

Performance Report 1st Quarter

Finance & Governance Committee

01/04/2018 – 30/06/2018



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
1.4.1.51	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 annual Statement of Assurance required under the National Framework 2018 is being developed by officers for recommendation to the September's meeting of this Committee. The process by which these statements are developed received a substantial level assurance from internal auditors last year. Work has been completed on a strategic assessment for 2018-2019 and a mapping exercise has been undertaken to link actions we are undertaking with the outcomes being worked on by our partners. The Community Safety Plan was considered and agreed by Members at their meeting in June along with the Service Delivery Plan for 2018-2019. In addition, a revised approach to policy statements was approved by Members in June. Work has started on reviewing the strategic assessment of risk; community safety plan; service delivery plan and medium term finance plan for 2019-2020 for approval by Members in February.</p> <p>Information and Communications</p> <p>During Q1 the Dorset & Wiltshire Fire and Rescue Service (the Service) received 37 requests for information under the Freedom of Information Act. These were responded to within the deadline on all but one occasion, where a response is being coordinated across the Networked Fire Service Partnership to ensure consistency. On this occasion, the requester has been advised that additional time is needed to consider the public interest in releasing the information. Four of these requests have related to bariatric incidents-equipment. No other trends were identified. 25 of the requests were received by individuals and 12 by journalists. An exemption has been applied to nine of the requests. Three subject access requests were received under the Data Protection Act/General Data Protection Regulations (GDPR) in the same quarter and all were responded to within the legal timeframe. Members can be assured that the Dorset & Wiltshire Fire and Rescue Authority (the Authority) is managing its information compliance requirements, following the new GDPR taking effect during Q1 of 2018-2019, in May 2018. The progress against the action plan for compliance against the GDPR has received substantial assurance from internal auditors in this quarter.</p> <p>The Service has also strengthened its cyber security arrangements during this quarter, in developing its business continuity cyber response plan, which is underpinned by the existing information security incident procedure. Arrangements to mitigate cyber security risks are monitored monthly and are in line with national and local guidance.</p> <p>The policy framework is embedded across policy teams and provides staff with a single location for accessing policies, procedures and guidance. The review, consultation and publication of documents is centrally managed to ensure a consistent and robust process which ensures our policies and procedures meet our legal requirements. The alignment of our procedures following combination, continues to be actively monitored and has received substantial assurance from Internal Audit in Q1 of 2018-2019.</p>	

In Q1, 13 complaints were received and 11 of these were resolved within 14 working days, a much-improved position from 2017-18. Consistent with the trend, the most complaints received related to the Service's attendance at an incident - five in total. Two related to recruitment, one a Safe and Well visit, one driving and four regarding staff conduct. Eight of these 13 complaints were not upheld.

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

Action Code	Action Name
1.4.2.2	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 with a comprehensive overview by the Health and Safety Committee comprising of key officers and representative bodies.</p> <ul style="list-style-type: none"> The quarterly trend of working days lost is down by 34% (122 days) over the same period last year. This has been attributed to the new Service wide sickness reporting system, and regular work-related absence alignment meetings between Health and Safety and Human Resources. This quarter, there has been a rise in the amount of AOR's reported (up by 37%) which might be caused by the training given by the H&S department to staff and the simplicity in using the Adverse Occurrence Reporting system across the whole of the Service. Whilst most categories are showing small increases there is no emerging pattern of any note. Yet again, "Near Miss" reporting has shown to be positive with an increase of 110% (10 to 21) when compared to the same time in the previous year. This is an area that the Service is actively supporting. By tracking near misses, analysing how and why they occurred, and taking corrective action, the Service could prevent similar or more serious incidents from happening in the future. For the second quarter in a row there has been a decrease in the number of manual handling incidents reported (down from 3 to 1) and down by 80% (5 to 1) on the same period last year. Whilst the 'other' category has seen a decrease in number against the last quarter (down from 11 to 6) the category has seen a rise of 50% (4 to 6) on the same period as last year. No trends have been identified within the AORs reported under both categories. This quarter has seen only one reportable incident to the Health and Safety Executive via RIDDOR. This 'Over 7-day Absences' was from a slip/trip/fall during a training exercise. This is down 88% (8 to 1) on the same period last year. 	

