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# Performance Report Quarter 1

Dorset & Wiltshire Fire and Rescue Service

Finance & Governance Committee

1 April - 30 June 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?

#### Progress comment:

##### **Governance and strategic planning**

Preparations are underway for the completion of the 2018-19 Statement of Assurance, following the Service's internal procedure for its development and delivery, which has been assured by internal audit. The draft document will be presented to the Finance & Governance Committee in September 2019 for approval. There are robust internal control systems in place with the new internal (South West Audit Partnership) and external (Deloitte LLP) auditors. The Internal Audit strategy and 2019-20 programme of work was approved by the Finance & Governance Committee at its meeting in March 2019. The audits scheduled for the first quarter are complete and will be reported to the Committee in July.

The Members' Handbook was updated to include the revised membership and local government changes and is available via the Service's website. Following the reduction of Authority membership from 30 to 18 in June 2018, Members agreed to a review of the revised governance arrangements to take place after 12 months of operation. In support of this, and with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) developing their approach to a thematic governance inspection, Members agreed for the Local Government Association to undertake a free of charge independent peer review of the Authority's governance, which took place during June 2019. The peer review report will be available mid July 2019 and Members are due to meet to consider the report in an informal session on 23 July 2019, and then formally at the Authority in September 2019.

A Members' working group is in place for Members and Officers to develop a performance dashboard to replace the quarterly performance reports that are presented at the Finance & Governance and Local Performance & Scrutiny Committees. Members are due to meet in September to review the progress of this work. This approach will reduce the need for lengthy reporting and will provide Members with a more streamlined and focused performance dashboard, with direct access via the Service's website.

The preparations for the new Community Safety Plan (CSP) for 2020-2024 are in their early stages and a timetable and programme for its delivery are being drafted. The programme will include Member engagement and consultation, as well as public and staff consultation, it will also include the revision of the Strategic Assessment of Risk and the development of the internal mechanism for its

delivery, the Service Delivery Plan (SDP). Internal arrangements will also be aligned to the HMICFRS methodology and judgement criteria, to embed the inspection requirements into business as usual.

### **Business Continuity**

The Service has robust business continuity arrangements in place aligned to best practice. These are continually strengthened via the annual programme of work which includes; exercise & test arrangements, training & awareness campaigns as well as constant horizon scanning and working with Local Resilience Forums to ensure appropriate and resilient planning for potential risk and threats.

### **Information Governance**

Members can be assured that the Authority is managing its information compliance requirements. During quarter 1 the Service received 31 requests for information under the Freedom of Information Act. These were responded to within the deadline on all but three occasions. No trends have been identified from the requests in this quarter.

On four occasions, total exemptions were applied, relating to national security, future publication and information accessible by other means. A further four partial exemptions were applied relating to personal information, information accessible by other means and commercial interests.

Two subject access requests were received under the General Data Protection Regulations (GDPR), as a result of internal HR processes. Both were responded to within the legal timeframe.

Work is continuing track to ensure our information security arrangements align to the requirements of Cyber Essentials and the National Cyber Security Standard. Delivery of the action plan will lead to the reduction in the cyber resilience risk which is currently at strategic level.

In quarter 1, eight complaints were received, and all were resolved within 14 working days. Of these eight, two were upheld and these related to staff conduct.

## KLOE 14: How are we providing effective H&S management systems to support our staff?

Action Code	Action Name
1.4.2.1	KLOE 14: How are we providing effective H&S support to our staff?
<p><b>Progress comment:</b></p> <p>The number of working days lost due to physical work-related injury and ill-health has seen a reduction in the quarterly trend. It is down by 37% from 131 to 83 days, a good improvement over the same quarter last year. The embedded Service-wide sickness reporting system and regular work-related absence alignment meetings between Health and Safety (H&amp;S) and Human Resources (HR) appear to be working well.</p> <p>This quarter, the total number of Adverse Occurrence Reports (AOR) reported has remained steady at 114, just over one a day over the quarter. Over 47% (54) of the reported AORs are minor vehicle related reports. Over 23% (26) of the AORs are injury or ill health reports.</p> <p>Training in the use of the AOR database has given the majority of staff a good understanding of the requirement to complete reports as required. This has reduced under-reporting and supports the AOR submission process.</p> <p>Quarter 1 saw an increase in the number of reportable incidents to the Health and Safety Executive via Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) compared to the same quarter in the previous year (2018-19). Five RIDDOR reports have been made, four within the 'over seven day' category and one major injury from an incident resulting in a broken ankle.</p> <p>The Service currently has a 98% completion rate for the annual fire risk assessments reviews and a 100% in date formal Publicly Available Specification (PAS) 79 fire risk assessments completed by the fire safety department.</p> <p>Overall there are no causes for concern. The Service has some good levels of compliance in relation to H&amp;S and has attained British Standard 18001: Occupational Health and Safety Management system standard and is now working towards achieving the International Standards Organisation (ISO) 45001 by March 2021.</p>	

