safety activities to operational crews (at the appropriate level)

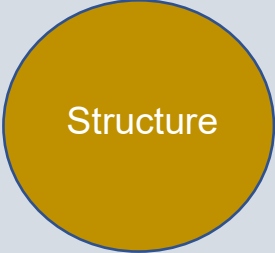
4. Internal analysis

Cultural strategic diagnostic

This internal organisational analysis is conducted against the McKinsey 7 S model as this has been adopted by the Strategic Leadership Team as the preferred organisational development tool.




	What we mean by this: <ul style="list-style-type: none"> • Leadership and management style • Empowerment and trust • Risk tolerance 	
Where were we in? (early 2016)	Where are we now? (October 18)	What needs to be strengthened and is the issue covered in the Service Delivery Plan?
<ul style="list-style-type: none"> • Uncertain and inconsistent leadership style at SLT and middle management • SLT still forming under former CFO • Perception of over-controlling by SLT from middle management • Perceptions of risk aversion from middle management • No top team development events or programme • New departments and teams forming within new organisation • Levels of empowerment and trust not clearly established or communicated • Alliances to former Services running through new organisation • Silo working apparent 	<ul style="list-style-type: none"> • More consistency in leadership style at SLT • Top team development events held and showing a positive impact • More of a 'one-team' philosophy across Service • New CFO championing a 'one-team' approach • SLT working in more a strategic space aligned to delivery of strategic priorities • Improved cohesion at middle management • Matrix working now more evident with improved focus on cross-departmental planning and delivery • Risk management operating and showing linkages to investment needs • DCFO chairing the EDI Committee across the Service. 	<ul style="list-style-type: none"> • Structured leadership and management approach to better embed cultural vision set out in Community Safety Plan and associated Service Delivery Plan ✓ • Greater managerial empowerment through clearer expectations and accountability through continued commitment to service delivery teams and embedding the Service Delivery Plan and up skilling through leadership programme ✓ • Continued top team development against a structured programme to set a wider strategic environment and the associated frameworks✓ • Potentially more investment in leadership and management development. Zero based analysis needed to support this✓ • Increased accountability within performance management ✓ • Less risk aversion through improved understanding of corporate governance✓ • Greater understanding at middle management around corporate governance to get more capacity and capability at strategic level ✓

 <p>Structure</p>	<p>What we mean by this:</p> <ul style="list-style-type: none"> • Definition & flexibility of management structures • Coordination of planning and delivery • Governance and accountability 	
<p>Where were we in? (early 2016)</p>	<p>Where are we now? (October 18)</p>	<p>What needs to be strengthened and is the issue covered in the Service Delivery Plan?</p>
<ul style="list-style-type: none"> • Structure not yet in place with departments not fully resourced • Unclear relationships across managers and functions • SLT key focus for decision-making • No supporting meetings process to support performance management • Disparate workforce still coming to terms with change • Migration of systems and procedures not in place forcing different ways of working within departments • Temporary appointments causing additional disruption in some departments • Strategic linkages from Community Safety Plan down to teams and individuals not clear • Weak accountability and reporting arrangement due to lack of clear infrastructure and ways of working • Governance structures operating in line with pre-combination intentions 	<ul style="list-style-type: none"> • Departments better resourced and reflecting strategic risk controls and becoming more established • Single systems and ways of working more apparent as migration process now well advanced • More matrix-led planning and delivery due to introduction of delivery teams and coordinating teams • Reduced size of SLT from April 19 with SLT structure and responsibilities aligned to strategic priorities • Realigned community safety directorate to better support on-call retention and recruitment and further driving an integrated approach to risk management • Governance arrangements reviewed by Members to reduce democratic burden and streamline decision-making • Members aligned to discrete policy areas and workplaces • Service delivery planning strengthened to performance management • EDI Committee in place to steer and scrutinise the embedding of EDI. 	<ul style="list-style-type: none"> • A need to add capacity for project working and to reduce temporary moves and associated disruption/ workloads. More capacity needed to support discrete initiatives and projects stemming from desire to work within wider partnerships. Capacity potentially being derived from a review of key roles (e.g. WM) (not yet fully in train) • Structures potentially need to better reflect partnership approaches developed through NFSP and alignment to NFCC annual work programme • Roll out revised governance arrangements from June✓ • Further embed the planning and performance management arrangements to support the delivery and oversight of the Community Safety Plan and the Service Delivery Plan✓ • Further embed the service delivery teams ✓