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
1.4.3.16	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</p> <p>The Authority has a Medium Term Financial Plan (MTFP) in place, developed with Members, covering the financial years to 2020-2021. The Plan demonstrates how the Authority is able to balance its revenue and capital budget requirements over this time period, making effective use of its reserves and balances. We are now starting the budget process for the 2019-2020 budget with the view that the financial planning assumptions will be presented to the Authority in September in preparation for a full revision of the MTFP for approval in February 2019.</p> <p>Early contact has been made to constituent Authorities to obtain initial thoughts on taxbase and collection fund surplus estimates for 2019-2020. First phase Zero Based Budgeting sessions are near completion with budget managers, however there is still work to do to clarify and finalise. Consolidated reports are to be drawn up for Service Delivery Teams in September. Salary budgets to be reviewed in September.</p> <p>The revised MTFP as updated when setting the budget for 2018-2019, identified gaps of £0.340m, rising to £2.640m (2019-2020 to 2022-2023). Plans are in place through the Communities Programme to identify crewing savings. The MTFP will be adjusted accordingly to reflect these changes.</p> <p>Achieving Value for Money</p> <p>By the end of 2017-2018 we had achieved 97% of the targets in our Efficiency Plan 2016-2017 to 2019-2020. We have a Value for Money (VFM) framework, and throughout our priorities and Key Lines of Enquiry (KLOEs) within the Service Delivery Plan (SDP), all Heads of Departments (HOD) are developing their VFM evaluation criteria based on Key Performance Indicators (KPIs) and corporate targets. 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>Moving forward we will continue to identify our strengths and weaknesses in order to improve our use of resources and we will be developing benchmarking of our performance with our peers where possible. We will start working towards the Chartered Institute of Public Finance and Accountancy (CIPFA) VFM benchmarking club for some corporate functions, where appropriate and applicable.</p> <p>We have developed a draft Procurement Plan for 2018-2022. This has been circulated to all members of the Service Support Delivery Team for consultation. Meetings are being arranged with Budget Managers to review and update their contracts on the contracts register. We are also progressing the Chief Fire Officers' Association (CFOA) Procurement exercise at present and working with Budget Managers to develop this within the Service, reported through Service Support Delivery Team Meetings. Meeting have taken place with Learning and Development to discuss e-Learning Procurement Modules being developed with Cordie (specialist software supplier) for Budget Manager training.</p>	

Good Financial Governance

Financial performance is monitored by the Authority and is updated on a quarterly basis through reports to the Finance and Governance Committee. The Authority also receives six monthly and annual reports on Treasury Management activity. The Strategic Leadership Team continues to monitor and review key areas of revenue and capital spend as part of our performance management arrangements.

The Finance Team have been progressing new style budget reporting for Budget Managers and this is being well received. During 2018-2019, increased focus will be to continue to help Heads of Departments and budget managers to be better equipped to carry out their financial planning and monitoring responsibilities. Budget managers will receive regular training on the use of our financial management system, Agresso. This will enable them to make the most of the financial information that is available to them, helping to drive forward innovation and efficiency within their teams and departments and securing on-going value for money improvements.

We continued to plan and work closely with KPMG LLP, in their final year of their contract, ensuring that the 2017-2018 financial statements were prepared and audited in a timely fashion within the earlier closedown timetable. The Statutory Financial Statements are due for approval by Members at the Finance and Governance Committee in July and will thereafter be published on our website. We expect to receive an unqualified audit opinion from KPMG. During 2018-2019 we will be engaging our newly appointed external auditors Deloitte LLP and KPMG to ensure a smooth handover.

Gateway Assure, our internal auditors complete an annual review of key financial controls. At the end of 2017-2018 they concluded that 'Adequate' controls were in place, with no substantial weaknesses identified, and only a small number of minor improvement items which we are progressing.

