

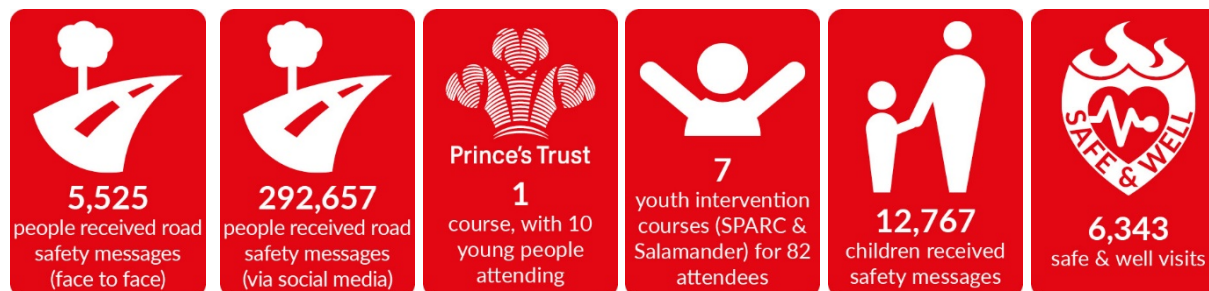
Item 19/55 Appendix A

PRIORITY 1

Making safer and healthier and choices - this priority is concerned with how we prevent incidents

PERFORMANCE AGAINST KEY LINE OF ENQUIRY

Key line of enquiry	Key line of Enquiry	Progress
KLOE 1	How are we working with our partners to reduce fire and other community risks to improve the well-being and independence of vulnerable people?	Positive
KLOE 2	How are vulnerable people receiving the support, advice and information they require to reduce their risk of fire?	Positive
KLOE 3	How do we deliver our safety education to children, young people and communities, helping them build safer and healthier lives?	Positive
KLOE 4	How are we delivering effective road safety education to reduce the risk of road traffic deaths and injuries?	Positive

GENERAL COMMENTARY

Safety education

In the first six-months of this year 12,767 children received fire safety education messages in schools, children's groups and bespoke educational sessions. Our education programmes aim to contribute towards creating safe and healthy communities by educating children and young people to be aware of their age-appropriate responsibilities in keeping themselves and others safe and well. This includes:

- learning to be 'fire safe' at home and in their communities by developing their fire safety knowledge
- understanding the consequences of antisocial behaviour such as deliberate fire setting
- road safety awareness
- water safety to reduce deaths and injuries from flooding and other water related incidents, and
- developing skills to make positive choices to lead and maintain a safe and healthy lifestyle.

Over the past six-months two Prince's Trust courses commenced, with ten young people completing the first course and 12 young people currently attending the second course. The average cost of these programmes is £15,000 which is recouped by the Service through grant aid. The programme is yielding very positive results, with a pass rate of 77%, and reporting that from the 2017-18 academic year 76% of young people graduating from our Prince's Trust programme have moved into education, employment or training within six-months of graduating. National figures supplied by Prince's Trust indicate that this represents a local saving to the wider public purse of £14.4m over 25 years.

Our Safer People and Responsible Communities (SPARC) and Salamander programmes continue with two SPARC courses across Dorset and five Salamander courses delivered in Wiltshire over the past six-months, with pass rates of 92% for SPARC and 76% for Salamander. In addition, 30 Fire Cadets completed and passed their 38-week programme in Swindon and Trowbridge in July 2019, with another 45 new students enrolled from September 2019.

Fire Deaths

In the first six-months of 2019-20, sadly, there have been two deaths at fire-related incidents, for which we are waiting for Her Majesty's Coroner's hearings to determine if fire was the principle contributing factor. Each fire death is investigated at a fatal fire case conference to explore Service and multi-agency learning and improvement. We also consider how we can improve the identification of vulnerable individuals and tailor our interventions accordingly. Following this analysis, the Service is currently seeking to secure further improvements from working closely with housing associations to consider how smoke alarms might be checked by their contractors; through to reviewing how to better target those who have required our services to rescue them from behind closed doors.

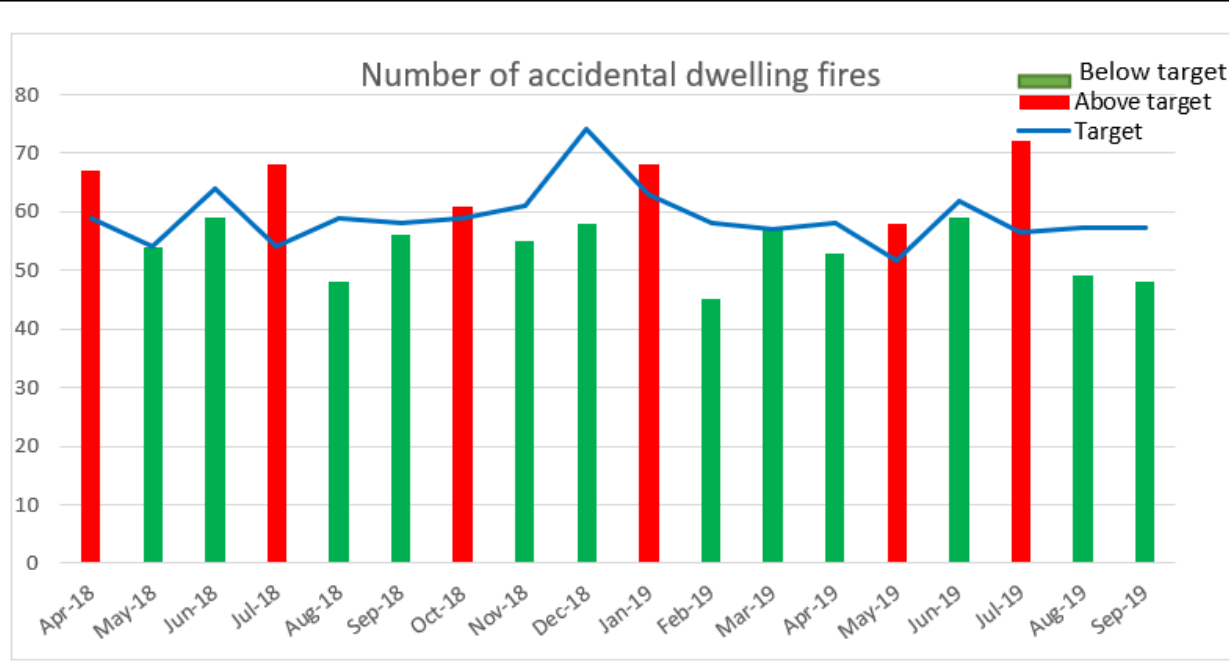
Partnership working

The Service continues to work with partner agencies to support the safety of our communities. Officers attend and engage with the four Community Safety Partnerships across the Service area, as well as Health & Wellbeing Boards.

Many Sustainability and Transformation Partnerships are migrating into Integrated Care Systems with associated delivery plans which are designed to understand what health and care challenges look like from different service perspectives and an articulation of the stresses on the public-facing workforce experience. Dorset is one of the first in the UK to make this change and our aim is to ensure that all partners are fully aware of the services offered by us, and to identify any further opportunities to strengthen the safety of our communities.

