

Performance Report Quarter 4

Dorset & Wiltshire Fire and Rescue Service

Finance & Governance Committee

1 January – 31 March 2019



DORSET & WILTSHIRE
FIRE AND RESCUE

Finance & Governance Committee

Priority: Making every penny count

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

Action Code	Action Name
1.4.1.1	KLOE 13: Are effective governance and decision-making arrangements in place?
<p>Progress comment:</p> <p>Governance and strategic planning</p> <p>Sound governance arrangements are in place with no significant strategic issues or areas of concern. The current annual Statement of Assurance, required under the Fire and Rescue National Framework for England 2018, is published on our website. Work is now underway for the delivery of the 2019 document, which will be presented to the Finance & Governance Committee in September 2019. The process by which this statement is developed received a 'substantial' level assurance from our internal auditors last year.</p> <p>In June 2018, Members approved the Community Safety Plan along with the Service Delivery Plan for 2018-19. The revised approach to policy statements was also approved. The annual review of the Strategic Assessment of Risk took place in November 2018, with no significant changes identified. This is also published on the website. The development of the revised Service Delivery Plan for 2019-20 is in its final stages and is being input into the Service's internal performance management system.</p> <p>Work to deliver the 2019 Strategic Assessment of Risk is underway, to ensure that the Service is fully aware of its landscape, threats, risks and opportunities. This work will support the development of a new Community Safety Plan for 2020.</p> <p>The Members handbook is available in electronic form on the website, allowing for easy access. The handbook will be updated to ensure alignment to Local Authority changes and the Authority membership post May 2019 elections. The Member Development programme was reviewed and endorsed by Members in December 2018, and a programme of information sessions and seminars continues to be delivered. Members have access to an online portal, which provides e-learning opportunities.</p> <p>Information Governance</p> <p>Members can be assured that the Authority is managing its information compliance requirements. 22 requests for information under the Freedom of Information Act were received between 1 January and 31 March 2019. The average response time was 12 working days and all requests were responded to within 20 working days. We applied partial exemptions on four occasions and total exemptions on three occasions. There are no identifiable trends or themes arising from the requests for this quarter.</p> <p>Two subject access requests under the Data Protection Act were received in this last quarter, and both were responded to within the one-month timeframe. Work is continuing on track against the action plan for General Data Protection Regulation (GDPR) compliance.</p>	

Work is well underway to strengthen our cyber security arrangements in line with Home Office's cyber security standards. We are working alongside our partners and the Local Resilience Forums. An internal Cyber Resilience Board has been established to ensure actions coming from this standard are progressed to support the mitigation of this strategic risk. Our business continuity plan for managing cyber incidents and the Security Incident procedure has been communicated to key staff and tested.

In Quarter 4 (Q4), 12 complaints were received, and all resolved within 14 working days. Four of these complaints were upheld. These related to noise on a fire station; a Safe and Well visit; a faulty smoke alarm; and the conduct of a member of staff outside of work. There are no identified trends this quarter. Improvement actions and learning points are overseen systematically by Officers.

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

Action Code	Action Name
1.4.2.1	KLOE 14: How are we providing effective health and safety support to our staff?
<p>Progress comment:</p> <p>Overall, there are no real causes for concern or strategic issues to raise with Members. The Service has good overall levels of compliance in relation to Health and Safety legislation with a comprehensive overview by the Health and Safety Committee in May. This quarterly report encompasses all Adverse Occurrence Reports (AOR) and allows comparison between quarters for trend analysis across the whole of the Service. Areas of note are as follows:</p> <ul style="list-style-type: none"> • The number of working days lost due to work related injury and ill-health has seen a drop in the quarterly trend. It has reduced by 75% (225 days). This is showing an excellent improvement against the same quarter last year. Progress against the number of days lost due to work related injury and ill-health for this year is going well and we are on track to achieve the corporate target to reduce by 5% year on year. • This quarter has seen an 8% decrease in the total number of Adverse Occurrence Reports (AOR's) reported when compared to Q4 of 2017-18. This is a promising trend, as AOR training has now been completed across the Service. Therefore, staff now have a good understanding of the requirement to complete reports and submit qualitative information. • Near miss reporting has seen an increase of 40%, which must be viewed as a positive figure. The reporting of near misses is to be encouraged to prevent a more serious occurrence in the future. It is promising to see that staff are continuing to report near misses as they occur. This could again be attributed to the AOR training that has been delivered during the training tours. • Q4 2018-19 saw the same number of reportable incidents to the Health and Safety Executive via Reporting of Incidents Diseases and Dangerous Occurrences Regulations (1995) (RIDDOR) as the same quarter in the previous year, and the same as Q3 of 2018-19. Only three RIDDOR reports have been made, all within the 'over seven-day' category. 	