	What we mean by this: <ul style="list-style-type: none"> • Planning, performance and financial systems • Policies, procedures and information systems • Communications and engagement systems 	
Where were we in? (early 2016)	Where are we now? (October18)	What needs to be strengthened and is the issue covered in the Service Delivery Plan?
<ul style="list-style-type: none"> • Minimal number of core systems and procedures in place to support day one of combination • Migration processes underway but not yet bearing fruit • Planning, performance and risk management arrangements not understood and culturally not adopted • Communications and engagement ad hoc and processes not fully formed • Information management processes in place but governance arrangements still forming • Two email and calendaring systems and ICT platform needing to be harmonised • Interim intranet in place • Different quality of asset registers and management systems leading to confusion • Policy in place but procedures need to be harmonised and kept on variety of systems in differing formats • Financial management system in place but coding system not aligned to managerial need and confusion about precise nature of budget allocations. • No efficiency plan or associated process in place • Confused workforce planning 	<ul style="list-style-type: none"> • The majority of systems and procedures now fully migrated • Planning, performance and risk management arrangements maturing but still more work to be done to align and embed • Communications and engagement operating well with substantial assurances from auditors • Information management processes operating well with good governance and assurance in place including positive audit and inspection reports • Policies now being reframed in light of the revised strategic planning arrangements • Appraisal process in place • E-learning platform and significant materials in place to support induction, assurances and personal development • ICT platform and associated systems harmonised with single email and calendaring • Investment in ICT trainers and in technology (including new intranet and O365) to support smarter working • Financial and VFM processes needing to be further embedded • Workforce planning significantly strengthened and positively reported by auditors 	<ul style="list-style-type: none"> • Continued migration of remaining systems and procedures. Only low risk left to do ✓ • Review of appraisal process to better support values and performance management ✓ • Increased use of ICT training to support further embedding of information systems ✓ • Simplified Cycle performance management systems with greater use of performance dashboards ✓ • Policies to be better aligned to Statement of Assurance and lead directors ✓ • VFM assessment framework to be more embedded ✓ • Competence recording system to be developed to align with wider systems in operation such as pay, availability and rostering ✓ • Impact Assessment (including equality analysis) to be digitalised and linked to quality assurance. ✓ • Continued commitment to the smarter working programme to encourage flexible working and more efficient working through the take up of technological improvements ✓ • Strengthened approach to zero based budgeting to

		maximise resources to areas of most need ✓
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	What we mean by this: <ul style="list-style-type: none"> • Training and development • Management skills and competencies • Development and talent management 	
Where were we in? (early 2016)	Where are we now? (October 18)	What needs to be strengthened and is the issue covered in the Service Delivery Plan?
<ul style="list-style-type: none"> • Operational licence in place • Staff adjusting to new skills sets associated with their new roles and responsibilities • Coaching and mentoring support for all heads of department to support transition and establishment of new departments • No appraisal process in place • Team and departmental development supported by external assistance but largely ad hoc approach being adopted • No approach to talent management 	<ul style="list-style-type: none"> • Training and development arrangements in place helping to ensure operational competence but needing to be further harmonised • E-learning platform and materials in place and supporting induction and assurance processes • Ad hoc approach to talent management, now allowing role hopping for uniformed promotion at SM, GM and AM levels • Qualifications and education support arrangements in place • Additional investments in ICT trainer to support up skilling staff and embedding new systems • Additional investments in operational training • Additional investments in HR to support managerially led decision-making • Additional investments and realignment of resourcing to support on-call duty system • Emerging Integrated property management plan to support remote training • Equality, Diversity, Inclusion and RESPECT training for all 	<ul style="list-style-type: none"> • Coaching and mentoring approach needing to be further formalised and linked to emerging approach to talent management ✓ • Leadership and management development programme in place and aligned to RNLI partnership. Strategy needed to cement this approach. ✓ • Encourage police and SWESCP to come on board to secure a wider multi agency approach ✓ • Development pathways for all staff groups needed to be strategically aligned and better financially forecasted ✓ • Competence assurance process to be further strengthened and overseen at people delivery team ✓ • Leadership capability audit needing to be further refined ✓ • Approach to talent management needing to be defined and communicated ✓ • Competence recording system to be developed to align with wider systems in