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

Action Code	Action Name
1.4.4.28	Are we making the most effective use of our assets to deliver our priorities?
<p>Progress comment:</p> <p>Assets:</p> <p>There has been progress with the development of the integrated systems approach to asset management with the asset plans fully embedded in the Service Delivery Plan.</p> <p>There has been significant progress with the identification of software systems within the department with procurement underway for the replacement of the two existing equipment management databases with one modern system that will allow the Service to manage its equipment assets effectively and efficiently. The fleet systems have been merged into one system, as have the hydrant maintenance management system (Hydra). The stores system is being consolidated into the Agresso finance system to be more efficient working with finance. The estates system is already Service wide ensuring a common approach to management. All major managerial roles now have substantive managers except the Equipment Manager which has been interviewed for and the successful applicant should start in the next couple of months, in the meantime an experienced uniformed officer is maintaining the systems and ensuring that the equipment is tested in accordance with our maintenance schedule. Review of the Equipment departments integration within the Assets Department: Project officers have (Q4 2017-2018) been reviewing processes and procedures of the Equipment teams north & south and how they interact with Fleet and Supplies teams. It is intended that this piece of work will identify how efficiencies and cost savings can be achieved in how the Equipment team operate.</p> <p>West Moors training Centre. Meetings are being held between the Service and the Defence Infrastructure Organisation (DIO) to negotiate a reduced figure for 2018-2019 and an annual fee from April 2019 to include utilities and rates. Negotiations around notice periods and length of contract continues with the Service solicitor and progress is being made in scoping out the wider service training provision.</p> <p>ICT:</p> <p>The Information Communications Technology (ICT) Roadmap provides a five year plan of the direction of ICT, both in ICT Service delivery and Technology and Software management. This Roadmap is linked to Business plans and Business needs and feeds the Capital Finance plan. It is constantly reviewed and added to by the ICT Management Team and then discussed and approved by the Senior Leadership team on an annual basis to ensure alignment with budgets. All ICT work is managed through a centralised ICT Management system which tracks projects, jobs and incidents in one place, allowing the extraction of reports on fault call times, job deliveries, service requests etc. A number of formal meetings are programmed through the year on a quarterly or monthly basis 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, through ICT Technician meetings, up to the ICT Management Team. An ICT BRM (Business Relationship Manager) is in place to ensure that the ICT Service Desk is performance managed and to act as a point of contact and information between the business and ICT. ICT Instructors are in place to ensure that we get the most usage and value from the systems that we install. They are managed by the BRM to ensure that any training issues raised by the business can be dealt with quickly. All ICT Assets, both hardware and software, are fully managed from the cradle to the grave, within an ICT Inventory system that also provides information on replacement costs and dates to ensure that we are able to predict in advance the future costs of the ICT Hardware Replacement program.</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
1.5.1.16	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>Progress comment:</p> <p>We are creating stronger links between our workforce transformation plans and our workforce planning and establishment controls to ensure close alignment to our financial forecasts and communities programme. We continue to improve the integration of our systems so that we can provide workforce data that enables better monitoring, intervention and organisational learning. Further refinements are being made to our HR system to improve management reporting processes which will assist our workforce and financial planning.</p> <p>Mindful of our ageing workforce and our corporate target to increase the diversity of our workforce, we are setting in place workforce and succession plans to ensure we have the right people, with the right skills at the right time. This starts at the point of attraction and we have reviewed our recruitment literature to ensure that applicants are well informed and have a good understanding of the varied career opportunities that we offer.</p> <p>We have carried out an external review of our recruitment processes and have developed an action plan to further streamline and enhance the work that we do in this area. As part of this work we have invested in our E-Recruitment system to improve its functionality and user interface. Training has been provided to HR Business Partners to better establish links to improve support to managers.</p> <p>A key area of focus has been our positive action programme ahead of commencing our whole-time recruitment. Our positive action campaign “#BeOneOfUs” was launched in October 2017. Posters, leaflets and banners were produced, and our website included a link to an inspirational promotional video about a career in the Service and provided a structured 12-week fitness programme for potential applicants to follow.</p> <p>Six “have a go days” were held across the Service area and encouraged those attending to carry out some of the practical elements of the role such as hose running and wearing breathing apparatus. Following this our Whole-time Duty System (WDS) recruitment campaign commenced in November 2017.</p> <p>The selection process consisted of a number of elements with the last stage of presentation and interviews taking place in March. Ten trainees commenced their recruits training in June 2018, in addition to this a further six people were given tailored development plans as they already had firefighting experience. We carried out equality monitoring at each stage of the process and will use the data gathered to assess what additional interventions can be made in the future in support of our corporate target to increase the diversity of our operational workforce. Recruits will be posted to stations in August.</p> <p>Work is being undertaken to develop the organisational requirements for talent management and the associated frameworks, procedures and processes. This work will complement the strategic workforce plan to ensure that we are able to develop and grow talent throughout the Service to meet the future needs of the organisation. The approach we adopt will also need to be able to deliver outcomes aligned to our values and behaviours framework that will form the foundations of our emerging approach to leadership development. Our new promotion procedure enables accelerated progression of our talented staff. Historically candidates needed to be competent or substantive in the role below the one being advertised. Our new procedure provides the opportunity for individuals at two roles below the vacancy to apply if they are able to demonstrate relevant experience of operating at a higher level.</p>	