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

Action Code	Action Name
1.4.3.1	KLOE 15: Do we have robust financial management and procurement plans in place to ensure long term viability and value for money?
<p>Progress comment</p> <p>Long Term Financial Sustainability At the Authority meeting in February, Members approved the 2019-20 revenue budget at £55.845m, and a capital budget at £8.404m. The 2019-20 revenue budget was balanced, with an estimated surplus of £615k transferred to reserves. The current Medium-Term Financial Plan (MFTP) projections show deficits in future years of £0.942m in 2020-21, £1.664m in 2021-22 and £2.203m in 2022-23. These projections are based on our current assumptions about future funding, but there remains a significant degree of uncertainty about this due to the Fair Funding Formula Review; the Spending Review 2019, and changes to the financial arrangements for the Firefighters Pension Scheme. The outcome of Brexit negotiations is also likely to impact on the Government's plans, with a no-deal Brexit scenario delaying the planned Spending Review and current funding arrangements rolling over for a further year.</p> <p>The Service has been selected by the Home Office to be one of three reference Fire and Rescue Services working with the Home Office to look at the impact of future funding on the sustainability of current operating models. This is part of the preparations for the Spending Review. The Chief Fire Officer and Treasurer met with the Home Office team on 31 May 2019 to look at various funding scenarios.</p> <p>Plans developed to identify savings to address the continuing finance deficit forecasts will be developed for Members to scrutinise in the autumn.</p> <p>Achieving Value for Money By the end of 2017-18 we had achieved 97% of the targets in our Efficiency Plan 2016-17 to 2019-20. We have a Value for Money framework (VFM) and our business case process is now embedded and includes an assessment of VFM, capturing any efficiencies expected for inclusion on our efficiency and savings register, which has been developed in line with the National Fire Chiefs Council (NFCC) proforma template.</p> <p>During 2019-20 we will be developing a new four-year Efficiency Plan to cover the financial years 2020-21 to 2023-24.</p> <p>Good Financial Governance During 2018-19 the Finance Team put in place new style budget reporting for budget managers and this was well received. There is an increased focus to help Heads of Departments and budget managers to be better equipped to carry out their financial planning and monitoring responsibilities. Budget managers are receiving regular training to enable them to make the most of the financial information that is available to them, and a new training programme commenced in February 2019.</p> <p>We are working closely with our new external auditors, Deloitte LLP, in planning and delivering the 2018-19 financial statements audit. The Audit Plan was approved by Members at the Finance & Governance Committee in December 2018 and Deloitte LLP carried out their interim audit work during February 2019. They provided an update report to the Finance and Governance Committee in March 2019, and there were no significant issues arising. Final audit work is planned to start towards the end of June 2019.</p>	

Procurement

The review of the Service's Contract Register (the Register) has been completed, resulting in a comprehensive register of all contracts. The Register is published on our website and subject to on-going review.

The Service has designed an initial Future Procurement Plan which has been aligned to the NFCC Strategic Categories. These are used to ensure smarter procurement in terms of planning and identifying procurement opportunities for collaboration, as well as aggregating procurements. This plan forms part of the monthly procurement overview report which is presented to senior officer meetings.