	new starters now in place. including unconscious bias awareness.	<p>operation (pay, rostering, availability)✓</p> <ul style="list-style-type: none"> • Further Equality, Diversity, Inclusion training needed for all staff. To include awareness of Unconscious bias. • Strengthen the following areas: negotiation/ influencing; collaborative leadership; leading change/innovation; corporate governance and working within a political environment, report writing; discipline; unconscious bias
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<div><div></div><div>Staff</div></div>	<div>What we mean by this:</div> <div><div><div></div></div><div>Values and behaviours</div></div> <div><div><div></div></div><div>Motivation and reward</div></div> <div><div><div></div></div><div>Engagement</div></div>	
<div>Where were we in? (early 2016)</div>	<div>Where are we now? (October 18)</div>	<div>What needs to be strengthened and is the issue covered in the Service Delivery Plan?</div>
<div><div><div></div></div><div>Bruised non-station based workforce with stations largely unaffected</div></div> <div><div><div></div></div><div>Sub-cultures often aligned to former Services</div></div> <div><div><div></div></div><div>Morale mixed and largely dependent on timing of transition process</div></div> <div><div><div></div></div><div>High managerial stress levels</div></div> <div><div><div></div></div><div>Low staff engagement due to processes not established and departments and their teams still forming</div></div> <div><div><div></div></div><div>Perception from middle managers that SLT out of touch with demands being placed on them</div></div>	<div><div><div></div></div><div>Improving morale within non-station based staff</div></div> <div><div><div></div></div><div>Stress levels generally improved as departmental reviews begin to take affect and single ways of working/ system are more apparent</div></div> <div><div><div></div></div><div>Engagement processes well established but more work needed to get buy-in from staff</div></div> <div><div><div></div></div><div>Staff survey undertaken and systematically reported and managed</div></div> <div><div><div></div></div><div>More homogenous culture appearing</div></div> <div><div><div></div></div><div>Awards ceremony and professional qualification events held and valued by staff</div></div> <div><div><div></div></div><div>RESPECT value and behavioural framework</div></div>	<div><div><div></div></div><div>More explicit leadership and management programme anchored to RESPECT framework✓</div></div> <div><div><div></div></div><div>Team meetings need to be better structured and quality assured✓</div></div> <div><div><div></div></div><div>Appraisal process needs to be reviewed with strengthened quality control and assurance and aligned to 360-degree process✓</div></div> <div><div><div></div></div><div>Dealing with poor performance and having difficult conversations</div></div> <div><div><div></div></div><div>Closer examination and application of future skills in workforce planning and postings</div></div>