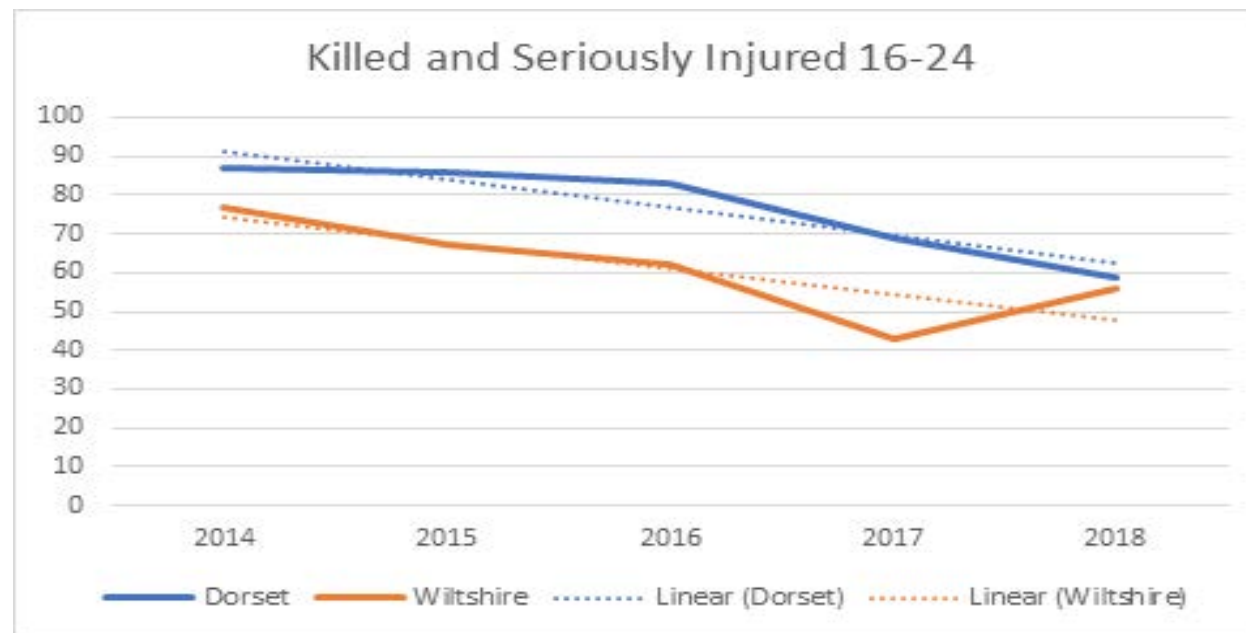
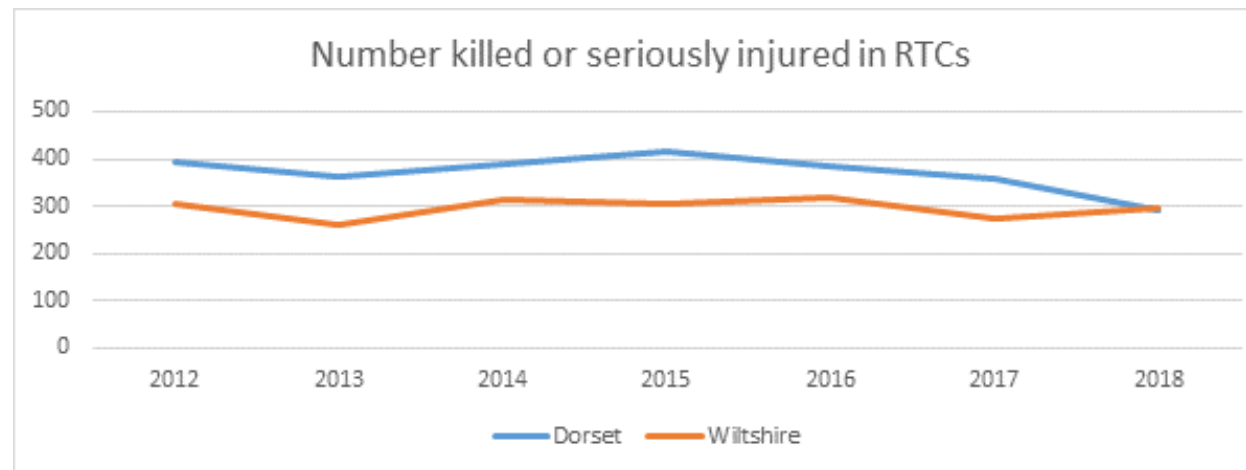
A key challenge for fire stations is generating enough referrals to meet the target number of Safe and Well visits. One way we are working to increase the number of referrals is via a pilot with the British Red Cross. This has been scoped out by the National Fire Chiefs Council and is looking to increase referrals for people who have recently been discharged from hospital. Within quarter 2 the Service received 38 referrals and completed 30 very high-risk referrals. The pilot ceased in October, and feedback will be drawn nationally to look at a national memorandum of understanding. Feedback will be provided to Members following an update on this. In tandem with this project the Safe and Well teams have been working with key hospitals to raise the profile of our work and set up referral mechanisms across primary care networks to target vulnerable people who are discharged from hospital.

PERFORMANCE AGAINST CORPORATE TARGETS

		Off track	Slipping	On track
Priority 1 Corporate Targets	High level commentary on progress to date against this target			
We will achieve a 5% reduction in accidental dwelling fires (over the average achieved during the last five years)	 <p>We are on track to meet this corporate target.</p> <p>There have been 339 accidental fires in the home over the past six-months, which is below the Service's target for this period (343) therefore the Service remains on track to achieve this corporate target.</p>			

	<p>Detailed analysis of these fires show that the majority occur in the kitchen (214). The five highest demographic groups associated with having kitchen fires are:</p> <ul style="list-style-type: none">• Lone person over pensionable age = 69 (32%)• Lone person under pensionable age = 33 (15%)• Couple with dependent children = 33 (15%)• Couple both under pensionable age with no children = 23 (11%)• Lone parent with dependant child/ren = 20 (9%) <p>Analysis identified that a significant proportion of accidental dwelling fires occurred in the kitchen and in response we have adjusted our approach to Safe and Well to focus on kitchen safety. This is also built into our other Prevention initiatives including our education programmes and wider media campaigns.</p> <p>The demographic groups identified are shown to be more likely to spend time every day on social media, and year to date figures show that the areas in which fires are most likely to occur include Springbourne (8.3%), Swindon (9.2%), Poole (6.8%) and Redhill Park (6.8%). The Service continues to boost messages in geographical areas where the fires are most likely to occur.</p>			
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**Working in partnership,
we will reduce the number
of deaths and serious
injuries in road traffic
collisions by 40% by 2020**



	<p>Please note: Data for 2019 has yet to be received from the Department for Transport for the two graphs above.</p> <p>We are unlikely to meet this road safety partnership aim adopted as a corporate target.</p> <p>In 2010 both Road Safety Partnerships within Dorset and Wiltshire adopted the national target of 40% reduction of those Killed or Seriously Injured (KSI) from 2010 to 2020; the Service has aligned its targeting to this. Across the Service area this represents a reduction of KSI's from 772 to 463 over this period. This target is further challenged by the 8% increase in traffic over the period.</p> <p>Progress against these targets is monitored and managed by the Road Safety Partnerships. The year-end figures for 2018 (calendar year) was 588 KSIs, which is a 7% reduction from 2017 (632). In the first six-months of 2019 the KSI figure is 275 (up to June 2019), the Service believes further reductions can be made during the longer-term target period to 2020.</p> <p>Using national data, the total combined cost of casualties in Dorset and Wiltshire reduced from £285m in 2017 to £263m in 2018, meaning that £22m of costs have been saved to the wider public purse.</p> <p>Over the past six-months the Service has delivered a number of road safety targeted education programmes to 5,525 people through 24 events across the Service area; these include Safe Drive Stay Alive, Biker Down and Survive the Drive.</p> <p>In addition, the Service continues to support national campaigns by coordinating or assisting with road safety education events, including National Road Safety Week; Don't Drink & Drive Campaigns; and events to raise awareness about the mobile phone laws. During November 2019 (National Road Safety Week) the Service has planned two Safe Drive Stay Alive school events, three Survive the Drive events and one Corporate Roadshow. Over the five-day period it is expected that the events will be seen by over 3,000 individuals.</p> <p>Through both Member and Officer involvement, school attendance within Dorset and Wiltshire at Safe Drive Stay Alive has grown from 66 schools in 2017-18 to 89 schools in 2019-20 (+35%).</p>			
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	<p>Although there is still a concern in relation to the continuation of this programme due to funding, there is no immediate threat to delivery. The Service is continuing to review new funding opportunities. Significant pledges have been made for the Swindon and Wiltshire groups from Wiltshire Council, Arval Ltd and parish councils across Swindon.</p> <p>In addition, the Service has met with Honda UK and we have been invited to bid for legacy support funds for when Honda leave Swindon. Work is ongoing in the south of the Service to seek new road safety funding opportunities with partners and the commercial sector.</p> <p>Furthermore, Arval have provided £35,000 for the development of two new road safety education programmes, due to launch in 2020.</p>		
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By 2020 we will ensure that 90% of our planned Safe and Well visits are undertaken on high priority, high risk individuals

Number of safe and well visits completed

Quarter	Number of visits completed
Q1 18-19	2,750
Q2 18-19	2,850
Q3 18-19	2,900
Q4 18-19	3,100
Q1 19-20	2,950
Q2 19-20	3,350

We are making good progress to achieve this corporate target that in part relies on appropriate risk level referrals from partners.