The Service is actively taking part in the Fire Commercial Transformation Programme and has used national frameworks to procure our goods and services. In March we attended the NFCC engagement event on the new National Framework for Equipment and Specialist Personal Protective Equipment (PPE) and we are also participating in the new National Framework for Training. We have participated in the Basket of Goods exercise and Savings Register projects. We are also raising procurement collaboration opportunities to our managers from the @workplace site on a regular basis.

Recent procurements include the supply of water and sewage services and new laptops, resulting in savings to the Service. Some of the forthcoming procurements are Technical Rescue Vehicles, Multifunctional Devices (MFD), Property Refurbishments, Operational Equipment and Cleaning Services.

The Service is participating in the NFCC Sector Wide Spend Analysis Tool project with Jaggaer. We have now developed a spend analysis report based on the last three year's expenditure. Information gathered from this exercise is used to inform the Future Procurement Plan and the Services Contract's Register. These actions address key areas of the VFM Audit Action plan.

We have made good progress on completing the improvement activities related to a recent internal audit of procurement. To enable continuous improvement in the procurement function, a peer review will be undertaken in September 2019. The outcomes will also assist to identify opportunities for greater procurement collaboration across the Networked Fire Service Partnership with Hampshire and Devon and Somerset Fire and Rescue Services.

The Service's Electronic (Request for Quotation RFQ) System using our e-Tendering Portal went live on 1 April 2019 supported by an e-learning module; supplemented by a Contract Management e-learning module.

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

Action Code	Action Name
1.4.4.1	KLOE 16: Are we making the most effective use of our assets to deliver our priorities?
<p>Progress comment:</p> <p>ICT The Information Communications Technology (ICT) Roadmap provides a five-year plan of the direction of ICT, both in service delivery and technology and software management. This Roadmap is linked to business plans and organisational needs and feeds the Capital Finance Plan. It was reviewed by the ICT management team in Q4 2018-19 and no significant changes were identified. The budgetary requirements for 2019-20 are captured within the MTFP. All ICT work continues to be managed through a centralised ICT management system.</p> <p>Formal meetings are programmed throughout the year to ensure that all ICT staff are aware of the direction and purpose of work within the Roadmap. These range from manager updates within specialised areas, ICT Technician meetings to the ICT Management Team. An ICT Business Relationship Manager is in place to ensure that the ICT Service Desk is performance managed and to act as a point of contact between the wider organisation and the ICT team. Plans are in place for a change of service provider which will improve the wide area network resilience and capacity. This will be rolled out from May 2019. On completion, upgrades to the wireless infrastructure, station terminals and screens will be implemented to enhance end user ICT capabilities. End user surveys will be undertaken following the system upgrades.</p> <p>Assets There has been good progress with the development of the integrated systems approach to asset management and significant progress has been made in aligning software systems within the department. The Integrated Premises Asset Management Plan and the Integrated Fleet Asset Management Plan are now fully embedded. The fleet systems have been merged into one system, as have the Hydrant Maintenance Management system. The Estates system is already Service wide ensuring a common approach managing our properties. The Stores system is currently being consolidated into the Finance system to deliver more efficient working; this will be completed in May 2019.</p> <p>Following comprehensive stakeholder engagement, a specification for a new Asset Management database will be developed in Q1 2019-20, followed by a procurement exercise. This will enable the Service to manage its equipment assets more effectively and efficiently. A strategic review of the estate has been completed to complement the five-year planning assumptions and ensure that future risks are understood and managed. This will lead to further research in key areas such as training provision and occupational health and well-being. All developments and considerations are being shared with partners through the One Public Estate to ensure collaborative working wherever possible.</p> <p>The fleet and procurement teams, working with staff across the Service, have finalised the procurement of 19 standardised fire appliances for introduction into service during 2020-21. Following a thorough review of the Service's white fleet, a number of vehicles have been identified for alternative use, thereby ensuring greater asset utilisation. White fleet will continue to be monitored by Officers to identify opportunities to rationalise the number of vehicles.</p> <p>The new specification firefighting tunics and leggings are being rolled out across the Service furthering corporate alignment. To date over 500 firefighters are in receipt of the new personal protective equipment.</p>	

Priority: Supporting and developing our people

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

Action Code	Action Name
1.5.1.1	KLOE 17: How are we ensuring that our strategic workforce plans support the attraction and recruitment of the right people with the right skills at the right time to deliver current and future service priorities?