<ul style="list-style-type: none"> • RESPECT value and behavioural framework in place but not embedded • Significant staff engagement but ad hoc communications in place • Team meetings not systematically undertaken • Job evaluation processes suspended for six months 	<p>simplified; aligned to national police ethics framework but not embedded</p> <ul style="list-style-type: none"> • Team meetings still ad hoc and requiring more systematic approach • Job evaluation processes now supporting restructures and changes to individual roles • Realignment of job locations and review of flexible working to support smarter working programme • Investments and realignment of existing resources to support on-call duty system and retention and recruitment • Support networks put in place for all staff/volunteers based around protected characteristics and mental health. 	
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<div>  Strategy </div>			What we mean by this: <ul style="list-style-type: none"> • Clarity and cohesiveness of direction • Resourcing and prioritisation • Innovation and flexibility 		
Where were we in? (early 2016)		Where are we now? (October 18)		What needs to be strengthened and is the issue covered in the Service Delivery Plan?	
<ul style="list-style-type: none"> • Community safety plan in place • Strategic priorities, values and behaviour frameworks in place and communicated • Performance management approach forming but being culturally resisted in large parts of new Service • Strategic direction largely defined around realising benefits identified in combination programme 		<ul style="list-style-type: none"> • Strategic planning arrangements much stronger • Planning and performance arrangements more cohesive but more work to align and embed • Strategy, structure and systems now more harmonious • Policies now being reframed in light of revised strategic planning arrangements • Multi-agency partnership forming over leadership and management development 		<ul style="list-style-type: none"> • Leadership and management development still need more strategic work and aligning to RNLI partnership✓ • Five-year strategic route map to support strategic milestone review linking change to resourcing and wider strategic assessment (not yet) • Increased feedback and learning from audit programmes✓ 	

<ul style="list-style-type: none"> • Workforce planning still forming with workforce data proving problematic • Governance arrangements designed pre-combination and untested and democratically 'heavy' 	<ul style="list-style-type: none"> • Workforce planning significantly strengthened and better linked • Communities programme being better established • Audit programme linked to strategic planning framework • Trained assessor network to support health and safety management • Patchy evaluation but data often collected and collated • Strategy discussions to better align to strategic alliances involving neighbouring fire and rescue services and other emergency providers • Governance arrangements reviewed and aligned to future direction and ministerial expectations 	<ul style="list-style-type: none"> • Evaluation processes need strengthening to answer VFM and 'so what?' questions✓ • Integrated property management plan to be more fully integrated with training and ICT roadmap and IRMP✓ • Policies to be aligned to Statement of Assurance and lead directors✓ • Revised governance arrangements to be rolled out following sign off the combination order✓ • Strategy and organisational development needs to be more aligned to strategic alliances involving neighbouring fire and rescue services and other emergency providers✓ • Broadening the role of firefighters following national negotiations (awaiting national agreement)
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Wider organisational analysis

Incidents.

We use our Organisational Effectiveness Database as a mechanism for capturing learning opportunities that are received into the Service from a number of avenues. This includes National reports that are sector specific and national or regional reports that are generated from a resilience or business continuity perspective. The database is also used as a repository for several of our internal processes and systems such as operational debriefs, command assessment evidence and NFCC circulars that require actioning. Areas of focus and projects and actions resulting from internal analysis are captured and fed into delivery teams where decisions are taken regarding any new actions and projects that need to be commissioned and managed through our performance management system Cycle.

Nationally the number of fires attended has been on a steady downward trend since the early 2000s. This trend is mirrored locally. Primary fires have also experienced a slow and steady decline over the last 15 years. Secondary, fires which make up the highest proportion of all fires (51 per cent in 2016/17), have also shown a general downward trend, however with greater fluctuation. The weather has a stronger impact on the number of secondary fires than primary fires. As an example, when we experience a hot dry summer the number of heath and grassland fires increases both in

terms of volume and scale. Data from the English Housing Survey suggests that there are some households who are more likely to experience a fire within their home. The groups more likely to experience a fire were those:

- living in rented households are more likely than owner occupiers,
- living in flats were more likely to than those in a house,
- with a respondent under the age of 60 were more likely than those with a respondent over 60,
- living in a household with five or more members were more likely than those living in smaller households,
- with a long-term illness or disability were more likely than those without.