	<p>A total of 6,343 Safe and Well visits were completed within the first six-months of 2019-20, and of this 85.1% were completed for high risk individuals. This is ahead of our incremental target of 80% for quarter 2 (2019-20), an increase of 720 visits over the same period in 2018-19.</p> <p>Our targeting strategy focuses on those most at risk from fire where more than one vulnerability exists, meaning that the overall numbers of people falling into the high-risk category is better focussed. Our data targeting systems help us identify these high-risk members of our community, however priority continues to be given to multi-agency referrals, as these can often be outside of our own analysis. On those occasions where the multi-agency referral proves not to be high-risk, we work with those partners to ensure their referral processes are correct.</p>	
<p>We will achieve a positive outcome on all education and children and young people educational interventions on 75% of occasions</p>	<p>We remain on track to achieve this corporate target.</p> <p>In the first six-months of this year 12,767 children received fire safety education messages in schools, children's groups and bespoke educational sessions. The impact of our education programmes is initially measured through the teachers and group leaders' evaluation on the children's' increase in knowledge and understanding of the key safety and health messages. Current results show that 100% of teachers rated the suitability of the lessons as 'Good' or 'Very Good' with 100% recommending the lesson to other teachers. Assessment of longer-term behavioural change and knowledge retention is measured by follow-up focus groups. This information is used to guide not only the development of resources, but also to ensure that the relevant safety messages are being delivered, understood and retained.</p> <p>Through our Youth Intervention programmes students are enrolled onto accreditations. The accreditations available include: the Prince's Trust Employability, Teamwork and Community Skills Qualification; Business and Technology Education Council (BTEC) Level 2 Award in Fire Services in the Community; Emergency First Aid at Work; Assessment Qualification Alliance (AQA) Award in Fire Services Training; and the National Fire Cadet Level 1 Award. Over this six-month period the Service's pass rates are:</p> <ul style="list-style-type: none"> • Salamander = 76% • SPARC = 92% • Cadets = 100% • Princes Trust = 77% 	

PRIORITY 2

Protecting you and the environment from harm - **this** priority is concerned with how we protect individuals and groups, buildings, and the wider environment from harm.

PERFORMANCE AGAINST KEY LINES OF ENQUIRY

Key line of enquiry	Key line of Enquiry	Progress
KLOE 5	How are we effectively working with our partners to safeguard the vulnerable people we come into contact with?	Positive
KLOE 6	How are we providing advice, support and consistent regulation for local business so they can meet their legal fire safety obligations?	Positive
KLOE 7	How are we identifying and driving down risks to the community, heritage and environment?	Positive
KLOE 8	How do we effectively support local resilience partnership arrangements to make sure we can fulfil our statutory responsibilities and improve community resilience?	Positive

GENERAL COMMENTARY



Protection and wider risk reduction

The Service continues to deliver its risk-based inspection programme, to ensure that 100% of known sleeping accommodation, identified as high-risk where the fire safety order applies, are audited by March 2020. As of the end of quarter 2 the programme is ahead of schedule with 85% of audits completed and 279 outstanding, to be delivered over the next six-months.

From a wider perspective, following the Independent Review of Building Regulations and Fire Safety, led by Dame Judith Hackitt, the Service is confident that it is well placed in terms of the recommendations; and this is considered within department planning and assurance. The Service also continues to monitor the progress of the Grenfell Tower Public Inquiry, to capture potential issues that emerge as the inquiry proceeds and awaits the initial report in October 2019. In addition, and alongside this, with the Government consultation 'Raising the Bar' and the National Fire Chiefs Council Competency Framework, the Service is planning and preparing for the anticipated future changes to the protection department in terms of increased competencies and involvement within the building regulation cycle.

The Service continues to strengthen information held on premises where key risks are identified. Operational crews and on-call support officers identify premises; gather and review information on key premises risks within their geographical areas to help ensure that they are prepared for emergency incidents, should they occur. The highest risk sites have site specific risk information produced which is available to crews via mobile data terminals. This information must be reviewed within an agreed frequency to ensure up to date information is available. A review has been undertaken to ensure that all records are up to date.

Safeguarding vulnerable people

Our safeguarding procedure and internal processes have been developed collaboratively to make sure there is alignment across local authorities and partner agencies. They are governed by a set of key principles and themes that are aligned to statutory responsibilities and best practice. This ensures that people who are at risk of abuse, harm, neglect and exploitation receive help and support in a way that is sensitive to their individual circumstances and is person-centred and outcome focused. Officers engage at the Adult Safeguarding Boards across the Service. With the legislation changing, requiring both Children and Adult Safeguarding Boards to combine, the Service will ensure continued representation.

There has been an increase in safeguarding referrals across the Service area, most likely resulting from an enhanced programme of safeguarding training and awareness campaigns to appropriate staff groups.

The Counter Terrorist Strategy is delivered at local level via two boards aligned with Police Force areas. A regional board also sits to address broader issues across the south west. Officers are now members of these boards which will help ensure that we can positively contribute and support this important area of our work.

Local Resilience Forum and Community Resilience

The Service continues to play an active role in both the Dorset Local Resilience Forum (LRF) and Wiltshire & Swindon LRF as a requirement of being a Category 1 Responder within the Civil Contingencies Act 2004. This is to consider, plan and prepare for risks and threats at local level. The Service is involved through the LRFs in preparing plans and strategies to ensure the safety of communities as well as attending and delivering training and exercises. Internally the Service has business continuity plans to ensure the continuation of the Service during spate conditions as well as to safeguard resources to support both LRF response. Most recently the Service has been involved with both LRFs through local planning and preparations, at local level, for the United Kingdom leaving the European Union. For assurance purposes the Service's arrangements within business continuity and multi-agency working will be audited as part of the quarter 3 internal audit programme.

PERFORMANCE AGAINST CORPORATE TARGETS

		Off track	Slipping	On track
Priority 2 Corporate Targets	High level commentary on progress to date against this target			
By 2020, we will have audited 100% of known sleeping accommodation identified as high risk where the fire safety order applies	We are on track to hit this corporate target.			
	<p>The target was to have audited 80% of known sleeping accommodation identified as high-risk where the fire safety order applies by end of quarter 2. The Service is ahead of this target with 85% of audits complete and is on track to complete 100% by the 2020 target.</p> <p>Total properties 1,828 Number audited 1,549 Percentage audited 85% Number left 279</p> <p>We continue to note several compliance issues falling out of the inspection programme which suggests that our targeting strategy is well-constructed and accurate. These are predominantly related to poor means of escape within sleeping accommodation above food establishments. These continue to be monitored by Officers.</p>			

PRIORITY 3

Being there when you need us - *this priority is concerned with having the right people in the right place with the right equipment and training to safely deal with any reasonably foreseeable emergency.*

PERFORMANCE AGAINST KEY LINES OF ENQUIRY

Key line of enquiry	Key line of Enquiry	Progress
KLOE 9	Are appliances available when we need them?	Partial
KLOE 10	How effective and efficient are our response arrangements for dealing with the range of incidents we attend?	Positive
KLOE 11	How are our operational staff prepared for the identified hazards and risks associated with the range of incidents they are likely to attend?	Positive
KLOE 12	How do we learn from operational and community risk to improve the response services we provide?	Positive