Progress comment:

The Service has improving workforce and talent management arrangements in place that both monitor the workforce changes and help determine key departmental issues and skills and competence requirements. This is coordinated through meetings which are chaired by the Director of People Services. Regular meetings are held with Financial Services to ensure that appropriate financial controls are in place. To support the tracking of relevant performance information, the Service is further strengthening information management systems to ensure that data being relied upon is robust and timely.

Attraction

The Service has a range of projects and initiatives to help position itself as an employer of choice, including improved flexibility for staff and managers through the smarter working programme. We had a successful positive action campaign to help attract female and other under-represented groups, whilst maintaining robust standards of entry. The campaign for wholtime firefighters has resulted in a good level of interest from these groups. However, this has not translated into significant changes to the recruitment intake. Officers are currently analysing the reasons behind this and are seeking to support more longer-term campaigns (particularly for On-Call stations) through developing more localised recruitment campaigns at station level. In January 2019 a stakeholder meeting was held with a number of female firefighters to seek views on what the Service could do to better recruit and retain people from under-represented groups. Feedback has been acted upon and a further review meeting is due to take place in July.

Officers are working hard to streamline the recruitment process through a range of measures. Whilst the completion of our E-Recruitment system development has been delayed until July, the upgrades to the system will make it more user friendly and result in better applicant to candidate conversation rates. This will support our drive to increase the diversity and talent of our workforce. Our new approach to On-Call recruitment was rolled out in January 2019. As well as ensuring applicants have a more informed view of the Service and the expectation and commitment the role requires, the new approach seeks to streamline the recruitment process. At the end of Q4 the average On-Call recruitment timescale was 25 weeks, a reduction of 17 days compared to Q3. We will evaluate the effectiveness of this single streamlined approach after it has been in operation for six months.

Recruitment and retention

The Service has recruited 24 wholtime firefighters from its wholtime recruitment campaign. Unfortunately, in Q4 there were 25 On-Call leavers compared to 12 starters. The main reasons for leaving were due to personal, work and family commitments. It is anticipated that the new On-Call pay model being developed will help to address this attrition rate. Officers are working to improve the number of exit interviews being taken up by those leaving the Service to garner fuller information, and an automated process has been developed to provide earlier notification for the exit interview process.

Talent development

We have set out our approach to talent management identifying the activities that culminate in supporting and developing our talent across the Service. The refresh of the Service Delivery Plan will include these activities so that our performance management systems can monitor our progress. Our promotion procedure enables accelerated progression of our talented staff as it provides the opportunity for individuals at two roles below the vacancy to apply if they can demonstrate relevant experience of operating at a higher level. A new promotion process is being developed following a co- design session with the Leadership Consultancy.