The Area Manager Promotion Board was completed at the end of April with two substantive appointments made. The Station Manager Promotion Board was completed early June, this process was advertised nationally and 62 applications were received. From these, 11 substantive appointments were made, with two from external candidates. Candidates for Station Manager vacancies were placed in colour-coded talent pools which identified their 'readiness' for promotion. Individuals were given detailed feedback outlining their strengths and areas for development.

At the end of Quarter 1, plans were put in place to run Promotion Boards for the roles of Watch Manager and Crew Manager for both our wholetime and On Call Staff.

Good methods are in place to monitor and record the detail of the establishment of corporate and wholetime staff and compare the strength against it. A clear plan of reporting is being put in place and how the work of the HR Business Partners fits with this. Wholetime retirement profiles continue to be updated monthly and reported to Strategic Workforce Planning Meetings. An Investigative framework has been circulated to Heads of Departments with support from HR Business Partners to capture medium term succession planning issues. The results are being analysed and will be monitored through Strategic Workforce Planning. Key posting procedures and forms are currently being updated in consultation with key stakeholders. We continue to consider ways of further managing the establishment to align and streamline with HRMiS, payroll and financial controls. Plans are in place to refresh the profile and composition of our workforce and identity under-represented groups to inform our plans. These are reported to the People Delivery Team every quarter. Our use of temporary promotions give staff a valuable development opportunity to acquire key skills ahead of or as a result of the promotion board process.

Initial plans have been put in place to draw up disability confident action plan, including commitments under the disability confident scheme and additional proactive actions that we wish to achieve as a good practice employer. A further update can be provided at the next meeting. Developments to the e-recruitment system are continuing along with internal process improvements to streamline recruitment services. Training has been provided to HR Business Partners to better establish links with recruiting managers. Work is progressing with an employer branding action plan, to outline focus and objectives in this area with a range of departments to ensure that we continue to be an employer of choice through an employee's employment lifecycle.

A number of changes were made to UK apprenticeships during 2017, not least the introduction of an employer levy (effective 6 April 2017) and public-sector apprentice targets. Whilst we are embracing the government reform agenda on apprenticeships to continue to upskill our workforce, improve diversity, and ensure we are best placed to continue to attract and retain talent for the future we face a number of challenges. Specifically:

- Funding band: The time taken to agree the funding band has impacted on operational apprenticeship new starts in 2017-18 and has meant that our new WDS recruits could not be placed on apprenticeship programmes as we had initially hoped.
- Training provision: There are limited training providers to deliver trailblazer standards, particularly sector-specific ones such as firefighting.
- On Call staff – It would take longer for our on-call staff to complete an apprenticeship
- Public Sector Apprenticeship Target: Our high proportion of on-call staff, where we have the highest turnover and therefore the highest number of new starters, will adversely impact on our ability to achieve the 2.3% target.

The impact of these issues has reduced our ability to employ our new WDS recruits on an operational firefighter apprenticeship which means we will have a difficulty in achieving the targets, but also means that we haven't been able to draw down much of our levy before we start to lose it after two years.

With regard to other apprenticeships, two members of corporate staff have commenced apprenticeships and we continue to look for opportunities to recruit apprentices to identified corporate roles.