GENERAL COMMENTARY

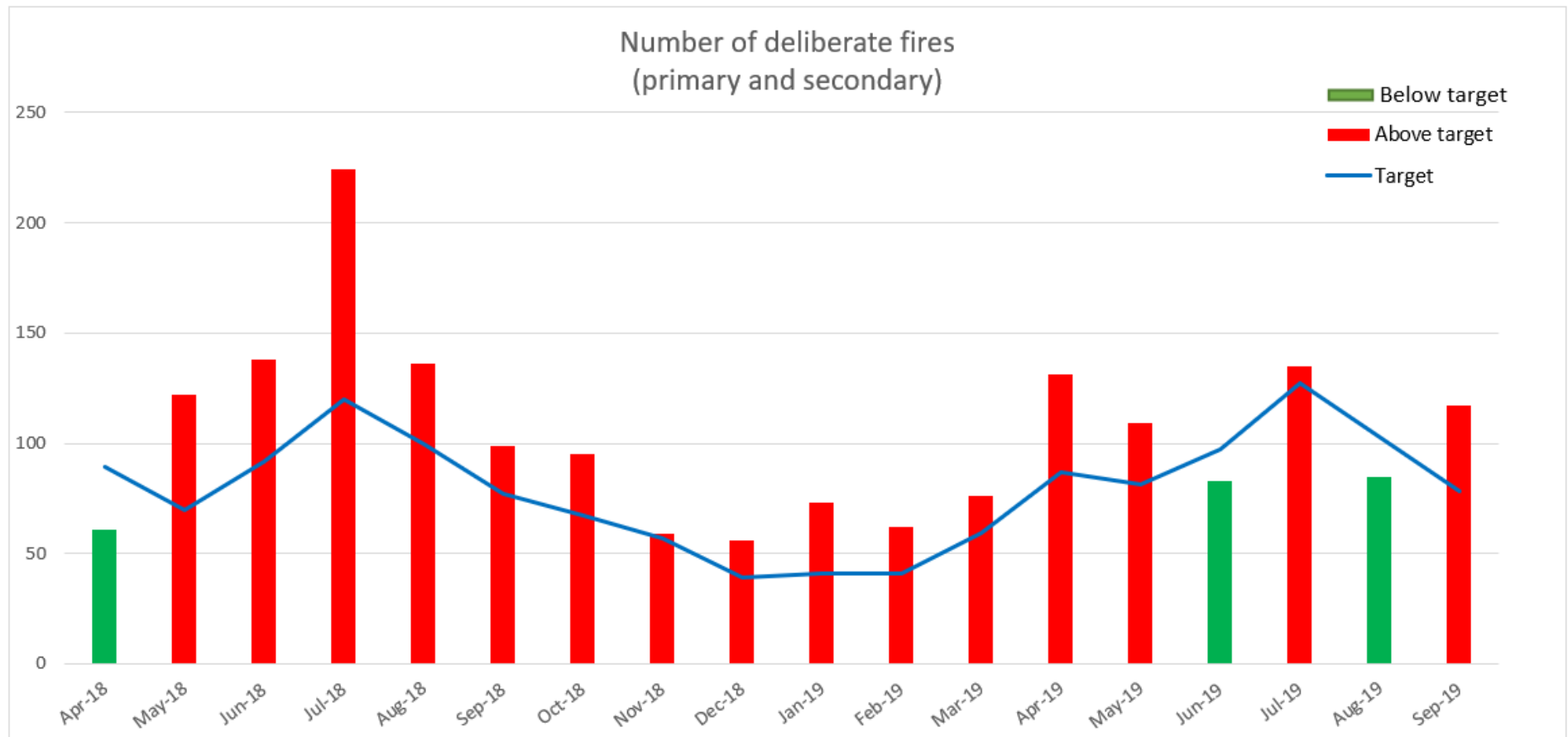


From an emergency response perspective, the Service continues to be extremely busy, attending 1,928 fires in the first six-months of this year, with 659 being deliberately set. Longer term trend analysis shows that we are attending more fires each year.

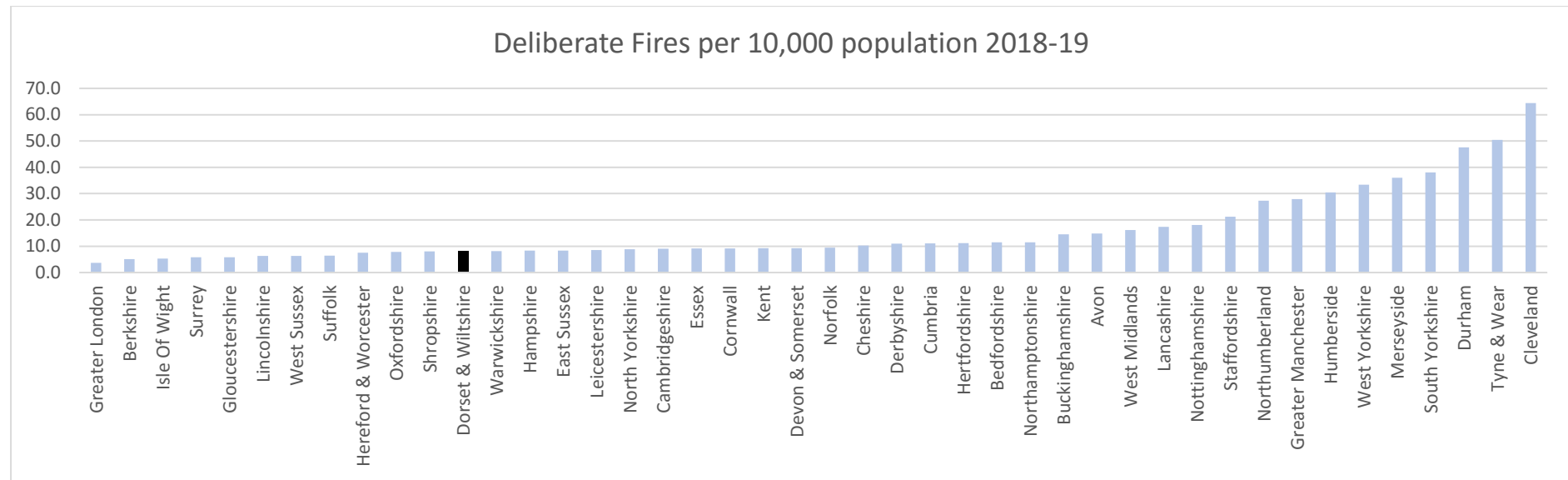
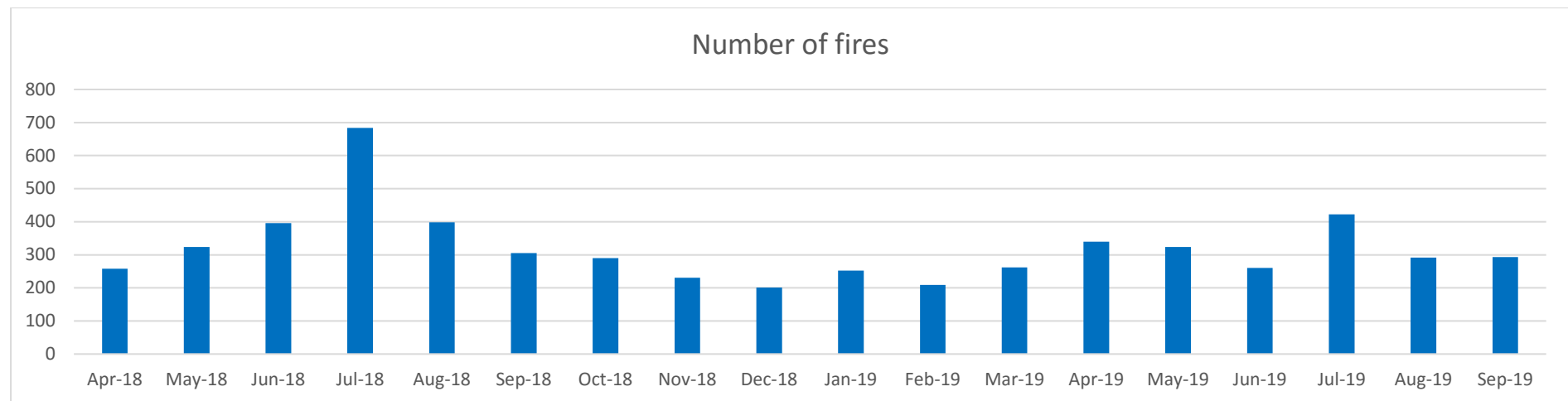
The trend in numbers of deliberate fires nationally appears to be increasing and this is reflected locally, however we are performing well in terms of overall numbers within the Service area when benchmarked nationally. Our analysis does not highlight any significant trends in terms of cause of fires and nature of fires, although we have developed an Arson Reduction Strategy to help us work with partners in halting the increase. In terms of the deliberate fires graph below, the only pattern is a correlation between hot summers and higher numbers of fires.