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

Action Code	Action Name
1.5.2.1	KLOE 18: How are we making sure that our staff are trained and developed to carry out their role effectively?
<p>Progress comment:</p> <p>The Service is currently operating through two legacy competence recording systems that record and help managers to oversee the management of critical operational skills sets. A project to introduce a single, more integrated system is well advanced. Gartan Expert went live in February 2019 and shows competencies carried over from legacy systems. Whilst staff training had taken place in readiness for roll-out it has taken longer than anticipated to embed the new system. Competence levels are closely monitored by Officers and the cross-cutting Community Safety Delivery team chaired by the Director of Community Safety. The move to a single system enables KPIs for training and learning and development to be developed and these are in the revised Service Delivery Plan.</p> <p>We have produced a prospectus for our development pathways which provide staff with information on what learning and development interventions they 'must', 'should' or 'could' undertake. In support of this, we are currently rewriting 'Workbooks' for all staff where they can evidence their progress. We continue to make good progress with e-learning, and we have progressed with the development of a blended approach to learning and development activities largely through greater use of e-learning tools to provide essential knowledge prior to attending workshops or training courses. This allows more time at face to face events to focus on skills and behaviours, and in some cases, means that the length of time spent on training can be reduced. Our e-learning platform sets out what is available for staff to progress their own training and development. This material can also be accessed at a time and place to suit them. Representatives from the National Fire Chiefs Council's (NFCC) Blended Learning project gave a presentation on the national work being undertaken and demonstrated the on-line e-learning. We are ensuring our work aligns to this so that it complements or replaces our existing e-learning platform.</p> <p>The Service has a significant programme of leadership events and master classes for strategic and middle managers that is working well. This work is directly aligned to the strategic needs of the Service and to the issues aligned to findings from the staff surveys. To support this, all strategic and middle managers have completed several personal assessments ranging from personality profiling through to 360-degree appraisals. The Leaders Forum programme is being delivered to senior leaders on a monthly basis which is designed around both individual and organisational needs, taking feedback from staff and using the principle of marginal gains to identify where teams can make improvements to make big changes for the Service. Alongside this the Leadership Masterclass programme is being delivered to middle managers on a bi-monthly basis to support them in their roles. This has also been designed around feedback from individuals and organisational need. To support our approach to talent management, open seats have been offered on both programmes and we have a good uptake from members of staff across the Service.</p> <p>Work is underway to develop the new Personal Review process and system following the outputs of the Leadership Consultancy Group co-design meeting held in January. The new process is now being further refined and developed by Learning & Organisational Development, HR and key stakeholders from around the Service as part of a project plan which is aligned to the new promotion process. The new process will be rolled out in April 2020.</p> <p>The development of an incident command suite at Salisbury Fire Station is progressing well and is due to be completed in May 2019.</p>	

The Service has forged an exciting partnership with the Royal National Lifeboat Institution (RNLI) which has the potential to be extended to other organisations at a sub-regional level, including the police. The leadership programmes are at three management levels, supervisory, middle and strategic. This multi-agency programme will be a key foundation for developing our leaders. Two middle level cohorts commenced development programmes in Q4. The course is currently facilitated by an external consultant with the RNLI and is being shadowed by staff so that we can have greater flexibility for future delivery. The strategic level programme is at the design stage and will be rolled out in 2019 in tandem with a quality assurance framework. We are looking into these courses being accredited and are currently cross mapping the course content against Institute of Leadership and Management (ILM) Level 3 and 5.

Whilst we are embracing the Government reform agenda on apprenticeships, there have been some challenges. These include the time taken to agree the funding band and the availability of training providers, particularly sector-specific ones such as firefighting. The impact of these issues has meant that we have not been able to draw significantly on our levy. However, three members of corporate staff have commenced apprenticeships and we continue to look for opportunities to recruit apprentices to appropriate corporate roles.

We are looking into the registration process as a means of being able to commence operational firefighter apprenticeships. A paper on our approach to apprenticeships will be taken to the Finance and Governance Committee in July.