We further refine these high-risk factors to target the most vulnerable people living in residential properties and keep them safe from fire. Our high factors are based on:

- Does only one adult live at the property?
- Would anyone living in the property have difficulty in escaping the property in the event of a fire?
- Does anyone living within the property have any impairments (Physical or Mental)?
- Does anyone within this property hoard?
- Has anyone living at this property been discharged from hospital in the last 4 weeks or use Medical Oxygen?
- Does this property have no smoke detectors or old smoke detectors?
- Is anyone living at the property a smoker?
- Is anyone living at the property over 65 years old?
- Is anyone living at the property over 85 years old?
- Are portable/plug in heaters used in the property?
- Do you consider yourself or anyone in the property as vulnerable?
- Is there a business linked to this property?

These factors are also shared with our partners to ensure we jointly focus on those at greatest risk. If households do not meet a high-risk factor, they will be signposted to education and self-help techniques

Downwards pressures *(all experienced locally)*

Increase in smoke alarm ownership

Reduction in smoking

Reduction in drug and alcohol use

Reduced arson (long-term)

Improved safety standards (furniture and furnishings) and improved building regulations

Preventative work and education

Upwards pressures

Ageing population. Local analysis suggests that the population across the Dorset and Wiltshire is increasing and ageing with the number of people with requiring specialist support set to increase

Overcrowding / rise in houses in multiple occupation (HMOs). Local analysis suggests that the housing shortage is becoming more acute with more people in rented in accommodation

Total incident trends.

Last year incidents marginally increased to 13924 including 3,308 fires. Apart from an increase in fires in the home, incident types have continued to reduce or remain largely the same. In terms of primary fires there were approximately 30% fewer incidents recorded compared to 10 years ago.

Accidental fires in the home.

The number of accidental dwelling fires for last year indicated a small increase from 771 to 794 fires.

Deliberate fires.

The number of deliberate fires has decreased significantly across both Dorset and Wiltshire by over 60% in the last 10 years. However last year we were called to 966 deliberately set fires up from 919 in the previous year. Long-term levels of anti-social behaviour have fallen in both Dorset Police and Wiltshire Police areas.

Fires in commercial buildings. There has been approximately a 16% reduction in commercial fires over the last 10 years. Our Fire Safety team focus on people and buildings with the greatest risk and proactively target and look to protect people who live and work in:

- Residential care homes and above commercial properties in flats and HMO's.
- Properties outside of our planned response times and those buildings of complex nature requiring diligent management of fire safety within the building.
- Sleeping accommodation which is either familiar or unfamiliar to occupants and which has not been previously inspected under the Regulatory Reform (Fire Safety) Order.

Through our proactive engagement we have seen development of effective partnerships with local Environmental Health teams, Immigration and the Police; this has been particularly productive in trying to address compliance issues in HMO's and to protect vulnerable people who often reside in this type of housing. By developing stronger links with partners, we are able to share intelligence and maximise our impact in reducing both commercial and residential risks.

Road traffic collisions.

More people are killed and seriously injured in road traffic collisions than in fires. The number of people injured in road traffic collisions across Swindon, Wiltshire and the Dorset County Council areas has reduced over the past five years, however the number of incidents has increased in Bournemouth and Poole. While the numbers of those killed and seriously injured on our road have decreased over the past five years as a result of extensive partnership work. Last year we rescued 235 from road traffic collisions (231 in the previous year). We are therefore focused on educating young drivers aged 16-24. The main education programme is through Safe Drive Stay Alive Roadshows focused on Schools and Colleges. We have delivered road safety education to around 17184 people from across Dorset and Wiltshire. In addition, 24% of the British Army is located within the Service area and data from the Ministry of Defence indicates that Army staff are 161% more likely to be involved in a road traffic collision than the rest of the UK population. This situation and associated risk will increase as a result of the Army Re-basing programme which, whilst centred on Wiltshire will impact upon the wider military footprint across the service area as it will see the numbers of military personnel increase. As a result, we have focussed efforts on this high-risk group and have delivered our roadshow to over 1,800 army personnel.