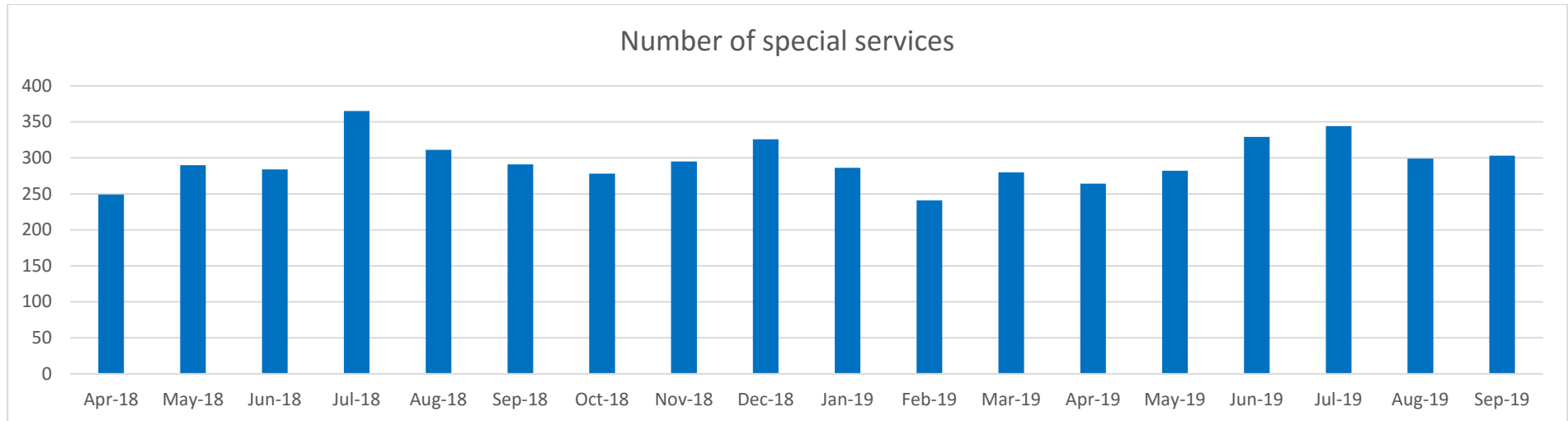
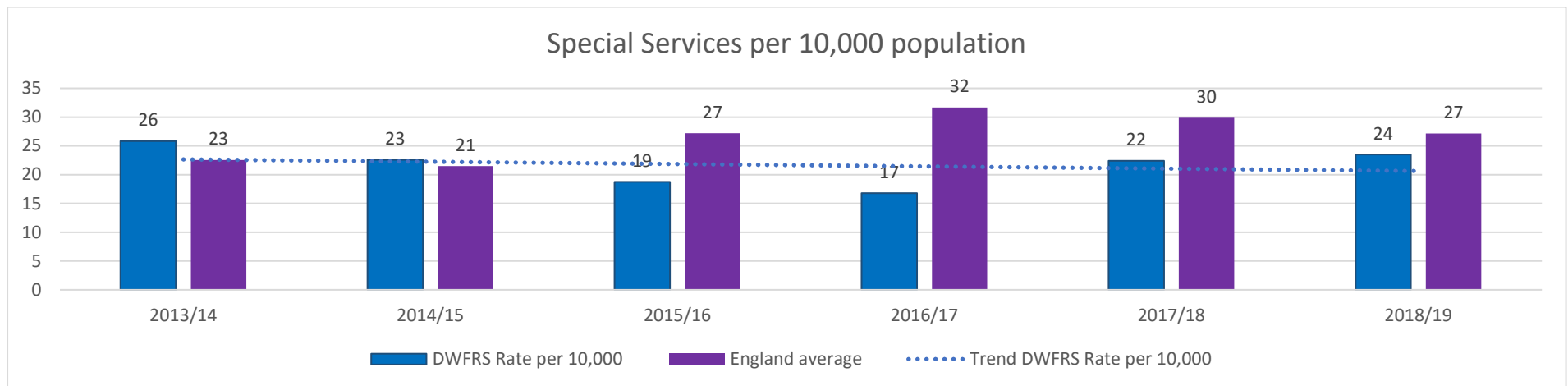
We have rescued 58 people from fires and 202 people from road traffic collisions. Special service calls remain relatively constant in terms of the number of incidents that we attend per 10,000 population, however, longer-term trend analysis shows that we are attending more special service incidents each year. The make-up of special services is so varied that there are no patterns within our analysis to date that warrant a significant change in our approach. We benchmark favourably nationally as since 2015-16 we have performed fewer special services per 10,000 population than other comparable fire and rescue services in England. Officers continue to review the nature and resource allocation to ensure that we maximise the efficiency of our emergency response arrangements.

The Service supports both Dorset and Wiltshire Police and the South Western Ambulance Service to ensure that timely contact is made with casualties who are collapsed behind closed doors. Our fast response from our crews helps to lessen the consequences of injuries and illnesses. Over the past six-months the Service has attended 405 such incidents. The South West Emergency Services Collaboration Programme have commissioned a consultation to carry out an evaluation of this partner working, which is due for publication by the end of November 2019.




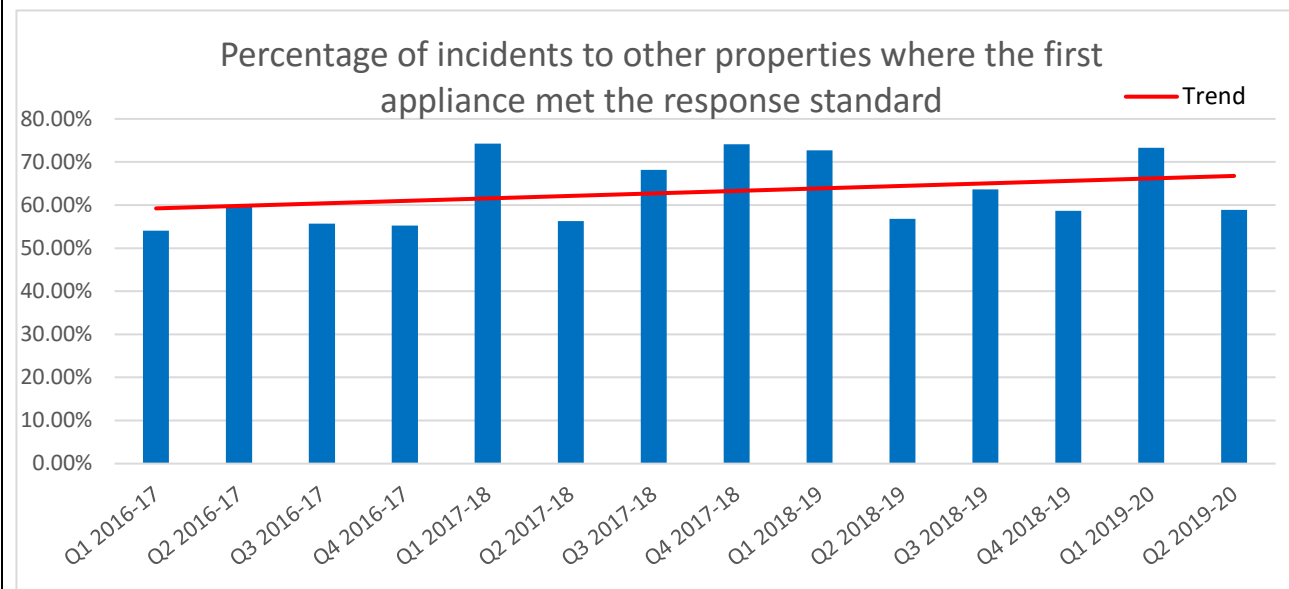
Graph 1: Number of deliberate fires April 2018 – Sept 2019

**Graph 2: Deliberate fires 2018-19 national perspective****Graph 3: Number of fires attended by month April 2018 – September 2019**