## 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><b>Progress comment:</b></p> <p>The Authority has adopted a set of financial planning principles and assumptions on which to base its revenue budget and Medium-Term Finance Plan (MTFP). The current principles remain sound and will be used to support budget planning for 2020-21. The principles are kept under review and will be updated when there is reasonable evidence to suggest that a change is required.</p> <p>In terms of our funding, 2019-20 was the fourth and final year of the settlement relating to the 2015 Spending Review. The Government has been committed to reviewing the funding mechanism for all local authorities, in particular moving towards a new Fair Funding Formula and introducing a new 75% Business Rates Retention (BRR) scheme. Government had also indicated that there would be a new multi-year Spending Review taking place in 2019.</p> <p>On 8 August the Chancellor of the Exchequer announced that there would now be a fast tracked one-year Spending Round covering 2020-21 only. Whilst it is useful to have this confirmation, it does little to help with our financial planning and makes it hard to be clear about timescales for the Service and changes that are required to deal with our forecast budget gap. The longer-term picture will not now become clear until a full, multi-year Spending Review is carried out in 2020. The Ministry of Housing, Communities and Local Government has yet to confirm whether the Fair Funding Review and 75% BRR Scheme will be introduced from 2020-21.</p> <p>Plans are in place through our Response Development Team to identify savings from crewing options to help address the continuing MTFP deficit forecasts. The Strategic Leadership Team (SLT) has been working with the project team to develop potential solution options for discussion and agreement with Members in December.</p> <p>We are also working on the development of a value for money (VFM) framework and recording template to demonstrate the wider societal savings that the Service is contributing to. Whilst not always delivering cashable savings, this is an important area of work to show the impact that Fire has in wider economic terms, and it supports the national business case for sustainable funding.</p> <p>The Authority will be given a financial update covering these issues at its meeting in September. An Authority seminar is planned for December to bring together all this work, and brief Members on the latest financial position in preparation for budget setting in February.</p>	

We have been working closely with Deloitte LLP to deliver the 2018-19 statutory financial statements and audit processes in accordance with the Audit Plan approved by the Finance & Governance Committee. Draft accounts for 2018-19 were completed and published on the Service website by the end of May 2019, in accordance with statutory timescales. Final audit work commenced late June, but there have been delays due to the McCloud judgement (pension case), and a requirement for additional financial disclosure. Final unaudited statements were presented and approved at the Finance & Governance Committee on 24 July 2019 and we expect to publish the final audited statements shortly.

### **Procurement**

A procurement peer audit is being undertaken in September 2019 by Devon & Somerset Fire & Rescue Service to look at current procurement practices and provide professional advice on further developing its efficiency and effectiveness.

The Service is actively involved in the Fire Commercial Transformation Programme and is using national frameworks to procure our goods and services. For example, we are engaging and participating in the new Crown Commercial Service national framework for tyres, which is part of a National Fire Chiefs Council (NFCC) fleet procurement workstream and have also made significant savings from a new contract for printers.

Future procurement plans are fully in place, enabling prioritised and timely engagement with departmental leads. Some of the forthcoming procurements include technical vehicle replacements, premises refurbishments, operational equipment and cleaning services. During the next quarter we will also be working closely with the Finance Team to develop the annual savings register submission.

## 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><b>Progress comment:</b></p> <p><b>ICT</b></p> <p>The Information Communications Technology (ICT) Roadmap provides a five-year plan for service delivery, technology and software management. It is linked to the wider Service business plans and organisational needs and provides a five-year capital finance plan and a three-year revenue plan.</p> <p>The Roadmap is being reviewed by the Head of ICT to ensure that it captures recent developments from Microsoft. Any significant changes will be presented for discussion and approval by the Strategic Leadership Team. The recent internal audit gave adequate assurance and provided best practice advice which will be incorporated within the on-going review.</p> <p>In line with the annual plan, the bandwidth has now been increased from 100Mb to 1 Gb which is providing greater resilience and speed of connectivity in the workplace. Plans are also in place to upgrade the wireless systems, personal computer terminals and projectors on stations over the coming months to maximise the effectiveness of ICT systems and provide an improved service to frontline staff. Trainers are now more heavily focused on the delivery of Smarter Working, helping staff to realise the benefits of the systems installed across the Service.</p> <p>In light of the increased risk from breaches of cyber security, the respective heads of ICT and Knowledge and Information departments are working closely to ensure alignment of risk management controls. An information technology health check will be undertaken by an independent party in October 2019 to provide further assurance. This work will also be an enabler for the ongoing national Emergency Services Mobile Communication Programme.</p> <p><b>Assets</b></p> <p>Good progress continues to be made 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 and integrated fleet asset management plans are now fully embedded. The fleet systems have been merged into one system, as has the hydrant maintenance management system. The estates system is already Service wide ensuring a common approach managing our properties.</p>	