Special service call.

The Service has a wide range of specialist rescue capability that can respond to a number of incident types including flooding and co-responding to medical emergencies.

Business continuity.

The Business Continuity Institute's Horizon scan report 2018, indicates the following:

Year	Top five threats
2016	<ol style="list-style-type: none">1. Cyber attack2. Data breach3. Unplanned IT and telecom outages4. Act of terrorism5. Security incident
2017	<ol style="list-style-type: none">1. Cyber attack2. Data breach3. Unplanned IT and telecom outages4. Security incident5. Adverse weather
2018	<ol style="list-style-type: none">1. Cyber attack2. Data breach3. Unplanned IT and telecom outages

	4. Interruption to utility supply 5. Adverse weather
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As a category 1 responder under the Civil Contingencies Act, the Service has robust business continuity arrangements including incident response plans to including severe weather events, pandemic flu that align to the principles of the BSI ISO 22301 which have been audited. It also has good information governance arrangements with an active assurance framework (again audited) and has recently upgraded the resilience to ICT outages/interruptions. It has also invested in Office 365 to improve its business continuity arrangements. This programme is currently being further strengthened with good managerial oversight.

5. Key strategic findings from internal analysis

f. The diversity of workforce is not sufficiently reflective of the community we serve

Why?

Our strategic assessment is indicating that:

- Our workforce is not reflective of the community we serve both in terms of diversity and gender
- our current gender pay gap of 11.9% is lower than the national figure of 18%, based on full and part-time workers (Office for National Statistics (ONS) 2017). This may be explained by the disproportionate number of male staff to female in operational roles, and the number of males in senior and middle management positions.
- The “high” quartile salary band is dominated by male staff, meaning they are the highest earners in the organisation. In contrast, a much larger proportion of female staff are found in the lower quartile salary band compared to the other bandings. This can be explained to some extent by the fact that the majority of females employed within the Service are corporate staff, on “Green Book” terms and conditions which generally offer lower rates of pay. In contrast, operational, “Grey Book” posts remain dominated by male staff that are paid at a significantly higher rate from entry (firefighter) level through to strategic level (brigade manager).
- Female operational staff currently have shorter lengths of service and as a result may not have progressed through the hierarchical role structure attaining higher graded roles with the corresponding higher salary.
- Female staff can mostly be found in the “low” quartile of pay scales. However, there is a larger proportion of male staff compared to female staff in this quartile, due to the over-representation of men in the organisation as a whole and particularly in the cohort for firefighters working the on-call duty system.
- For corporate staff, there are broadly the same number of males and females with the same number of men and women in the top four grades however there is a significant pay gap by gender. In the middle grades there are significantly more males than females and at the lower grades significantly more females than males.
- When corporate staff are looked at in isolation, there is still an over representation of females in the lower quartiles. There is also a high number of women in part-time roles. The proportion of females in upper quartile of green book salaries has increased due to recruitment and promotion of females in support staff roles (specialist or middle management).

- In terms of Fire Control Staff - it is interesting to note that there is a negative pay gap where females are paid more than men, this is due to the larger numbers of women than men, with no male Watch Managers. However, given Fire Control make up just 2.9% of the workforce, this does not have a big impact on overall picture.
- We are therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.
- In 2017 DWFRS took part in the Stonewall Workplace Equality Index and 116 staff and volunteers completed the Stonewall workplace survey. 14 identified as LGBT, however only 25% of these stated they were comfortable being out in the workplace. None of the 14 said that they had experienced discrimination or harassment in the workplace.