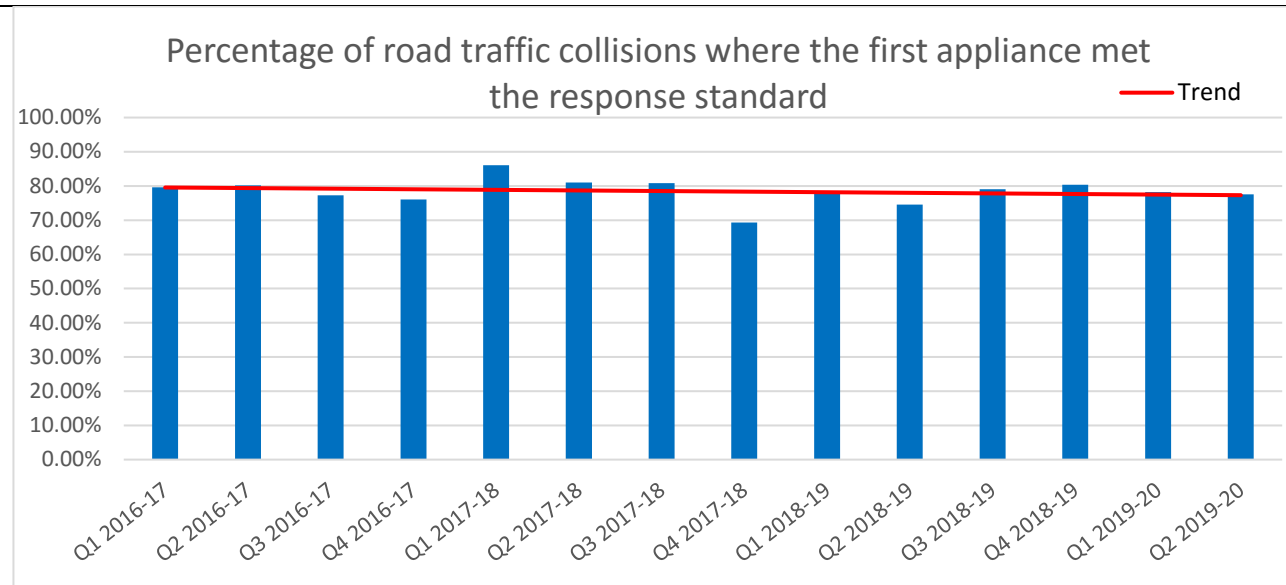
**Graph 4: Number of special services completed by month April 2018 – September 2019****Graph 5: Number of special services per 10,000 population 2013 - 2019**

PERFORMANCE AGAINST CORPORATE TARGETS

		Off track	Slipping	On track																														
Priority 3 Corporate Targets	High level commentary on progress to date against this corporate target																																	
On 75% of occasions, we will achieve our response standards based on a 10-minute response time including call handling and travel time	<div><p>Percentage of sleeping risk properties where the first appliance met the response standard</p><table><caption>Data for Percentage of sleeping risk properties where the first appliance met the response standard</caption><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q1 2016-17</td><td>68.00%</td></tr><tr><td>Q2 2016-17</td><td>75.00%</td></tr><tr><td>Q3 2016-17</td><td>72.00%</td></tr><tr><td>Q4 2016-17</td><td>72.00%</td></tr><tr><td>Q1 2017-18</td><td>73.00%</td></tr><tr><td>Q2 2017-18</td><td>73.00%</td></tr><tr><td>Q3 2017-18</td><td>70.00%</td></tr><tr><td>Q4 2017-18</td><td>68.00%</td></tr><tr><td>Q1 2018-19</td><td>75.00%</td></tr><tr><td>Q2 2018-19</td><td>69.00%</td></tr><tr><td>Q3 2018-19</td><td>70.60%</td></tr><tr><td>Q4 2018-19</td><td>69.00%</td></tr><tr><td>Q1 2019-20</td><td>72.10%</td></tr><tr><td>Q2 2019-20</td><td>72.10%</td></tr></tbody></table></div>				Quarter	Percentage	Q1 2016-17	68.00%	Q2 2016-17	75.00%	Q3 2016-17	72.00%	Q4 2016-17	72.00%	Q1 2017-18	73.00%	Q2 2017-18	73.00%	Q3 2017-18	70.00%	Q4 2017-18	68.00%	Q1 2018-19	75.00%	Q2 2018-19	69.00%	Q3 2018-19	70.60%	Q4 2018-19	69.00%	Q1 2019-20	72.10%	Q2 2019-20	72.10%
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<p>We are slightly slipping against this corporate target.</p>																																		
<p>Performance for 2018-19 was 70.6% with an increase in the 2019-20 year to date at 72.1%. To have achieved the corporate target over this period the Service would have needed to have met the response standard at an additional 11 incidents.</p>																																		
<p>During periods of reduced appliance availability, duty managers determine resource disposition to maximise coverage and minimise risk. In Dorset and Wiltshire there are high levels of rurality with a predominance of on-call fire stations which results in less assured availability. Accordingly, the sustainability of the on-call system continues to feature on our strategic risk register with an on-call review project well underway to mitigate this. The Finance & Audit Committee reviews the strategic risks at its meeting on a quarterly basis.</p>																																		



Overall performance during 2018-19 was 56.8%, with the longer-term trend showing a continued improvement in performance. This has now improved to 66.2% for 2019-20 year to date.



The percentage for the first appliance attending road traffic collisions, within 15 minutes from time of call is currently 77.8%. The longer-term trend shows a slight downward trend in performance. However, quarters 1 and 2 both show an improvement on the same quarters last year, with 77.94% in Q1 2018-19 compared to 78.17% in Q1 2019-20, and 74.60% in Q2 2018-19 compared to 77.51% in Q2 2019-20. All failures to meet the response standards are thoroughly investigated to see if there were any contributing factors that are within our control and could be improved.

PRIORITY 4

Making every penny count - this priority is concerned with governance (incl. information management); health and safety; financial management and asset management.

PERFORMANCE AGAINST KEY LINES OF ENQUIRY

Key line of enquiry	Key line of Enquiry	Progress
KLOE 13	Are effective governance and decision-making arrangements in place?	Positive
KLOE 14	How are we providing effective health and safety management systems to support our staff?	Positive
KLOE 15	Do we have robust financial management and procurement plans in place to ensure long term viability and value for money (VFM)?	Positive
KLOE 16	Are we making the most effective use of our assets to deliver our priorities?	Positive



GENERAL COMMENTARY

Governance and financial management

Sound governance arrangements are in place and there are no significant strategic issues or areas of concern to raise with Members. This position was reflected in the annual Statement of Assurance which is required under the Fire and Rescue National Framework for England (2018) and was signed off by Members in September 2019 at the Finance & Governance Committee. Encouragingly, the process by which assurance statements are developed received a 'Substantial' level assurance from both internal auditors and the Local Government Association (LGA) during their Peer Review. There are robust internal control systems in place with internal auditors. The Service's new internal auditors (South West Audit Partnership) contract took effect from April 2019; the audit strategy 2019-23 and their annual audit programme for 2019-20 was approved by the Finance & Governance Committee on 7 March 2019. Four audits have been completed during quarters 1 and 2, covering Assets, Payroll, ICT Strategy and Medium-Term Financial Plan & Capital Strategy. Audit reports are presented to the Finance & Governance Committee on a quarterly basis along with a progress report on any identified audit improvement activities. It is pleasing to note that no significant failings or issues about the internal controls have been highlighted, and that the Medium-Term Finance Plan (MTFP) received 'Substantial' assurance.

Members formally received the LGA Peer Review report at the Authority meeting in September 2019, which provided Members with positive assurance of its governance arrangements, citing that, 'the overall impressions are that the Authority is a good, well organised Fire and Rescue Authority'. During this meeting, Members approved a number of minor recommendations for improvement which will be delivered over the coming months with progress reported at the Authority meeting in December.

To strengthen internal governance and build the Her Majesty's Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS) inspection process into business as usual practices, work is underway to align the Service to the HMICFRS methodologies, diagnostics and judgement criteria. This will start at policy level and be embedded within the internal performance management and reporting processes through to corporate assurance practises to produce the annual Statement of Assurance. Modified policy statements will be brought to the Authority meeting in February 2020 for consideration and approval.

The Member and Officer working group for the performance dashboards met in September 2019 and agreed to the delivery of a performance dashboard to replace the quarterly performance reports, to commence from quarter one 2020-21. A prototype was presented to Members and the approach agreed.

The Service continues to have robust business continuity arrangements in place which are aligned to industry best practise. A full comprehensive review against the updated Business Continuity Institute Good Practice Guidelines 2018 was undertaken in October 2018 which has provided further assurance of the Service's arrangements. Internal audit plan to review the Service's business continuity arrangements in quarter 3.

The Service has worked with its external auditors, 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. Although there were some delays, due to the McCloud pension case and a requirement for additional financial disclosure, the final statements were signed off in September 2019 and an unqualified audit opinion was received. The Authority has adopted a set of financial planning principles and assumptions on which to base its revenue budget and MTFP. The current principles remain sound and will be used to support budget planning for 2020-21. These principles will remain under review and will be updated when there is reasonable evidence to suggest that a change is required.