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

Action Code	Action Name																		
1.5.3.1	KLOE 19: How are we ensuring that we support the health and wellbeing of our staff?																		
<p>Progress comment: The Service has a robust and audited health and wellbeing programme to support staff. This programme is overseen by a cross departmental People Delivery team chaired by the Director of People Services.</p> <p>Occupational health Our external operational health provider continues to deliver positively against the performance expectations set out in the contract. Good progress has also been made on fitness assessments across the Service. During Q4, there were eight new fitness plans issued with 22 plans carried over from previous quarters.</p> <p>Absence management Absence management continues to be a key focus for the Service and improvements identified by internal auditors are being actioned and overseen by the People Delivery team. Long-term absence has been the largest contributing factor in Q3, and sickness is being closely managed. The absence management data for Q4 is set out below (Fig 1) (Benchmarking for Fig 1 below is collated by the Cleveland Fire Brigade (CFB):</p> <table border="1"> <thead> <tr> <th colspan="3">Q4 - overall average shifts / days lost to sickness</th> </tr> <tr> <th></th> <th>Dorset & Wiltshire Fire and Rescue Service</th> <th>Cleveland Fire Brigade Benchmark</th> </tr> </thead> <tbody> <tr> <td>Wholetime</td> <td>2.07</td> <td>2.34</td> </tr> <tr> <td>On Call</td> <td>3.84</td> <td>4.35</td> </tr> <tr> <td>Corporate</td> <td>2.06</td> <td>2.56</td> </tr> <tr> <td>Fire Control</td> <td>2.29</td> <td>2.86</td> </tr> </tbody> </table> <p>Fig 1 The annual corporate target for the Service is 8.2 shifts lost per person per year. At the end of the year we will be over this by 0.64 shifts lost per person. Q4 comparison against the CFB benchmark data shows that our shifts/days lost to sickness is lower than the CFB Benchmark average in all staff groups. However, in most cases across the period April 2018 – March 2019 we have been higher than the CFB Benchmark average. Officers are developing more automated reporting processes to assist managers in effectively managing and supporting their staff.</p> <p>Mental health We are looking at a range of interventions to support the health and wellbeing of our staff. We are working with the Estates team to put health and wellbeing information boards on stations, introducing a different approach to physio (removing initial GP involvement) and have purchased a new functional hearing test and cardiorespiratory fitness test (Covox). MIND Bluelight have carried out training for the Leadership Masterclasses and a Mental Health Awareness e-learning package has been rolled out to all staff.</p>		Q4 - overall average shifts / days lost to sickness				Dorset & Wiltshire Fire and Rescue Service	Cleveland Fire Brigade Benchmark	Wholetime	2.07	2.34	On Call	3.84	4.35	Corporate	2.06	2.56	Fire Control	2.29	2.86
Q4 - overall average shifts / days lost to sickness																			
	Dorset & Wiltshire Fire and Rescue Service	Cleveland Fire Brigade Benchmark																	
Wholetime	2.07	2.34																	
On Call	3.84	4.35																	
Corporate	2.06	2.56																	
Fire Control	2.29	2.86																	

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

Action Code	Action Name
1.5.4.1	KLOE 20: How are we consulting & engaging our staff and stakeholders making the best use of technology?
<p>Progress comment: The One Team leadership philosophy strives to ensure that all teams and departments work together in a manner of mutual understanding to deliver the five priorities set out in the Authority's Community Safety Plan. To this end the Service has established a range of measures in its Service Delivery Plan to ensure a 'golden thread' from corporate ambition through to on-the-ground action. To support this leadership philosophy the Service has also invested heavily in the following:</p> <p>Internal Communications and Engagement The delivery plan of the Employee Engagement Strategy continues to be reviewed quarterly to ensure there are service wide actions to provide regular internal communication with staff and opportunities for engagement. Regular publication of the Weekly Update, and Firewire continued throughout Q4 and a combined core brief from Delivery teams and the Strategic Leadership Team (SLT) is published at the end of each month. An internal video message has been delivered by the Chief Fire Officer following the February Authority meeting. In the last quarter, staff across the Service participated in Question Time teleconference calls with SLT and recently there have been a number of targeted calls, providing the opportunity for On-Call staff to discuss the On-Call review. This proved a very successful means of engaging staff in a targeted way, something we will continue to promote for specific projects. Work is now underway to develop the Eyes and Ears staff engagement survey for 2019-20 which will be launched later this year.</p> <p>Smarter Working The technology element of achieving our smarter working objectives is progressing well, and we are reviewing options for continuing to resource and support the Service's commitment to Office 365. A review of the wider smarter working objectives will also take place, identifying the long-term vision for the Service so that resources can be matched against this, and an effective evaluation will continue. Managers on the leadership programme received awareness on smarter working during the last quarter and more recently on how to run effective on-line meetings in support of the Services commitment to reduce unnecessary travel.</p> <p>Equality, Diversity & Inclusion (EDI) We are reviewing our approach to EDI to ensure it is not considered as a separate isolated function but embedded within all our engagement and organisational development activities; this work is embedded in the new Service Delivery Plan. Our corporate target to increase the diversity of our operational workforce by ensuring that 20% of recruitment is from under-represented groups was not achieved; but 17.2% of new operational starters were from those groups.</p>	