Strategic response

The Service has several key initiatives in place to improve the diversity of our workforce and help bridge the gender pay gap including:

- **Recruitment processes to help rebalance workforce composition.** The lack of gender diversity among operational staff is a national challenge for Fire and Rescue Services and has a historical and societal context. There were no women firefighters until 1978 in the UK (early 1990's for our Service) and the occupation is still broadly perceived by the public as a "male" one requiring exceptional physical abilities. Research points to a lack of awareness about the role and skills required of a firefighter which in turn may create barriers for women in considering this as a career. The predominance of male firefighters has also been exacerbated by the low turnover among whole time career firefighters which means the pace of improvement has been slow.
- To date, the Service has taken the following steps to increase gender diversity in all areas of its workforce:
 - Agreed a corporate target to increase the diversity of our operational workforce, by ensuring that 20% of recruitment is from under-represented groups
 - Encouraging more female applicants to the Service. Our positive action campaign "#BeOneOfUs" was launched in October 2017 and was designed for females and other people from under-represented groups to consider a career as an operational firefighter. We have developed and produced posters, leaflets and banners and our website included a link to an inspirational promotional video about a career in the Fire Service. Six "have a go" sessions were held across the Service area and we encouraged those attending to carry out some of the practical elements of the role such as hose running and wearing breathing apparatus. The results of our

recruitment campaigns will be closely monitored, and will be reported in next year's return

- Continuing to raise the profile of gender issues - The Service is active in national and local networks to support females working within the fire and rescue sector.

- **Embedding equality within key plans and processes to help ensure that equality is thought about from the outset.**

The Service has many key processes in place to help address this issue including:

- Established an equality, diversity and inclusion steering group to ensure a systematic approach is taken to this agenda
- Established processes to monitor the proportions of men and women leaving the organisation and their reasons for leaving
- Established training programmes for managers and staff about equality, diversity and inclusion
- Undertaken an equality impact assessment on all procedures including supporting employees prior to, during and on return from, maternity and other parental leave

- **Delivering a programme of smarter and flexible working to support the attraction, progression and retention of female staff**

- **Working with Stonewall through the Workplace Equality Index to help ensure a progressive and supportive culture**

- **Reviewing and improving workplace facilities for women to help provide a welcoming and supportive environment**

- The Service is continually reviewing and improving workplace facilities for women. The Service has addressed uniform and personal protective equipment needs in the past and will continue to do so as they arise. The Service is also ensuring, through its integrated property asset management planning, that stations and workplaces are suitable for female members of staff.

- **Apprenticeships**

- Apprenticeships are now available at a variety of qualification levels (up to level six degrees) so there are opportunities to use apprentice levy funding for development or re-training of our existing staff as well as for new recruits and school leavers. A whole range of apprentice standards are being developed which will replace existing frameworks. The Service is participating in the Trailblazer group responsible for development of a new Operational Firefighter standard for apprentices. Once the new standards are in place the Service is looking at broadening the range of apprenticeship programmes that we offer, so that we can attract a more

diverse range of applicants to consider a career within the Fire Service.

g. Better understand and improve the capability of our workforce

Why?

Our strategic assessment is indicating that:

- We need to set in place leadership interventions to enhance the capability of our workforce

Strategic response

The Service has several key initiatives in place to understand and improve the capability of our workforce

- **Leadership programmes at strategic, middle and supervisory levels**

The Service has forged an exciting partnership with the Royal National Lifeboat Institute (RNLI) which we hope to extend this collaboration to other members of the South West Emergency Services Collaboration. In addition to this programme, as well as continuing our support to the Executive Leadership Programme

- **Leadership Master classes**

Our staff survey and other organisational learning outcomes have identified key areas for leadership development. We need to focus improve the workforce understanding and improve capability/capacity in the following strategic areas:

- Corporate governance and working within a political environment
- Unconscious bias
- Supporting the wellbeing of our people
- Report writing – in managerial and political environments
- Smarter working – being as productive as we can
- Creating innovation and greater staff engagement
- Facilitating and presenting skills
- Negotiating and influencing
- Honest and open conversations
- Discipline Hearings
- Managing change

- **360**

- In strengthening our leadership capability, we have set in place systems for gathering feedback on the strengths and development needs of our Senior Managers. Senior Managers have completed 'Insights' profiles that provide them with an understanding of their operating style and how this may affect their

performance at work. The profile also provides information to enable them to recognise and appreciate differences with other team members thus reducing conflict and enhancing team performance. Coupled with this we have introduced 360 tools to provide feedback from managers and team members to provide a holistic view of leadership strengths and development areas.