On 4 September 2019 the Chancellor announced the outcomes for a fast-tracked one-year Spending Round covering 2020-21 only. This indicates that our Settlement Funding Assessment total for 2020-21 will increase in line with inflation, rather than reduce as expected. Individual authority allocations will not be confirmed until the provisional Local Government Finance Settlement is announced in December 2019.

The Ministry of Housing, Communities and Local Government has recently launched its Settlement Technical Consultation Process, which includes consultation on referendum principles. The consultation document referenced a core council tax referendum principle of up to 2% and this included Fire. The National Fire Chiefs Council is leading a campaign for a £5 de minimis increase for Band D fire precept across all English fire and rescue authorities.

The Service continues to work on options for savings to help address the continuing MTFP deficits forecasts. This will be discussed with Members during the finance seminar in December 2019 along with a brief on the latest financial position in preparation for budget setting in February 2020.

The Service is also working on a value for money framework and recording template to help better demonstrate the wider societal savings the Service is contributing to. Whilst not always delivering cashable savings this is an important area of work to show the impact that the Service has in wider economic terms.

Information and Communications

The Service continues to maintain sound information governance arrangements. Data requests are being managed in line with the Freedom of Information Act and Data Protection legislation. Within the six-month period there have been 71 requests for information under the Freedom of Information Act with eight responded to outside of the 20-day deadline. The Service has received two subject access requests under the Data Protection Act, both responded to within the legal framework. Monitoring of the corporate complaints process demonstrates that complaints are being managed effectively and there is no cause for concern. The Service also received 65 compliments within this period.

The progress against the action plan for compliance against the General Data Protection Regulations received 'Substantial' assurance from internal auditors and positive progress of the action plan continues, this has included a review of the privacy notices, retention of information and contract arrangements; with a focus on critical information assets.

Monthly monitoring of cyber security continues and whilst there are good levels of assurance that this risk is being effectively managed the cyber risk environment nationally is changing, increasing and continues to be significant. As a result of this increased national focus, cyber remains a strategic risk for the Service. An action plan, overseen by the Service's Cyber Resilience Board, along with additional resources to ensure cyber is being proactively managed, is in place. This action plan draws together the Service's requirements to meet the 'Cyber Essentials' and the 'Cyber Security Standard'. An independent review of our self-assessment against Cyber Essentials is planned for January 2020. The Service has business continuity arrangements in place for cyber resilience, further awareness and testing of these arrangements is ongoing.

Health and safety

The Health and Safety Committee and the associated department continue to monitor the arrangements in place to keep our staff and the public we serve safe. The Service has some good levels of compliance in relation to Health and Safety and has attained British Standard Institute's (BSI)18001: Occupational Health and Safety Management system standard. In line with the corporate target we are currently migrating the Service to the International Organisation for Standardisation's (ISO) 45001 by March 2021.

The work-related absence quarterly trend is down by 44% (149 days), which is a good improvement over the same period for last year. This reduction is supported by the improved sickness reporting system and regular analysis of work-related absence. There were eight reportable incidents to the Health and Safety Executive via Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR).

The number of adverse occurrence reports (AOR) for the first six-months of 2019-20 is 209 leading to a very small reduction of just over 2% against the last six-months of 2018-19. Just over a half of all AORs are low speed vehicle related incidents with each followed up by Officers. Near miss reporting is still actively encouraged as this allows the Service an opportunity to put in place control measures to reduce the likelihood of further similar events occurring.

Asset management

The Assets department has been restructured to meet organisational expectations; provide greater resilience and mitigate anticipated risks arising from the age of this particular workforce. A key area of the Asset Management policy is to ensure managers' understanding of the ISO 55001 and the Service's position against its principles. A detailed gap analysis is underway to deliver this. The new asset management system project is progressing well following extensive stakeholder engagement. The new system will be determined following the procurement process in early 2020 with implementation for end users planned to be complete in April 2021.

The estates maintenance programme continues to be delivered in a timely manner with capital and revenue expenditure remaining on track. Longer term strategic planning is in place to anticipate departmental changes and requirements beyond the five-year planning window. This links directly to the One Public Estate initiatives. The Tisbury site freehold, to include ex-police and magistrates court, has now been purchased

allowing the Service to review further rationalisation of the estate. In addition, the Service has renegotiated a rental figure for its use of the West Moors Training Centre and an agreement has subsequently been signed.

The fleet programme also remains on track. With the previous advised delay in front line fire engines the Service has been able to realign its capital programme, thereby reducing revenue costs. The next 19 fire engines are expected to be delivered in June 2020. The new aerial ladder platforms are now on station with two operational, and crews undertaking training on the third. The Service is soon to commence undertaking vehicle emissions air sampling at a number of fire stations. The data from this work will inform the wider planning framework to further reduce risks to our staff.

In line with the Authority's policy, the Service is working hard to further reduce consumption, waste and single use products.

PERFORMANCE AGAINST CORPORATE TARGETS

		Off track	Slipping	On track
Priority 4 Corporate Targets	High level commentary on progress to date against these corporate targets			
To reduce the number of working days lost through work related physical injuries and ill health by 5% year on year	<p>We are on target to achieve this corporate target.</p> <p>The number of days lost to physical injury or ill-health in quarter 1 and 2 are as follows:</p> <ul style="list-style-type: none"> • 2018-19, 341 days lost • 2019-20, 192 days lost <p>This represents a 44% decrease in the number of days lost to physical injury or ill-health compared to the same period last year.</p>			
Migrate to International Organisation for Standardisation ISO 45001 – Occupational Health & Safety Management Standard by 12 March 2021	<p>We are on target to achieve this corporate target.</p> <p>The Health & Safety Department have mapped out a delivery framework to guide the Service through the process of migration from BSI 18001 to ISO 45001. A planning meeting is diarised for November 2019 with the BSI auditor to review the delivery framework.</p>			

PRIORITY 5

Supporting and developing our people - this priority is concerned with workforce and succession planning; learning and development; leadership and culture; and health and wellbeing.

PERFORMANCE AGAINST KEY LINES OF ENQUIRY

Key line of enquiry	Key line of Enquiry	Progress
KLOE 17	How are we ensuring our strategic workforce plans support the attraction, recruitment and retention of the right people with the right skills at the right time to deliver current and future Service priorities?	Positive
KLOE 18	How are we making sure that our staff and leaders are trained and developed to be able to carry out their role effectively?	Positive
KLOE 19	How are we ensuring we support the health and wellbeing of our staff?	Positive
KLOE 20	How are we successfully developing a value driven one-team culture?	Positive



GENERAL COMMENTARY

Attraction, recruitment and retention

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 comprehensive positive action campaign to help attract female and other under-represented groups, whilst maintaining robust standards of entry. The 2017 recruitment campaign for wholetime firefighters 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. The Service is currently visiting other fire and rescue Services to see what initiatives they have set in place to improve the diversity of the workforce with a view to implementing some of the ideas within the Service. In addition, an engagement meeting with our female firefighters has taken place to seek their views on what the Service could improve to recruit and retain people from under-represented groups. A review of the presentation of recruitment information on the Service website is also underway and consideration is being given as to how the Service can incorporate other media such as national recruitment materials and video clips; and also use more imagery to reflect a more diverse workforce as well as highlighting the employee benefits offered.

During the last six-months there were 52 on-call leavers and 48 on-call starters. The new starters during this period include nine recruits from under-represented groups. Whilst there were more leavers than starters during this period, our recruitment initiatives are resulting in an improving picture in the number of new starters. The main reasons for leaving being personal/work/family commitments. The Service is progressing with several actions and projects to improve the situation regarding on-call recruitment and retention. This includes having on-call support officers appointed to reduce the burden on on-call managers improve recruitment information provided; increased engagement with local employers; capturing local risk information and supporting community safety activities. Officers are also closely overseeing availability and contractual compliance for all on-call staff in the north where we continue to struggle with weekend availability. This monitoring ability has recently been refined and extended in the south of the Service, through a consolidated availability system.

Leadership, operational and corporate talent development

Our promotion procedure already enables accelerated progression of our talented staff. Historically, candidates needed to be competent or substantive in the role below the one being advertised, however our revised arrangements provide an opportunity for individuals at two roles below the vacancy to apply, if they can demonstrate relevant experience of operating at a higher level. Additional work is being undertaken to further strengthen promotion processes and ensure there are links to our talent management and development processes.