Following comprehensive stakeholder engagement, a specification for a new asset management database has been developed which will now be taken through the procurement process. Planned delivery into the Service for April 2020 remains on track. This new aligned system will enable the Service to manage its equipment assets more effectively and efficiently. Training in the principles of ISO 55001 Asset Management will be undertaken in October 2019 to embed this approach further.

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. Further research in key areas such as training provision and occupational health and well-being is now being undertaken. All developments and considerations are being shared with partners through the One Public Estate to ensure collaborative working wherever possible.

Officers have undertaken a review of the five-year capital expenditure plan identifying a potential 3.7% increase in contractual inflation associated with the vehicle replacement plan. This situation will continue to be monitored, particularly in anticipation of an October decision on the future relationship between the UK and the European Union.

The new specification firefighting tunics and leggings are being rolled out across the Service furthering corporate alignment. This is being supported by aligning for respiratory protective equipment across the Service.



## 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?
<p><b>Progress comment:</b></p> <p>The Service has improving workforce and talent management arrangements in place that both monitor the workforce changes and help determine key departmental issues, skills, and competence requirements. This is coordinated through a cross departmental People Delivery team and its associated Workforce Planning group which are chaired by the Director of People Services. Heads of department complete 'Department Staffing Plans' that are reviewed on a quarterly basis in order to capture risks and issues which may impact on their teams, enabling them to develop actions plans or business cases to address them. Regular meetings are held with Financial Services to ensure that appropriate financial controls are in place.</p> <p><b>Attraction</b></p> <p>The Service has a range of projects and initiatives to help position it as an employer of choice, including improved flexibility for staff and managers through the Smarter Working programme. The Service has had a successful positive action campaign to help attract female and other representative groups, whilst maintaining robust standards of entry. The 2017 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.</p> <p>Officers are also 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 September, 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 had a more informed view of the Service and the expectation and commitment the role requires, the new approach seeks to streamline the recruitment process. In quarter 1 the way in which recruitment timescales were measured changed. The measurement is now from 'Employer Consent to Offer Letter'. At the end of quarter 1, the average on-call recruitment timescale was 20.5 weeks. We will evaluate the effectiveness of this single, streamlined approach after it has been in operation for six months.</p>	

**Recruitment and retention**

The Service has recruited 26 wholetime firefighters from its 2017 wholetime recruitment campaign. The efforts in recruiting more on-call staff has had a positive impact in quarter 1 with 27 on-call starters. Four of those new starters (15%) are female and two (7%) declare themselves as non-white British. However, there were also 25 on-call leavers which is the same number as the previous quarter. Again, the main reasons for leaving were due to personal/work/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 better information, and an automated process has been developed to provide earlier notification for the exit interview process.

**Talent development**

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><b>Progress comment:</b></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. This system, 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 Area Management teams and the cross-cutting Community Safety Delivery Team chaired by the Director of Community Safety. The move to a single system enables Key Performance Indicators (KPI) for training and learning and development to be developed and these are in the revised SDP.</p> <p>Development pathways are available to help members of staff prepare for progression. This applies equally to any corporate members of staff upon appointment, promotion or transfer to a new role and form part of a development 'toolkit' which includes a revised procedure, Development pathways matrix and prospectus. To support this further we are currently rewriting the manager workbooks for all levels where they can evidence their progress and impact. We are ensuring this work links to the new personal review progress that is being developed.</p> <p>We continue to make good progress with e-learning and have a more 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 fits with our commitment to Smarter Working. We are ensuring our work aligns to the NFCC Fire Learn programme to ensure it complements or replaces our existing e-learning platform.</p> <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 quarter 4. 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 making good progress with cross-mapping the course content against Institute of Leadership and Management (ILM) Levels 3 and 5 so that we can offer Accredited Prior Learning (APL) to enable staff to achieve the full ILM qualification.</p>	

The Service has a significant programme of leadership events and masterclasses 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 which 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.