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
1.5.2.11	How are we making sure that our staff are trained and developed to carry out their role effectively?
<p>Progress comment:</p> <p>Corporate Induction</p> <p>Corporate induction days continue to be successfully delivered and these are, increasingly, supported by e-learning modules and on-boarding materials. Work has commenced to produce a "welcome" video for those joining the Service which will support the further development of self-service induction materials to give new starters and their managers more flexibility about how their induction is delivered.</p> <p>E Learning</p> <p>We continue to make good progress with E-learning and we are developing a blended approach to our learning and development activities 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. E Learning materials are available on our DWdle (Dorset Wiltshire dynamic learning environment) platform and hosts a catalogue of e-learning to all staff groups to encourage people to use the resources there for their own training and development; which they can access at a time and place to suit them. The Personal Review process has been evaluated and improvements have been made to the process that will be rolled out at the start of Q2 (July 2018).</p> <p>We are reviewing our development pathways and developing an accompanying prospectus which will provide staff with information on what learning and development interventions they 'must', 'should' or 'could' undertake. In support of this, staff will have a comprehensive Journey Log to record their progress. This work will be completed in Q2 (June/July 2018). We are also developing our approach to Learning and Development Governance and Quality Assurance Framework which will be completed in Q2 (June/July 2018)</p> <p>Leadership Development</p> <p>The Service has forged an exciting partnership with the Royal National Lifeboat Institute which we hope to extend to other organisations at a sub-regional level including the police. The leadership programmes are at three levels - Supervisory, Middle and Strategic. A prototype supervisory course was delivered in April 2018 and a further course will held in September and will include attendees from Wiltshire Police.</p> <p>This multi-agency programme will be a key foundation for developing our leaders. As part of this approach a leadership board has been established to oversee the progress and development of leadership development courses and supporting materials. A combined leadership and command course for Level 1 commanders has been developed and is in draft form ready for pilot courses to be run in September 2018. This will provide a collaborative approach to learning and leadership across the RNLI and the Service, embedding JESIP and leadership within a Level 1 command course.</p> <p>We are in the process of developing a three year course delivery plan which will provide stability and standardisation to our Level 1 and 2 leadership development for acquisition and maintenance of skills requirements.</p> <p>The Middle and Strategic level programmes are at the design stage and will be rolled out in 2019.</p>	

The Leadership Forum is well established and comprises all strategic and middle managers at heads of department level including all group managers. This forum meets monthly to talk through key issues to gain wider understanding; insight and ownership. The forum has a comprehensive programme of masterclasses developed through the understanding organisational development needs arising from the Eyes and Ears staff survey and general feedback. In addition, we have set in place a programme of masterclasses for middle managers including all station managers.

The insights 'colourworks' leadership profile of the Strategic Leadership Team and Heads of Department has been established to aid personal and team development. The profiling tool used is that which is well established within our police partners and used by other fire and rescue services where it has been very effective in developing leaders and helping to transform organisational culture. The effectiveness of this approach will be evaluated in Q2 2018-2019.

In May 360 reviews were rolled out to SLT, Heads of Department and Group Manager and Corporate equivalents. The 360 was based on our RESPECT leadership behaviours framework. Feedback will be provided in Q2 (July 2018).

Coaching

Coaches have been identified, with more coaches in development through SW councils ILM coaching development courses. Coaching and mentoring has been identified as integral to enable cultural and behavioral change within the Service and the link with leadership has been made through the work with the RNLI. As part of that work the RNLI are keen to progress and share their coaching and mentoring experience, so that the development of commanders and leaders can be enhanced after they complete their acquisition courses.

Due to the extensive work carried out to bring in the development pathways and personal reviews in the early part of this year the work to progress coaching and mentoring has had slower progress. However, communication has gone out within the Service to highlight the coaches available to staff and further coaches are being developed. Work is progressing with SW councils to support the framework development and the action is on track for completion as planned.