We have produced a prospectus for our development pathways which provides staff with information on what learning and development interventions are required or desired to be undertaken. In support of this, we are currently introducing 'workbooks' for all staff where they can evidence their progress. We continue to make good progress with e-learning and have progressed with the development of a blended approach

to learning and development activities, partly 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. 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 personal review process was evaluated, and improvements are being developed involving staff, with the new system being implemented from April 2020.

A new command suite at Salisbury Fire Station and new mobile incident command training facilities are now on stream. These facilities are now being used and are a significant improvement in helping to ensure that commanders receive both robust assessments and are better supported in the maintenance of these important skills. These facilities can also be taken to on-call stations which helps to contribute to the retention of incident commanders, largely serving rural communities.

The Service continues with its 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. The courses delivered include a joint incident command element that is based on the national Joint Emergency Service Interoperability Programme principles, which we are required to organisationally embed. As part of the Service's quality assurance recognition of our internal products, the trainer/assessor course developed with the RNLI partners has successfully gained Skills for Justice accreditation. This has provided VFM savings, potentially allowing some of the training budget to be utilised in other areas, extending and enhancing our learning and leadership offering. The strategic level programme is being developed for delivery in 2020. A robust quality assurance framework is being set in place which includes external scrutiny. The Service continues to support the national fire service Executive Leadership Programme run by Warwick University in conjunction with the Fire Service College.

Our new competency recording system continues to be developed following feedback from across the Service in July 2019. Regular communications between the private sector developers and senior managers has facilitated the progression of an enhanced version which has been designed to improve staff engagement and ease of use. Training and communications have been regularly provided Service wide over the past six-months to ensure full staff engagement and a network of internal champions are in place to further support its embedding. More work is needed to further refine and embed this system.

Health and wellbeing of staff

The Service has a health and wellbeing programme to support staff which has been audited by our internal auditors and awarded with substantial assurance. This provides confidence that the control framework is robust, well documented and consistently applied. Health and wellbeing support is available to all staff including mental health support, chaplains, bluelight champions and other external self-service provisions. All staff

have the opportunity to attend a routine medical examination either contractually or voluntarily, through our dedicated occupational health provision with premises in both the north and south of the Service. All staff can also access the Service's physiotherapy provision to bridge the gap before the NHS provision takes effect.

Good progress has been made on fitness assessments across the Service. At the end of 2018, 89% of operational staff passed the fitness test and this has increased to 95% for the year to date. As at 30 September 2019 there were 30 individuals on improvement plans. These staff are being supported and managed by the Health and Wellbeing team, Occupational Health and, where appropriate, physiotherapy. The aim is to help them to achieve the required fitness standard as quickly as possible.

Smarter working and staff engagement

The vision for smarter working is to reduce unnecessary travel time to increase productivity, by maximising the benefits of cloud technology to support remote and collaborative working. A review of the programme has taken place to provide clarity on the key objectives with externally validated governance arrangements in place. The objectives include migrating information on file shares to SharePoint, ensuring the adoption of communication methods through Teams, moving systems into Office 365 and developing automated process improvements. An evaluation of the cashable and non-cashable savings will feed into the forthcoming Medium-Term Finance Plan.

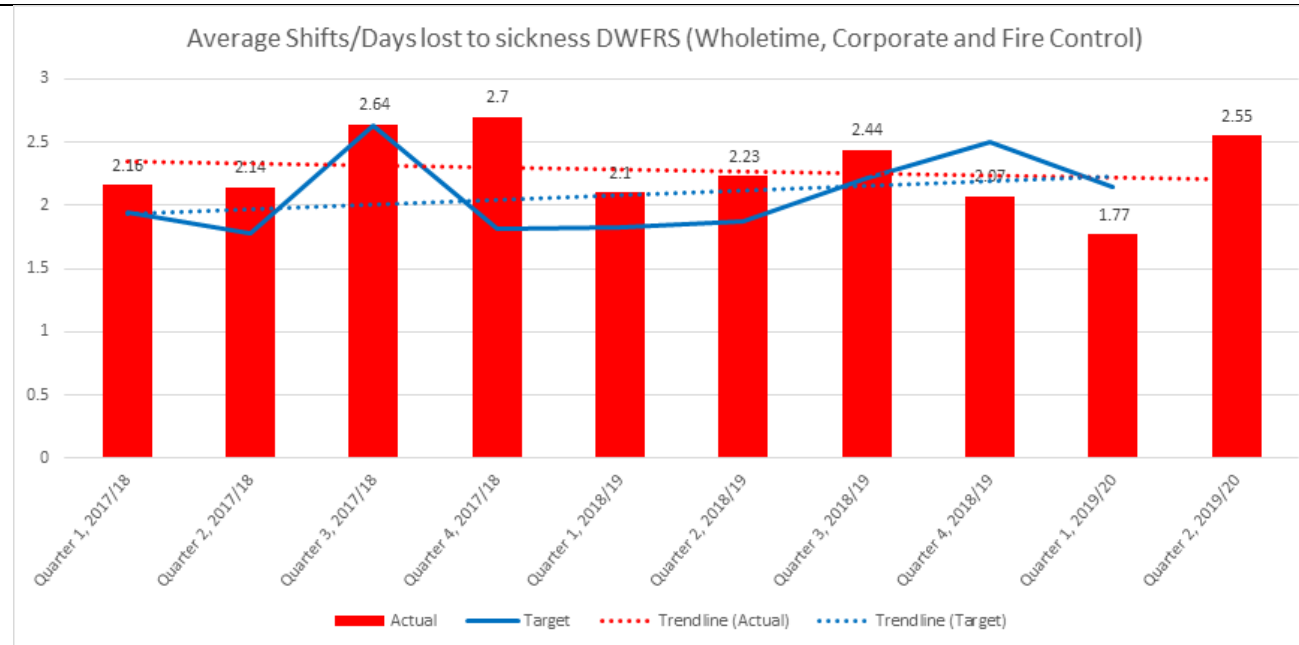
A comprehensive staff engagement plan is strategically monitored and delivered through a wide range of communication channels. Internal auditors have provided a substantial level of assurance against these arrangements. In the first six-months of 2019-20 staff engagement has included regular weekly updates, monthly magazines and video messages from the Chief Fire Officer (following Authority meetings in June and September. There has also been an additional video on the budget challenges and impact on the Integrated Risk Management Plan) and monthly core briefs from Delivery Team and Strategic Leadership Team meetings, including updates on the projects and performance of the Service. The Service also offers 'Question Time' sessions for all staff, these are led by Area Managers and members of the Strategic Leadership Team and are a fantastic opportunity for staff across the Service, regardless of location, to dial in and talk to managers about issues they want to raise.

PERFORMANCE AGAINST CORPORATE TARGETS

Off track	Slipping	On track

Priority 5 Corporate Targets	High level commentary on progress to date against these corporate targets		
We will increase the diversity of our operational workforce, by ensuring that 20% of recruitment is from under-represented groups	We are slipping against this corporate target. Whilst this target has not yet been achieved there is positive progress. During 2018-19 17.2% of operational staff recruitment was from under-represented groups and over the last six-months, this has increased to 18.2% (ten of 55 firefighters recruited had one or more protected characteristic).		

For sickness absence, to be no higher than the average reported for other comparable fire and rescue services in England



Please note: National benchmarking target and trendline not yet available for quarter two.

We are unlikely to hit this corporate target.

Benchmarking data is still awaited at the time of writing (due in December 2019) but early indications suggest we will be above the average reported for other comparable fire and rescue services in England.

Absence management continues to be a key focus for the Service and improvements identified by internal auditors have been actioned. It is recognised that long-term sickness is the largest contributing factor within all staff groups. Management of long-term sickness is more complex as illness/conditions may be serious or involve surgery and recovery time. All long-term cases from 28 days are referred through the Occupational Health team. Musculoskeletal remains the highest causation of absence and the Service has weekly physiotherapy clinics to support this.

	It is pleasing to note that overall sickness is 6.02% better than the same period last year (477.39 days/shifts lost less than last year). Although Fire Control sickness absence shows a large percentage increase compared to the previous year, the small number of staff within this working group means that even one person on long term sick can dramatically increase the figures.			
	<u>Staff Group</u>	<u>Q1-2, 2019-20</u>	<u>Q1-2, 2018-19</u>	
	Wholetime	3.94	4.23	
	Corporate	4.22	4.17	
	Fire Control	10.03	6.73	
	On-call	7.33	7.92	

Data correct as of 13 November 2019.