The Coaching and Mentoring Project Plan has been developed to support RNLI Leadership Programme elements. Benchmarking with Wiltshire Council and South West Councils has been completed.

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 and 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.

The Incident Command Suite at Salisbury Fire Station was completed in May 2019.

We are embracing the Government reform agenda on apprenticeships. Three members of corporate staff have started apprenticeships and we continue to look for opportunities to recruit apprentices to appropriate corporate roles. We have completed the registration process and if successful we will be able to offer operational firefighter and emergency call handling apprenticeships. We expect to be notified of whether our application has been successful in quarter 2.

## 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><b>Progress comment:</b> 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><b>Management Support</b> Supervisory middle managers' training commenced in April 2019 and is delivered by a health and wellbeing subject matter expert together with a HR business partner to ensure consistency of message and delivery of procedure. A pre-requisite of attendance on the courses is completion of the appropriate e-learning modules on managing absence and wellbeing in the Service.</p> <p><b>Occupational health</b> Our external occupational 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 quarter 1, 11 people failed a fitness test, eight people were on a fitness plan, and 21 fitness plans were carried over from previous quarters.</p> <p><b>Absence management</b> 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. The absence management data for quarter 1 set out in the table below:</p>			
<b>Quarter 1 - overall average shifts / days lost to sickness</b>			
Staff Group	Dorset & Wiltshire Fire and Rescue Service	Cleveland Fire Brigade Benchmarking data	Comments
Wholetime	1.77	2.13	Sickness is lower than the same period in 2018-19. This is a further reduction on quarter 4 which was the lowest sickness has been throughout 2018-19. Long term sickness is higher compared to short term and we continue to manage cases in accordance with our attendance management procedure.

On-call	4.30	3.21	There is an increase in sickness from the previous quarters, and it is also higher than the same period last year. Long term sickness is higher than short term.
Corporate	1.53	2.13	The sickness level this quarter is the lowest it has been in comparison to absence data to any previous quarters in 2018-19. As with the other staff groups long term sickness is higher than short term sickness.
Fire Control	3.76	2.81	Sickness has increased from the previous quarter and also in relation to the same period last year. The increase is due to long term sickness which is being managed in accordance with our attendance management procedure.

We are looking at a range of interventions to support the health and wellbeing of our staff; we are working with Estates 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 Covox fitness test. The Covox test provides another method of fitness to support those with medical ailments that the treadmill test and/or step test may exacerbate. The test purchased is portable, reducing mileage costs and provides a quicker timescale in terms of the test being administered.

A flu vaccination promotion will commence in quarter 2 for an initial period of three months for promotion of the flu vaccination reimbursement offered by the Service up to the cost of £10.00. The three-month promotion timescale is based on the typical flu season being October to January with the recommendation for the flu vaccine being administered before this time to be most effective.

Supervisory middle managers training commenced in April 2019 and is delivered by a health and wellbeing subject matter expert together with an HR Business Partner to ensure consistency of message and delivery of procedure. A pre-requisite of attendance on the courses is completion of the appropriate e-learning modules on managing absence and wellbeing in Dorset & Wiltshire Fire and Rescue Service.

## 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><b>Progress comment:</b></p> <p>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 CSP. To this end the Service has established a range of measures in its SDP 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><b>Internal Communications and Engagement</b></p> <p>During quarter 1, the Annual Awards ceremony took place at the Guildhall, Salisbury. Staff received their 20-year long service medals and individuals and teams were recognised for their contribution to making a difference to the Service. Regular staff communications have continued to be delivered through the weekly update, Firewire and CONNECT news. The Chief Fire Officer also produced a staff video update after the Authority meeting in June. Support has been provided to project teams to develop communication and engagement plans, specifically focusing on the delivery of the CSP in 2020, including HMICFRS and budget challenges. A timetable has been developed for the delivery of the annual staff survey to be launched in November 2019.</p> <p><b>Smarter Working</b></p> <p>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 Service's commitment to reduce unnecessary travel.</p> <p>Resources are now in place to support the continued delivery of the Smarter Working programme and Office 365. An external consultant is providing validation of our approach to implementing Office 365 and helping to develop governance arrangements. This will allow the focus to move from document migration to process improvement, enabling us to maximise the use of technology.</p> <p><b>Equality, Diversity &amp; Inclusion (EDI)</b></p> <p>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 SDP. 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>	