- **Coaching and Mentoring Arrangements**

- We are active members of the South West Council Coaching pool and encourage our staff to use coaching to support their personal development. Our involvement with the South West Emergency Services Collaboration Leadership workstream enables us to progress the development of multi-agency coaching and mentoring arrangements.

6. Strategic alignment

Issue	Required strategic change (to frame the strategic context of each priority within the Service Delivery Plan)	Strategic priority
a. The number of individuals and householders that the Service needs to engage with to reduce the number of deaths & serious injuries from fire or to prevent unnecessary hospital stays is set to increase	<p>Increase the targeting of high-risk individuals and households offering a tailored level of support and engagement for those at medium to low risk</p> <p>Continue to deliver an integrated approach to risk management bringing together prevention, protection and response to target those most at risk from fire and other emergency events</p> <p>Continue to work with other partners to better use data to identify those most at risk and jointly work to get 'up stream' of the demand for those that require fire and rescue and broader public services</p>	<p>1, 2 & 3</p>
b. Financial uncertainty for the Service and its partners is set to continue for the foreseeable future.	<p>Continue to focus on strong financial management and demonstrate value for money in all that we do</p> <p>Seek to formalise the networked fire services partnership towards a strategic alliance. This alliance should then seek to standardise as much as possible in terms of planning and delivery to allow savings to be realised through joint procurement and shared resources. This may require releasing additional capacity from within the Service management structure through greater levels of empowerment particularly at station level.</p> <p>Continue to work collaboratively particularly through the South West Emergency Service Partnership to standardise as much as possible in terms of planning and delivery to allow savings to be realised through joint procurement and shared approaches.</p> <p>Scenario plan different response delivery models against the integrated risk management planning methodology to help ensure a sustainable revenue position including reducing the capital expenditure programme</p>	<p>4</p>

<p>c. Further pressure on the sustainability of the on-call duty system will continue</p>	<p>Continue the programme of work to attract, recruit and retain on-call firefighters</p> <p>Continue to ensure that an integrated and risk-based approach is taken to deployment of prevention and protection resources outside of those areas where we cannot achieve our response times</p>	<p>4</p>
<p>d. An ageing operational workforce will be a predominant feature of the Service for the foreseeable future</p>	<p>Continue the programme of health and wellbeing work as detailed in the Service Delivery Plan</p> <p>Ensure we continue to strengthen our strategic workforce planning arrangements</p>	<p>5</p>
<p>e. The outcomes and findings of the Grenfell enquiries are likely to have a significant impact upon the fire sector particularly in the areas of current system of building regulations and fire safety</p>	<p>Continue to monitor the outcomes of the enquiries</p>	<p>1, 2, 3</p>
<p>f. The diversity of workforce is not sufficiently reflective of the community we serve</p>	<p>The Service has a wide range of initiatives in place. We need to continue to invest in:</p> <ul style="list-style-type: none"> ▪ Recruitment processes to help rebalance workforce composition in line with the corporate programme and target. ▪ Embed equality within key plans and processes to help ensure that equality is thought about from the outset. ▪ Deliver a programme of smarter and flexible working to support the attraction, progression and retention of female staff ▪ Work with Stonewall through the Workplace Equality Index to help ensure a progressive and supportive culture ▪ Review and improve workplace facilities for women to help provide a 	<p>5</p>

	welcoming and supportive environment <ul style="list-style-type: none"> ▪ Provide greater apprenticeship opportunities 	
g. Better understand and improve the capability of our workforce	<ul style="list-style-type: none"> ▪ Leadership programmes ▪ Leadership Masterclasses ▪ 360-degree performance profiling ▪ Coaching and Mentoring 	5