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

Action Code	Action Name
1.5.3.13	How are we ensuring that we have support the health and wellbeing of our staff?
<p>Progress comment:</p> <p>Health and Wellbeing (H&W)</p> <p>A first contract management meeting with our Occupational Health provider (DuraDiamond Healthcare) took place in April 2018 and the overall picture is positive.</p> <p>Fitness Assessment</p> <p>Good progress has been made on fitness assessments during Quarter 1. 29 out of 210 on-call staff did not pass a fitness assessment, 12 on call staff are currently on improvement plans. nine of 102 WDS staff did not pass the fitness assessment, eight WDS staff are currently on improvement plans.</p> <p>Staff falling below the standards are being supported and managed through the provision of improvement programmes, occupational health, physiotherapy assistance etc., so that they achieve the required fitness standard. Overall, there is a positive picture of staff fitness across the Service.</p> <p>Absence Management</p> <p>Sickness absence in Quarter 1 has decreased for all staff groups. Absence management is monitored closely and good controls are in place. Long term sickness absence continues to be higher than short term sickness and all long-term absence cases are managed in accordance with our attendance management procedures and occupational health recommendations. All staff members are offered early intervention of physiotherapy, whilst waiting for the NHS provision, to prevent any delay in rehabilitation commencing. The Firefighters Charity is also promoted for musculoskeletal injuries. All staff have direct access to our confidential counselling provision with an appointment offered within seven days of triage.</p> <p>In respect of short term attendance management, the trigger process is managed by HR Wellbeing Team and implemented by managers and HR Business Partners. Staff being managed through the short term absence process also have access to the support mechanisms identified above should they wish to utilise them. A long-term attendance management procedure that includes limited duties options, has been developed and is currently being consulted upon with the representative bodies.</p> <p>The absence data across the Service for Quarter 1 is detailed below:</p> <ul style="list-style-type: none"> On-call – 3.93 days lost per person. This is a reduction compared to Q4 (Q4 - 4.42 days lost per person). Average 84% long term absence; 16% short term absence during Q4. There are no significant concerns or issues to raise with the SLT or Committee. Wholetime – 2.08 shifts lost per person. This is a reduction compared to Q4 (Q4 2.78 shifts lost per person). Average 60% long term absence; 40% short term absence during Q4. There are no significant concerns or issues to raise with the SLT or Committee. Q1 results in 2018-2019 compare favourably to Q1 results in 2017-2018 of 2.36 shifts lost per person. Fire Control – 2.42 shifts lost per person. This is a reduction compared to Q4 (Q4 - 3.86 shifts lost per person). Average 70% long term absence; 30% short term absence in Q4. All long term sickness cases are being managed in accordance with the Attendance Management Procedure. There are no significant concerns or issues to raise with the SLT or Committee. Q1 in 2017-2018 shifts lost were 4.25; with Q1 this financial year being a large reduction in shifts lost per person. Corporate – 2.11 shifts lost per person. This is a reduction compared to Q4 (Q4 - 2.40 shifts lost per person). Average 76% long term absence; 24% short term absence in Q4. 	

As part of our HRMiS development period, we have requested system improvements around managing short term absence. These changes will support the KPI requirement to capture how many staff are on improvement targets, identify which triggers have been met and the relevant stage of the procedure, and provide a history for managers. This improved process will ensure consistency in management action across the Service.

The National Fire Chief Council Occupational Health Network Group has advised that the NFCC will fund 'Oscar Kilo' (a Police Health and Wellbeing toolkit). The launch of this is planned for August 2018. The Oscar Kilo website will be amended for the Fire Service and the roll out for access will be aligned with the HMI Inspections. Letters will be sent to Heads of HR which will use the data to compare and will allow for peer assessment.

The H&W Team are developing the Attendance Management and Wellbeing E-learning module for all staff which is due to go live in Q3 (October 2018). The presentation for the Attendance Management and Wellbeing Leadership Masterclass in Q3 (December 2018) is also in development. This session will focus on practical scenarios that Managers will be involved in, including more complex case management scenarios.

The H&W Team are working with the H&S Team to identify staff groups, through the risk assessment process, that require bespoke health surveillance. This follows on from the implementation of health surveillance for the Safe and Well Advisers. The Head of Department has played a key role in supporting the implementation of this initiative. Other staff groups identified include vehicle technicians (hand and arm vibration), hydrant technicians and equipment technicians.

MIND Bluelight have been commissioned to provide training for the Leadership Masterclasses. The training materials provided by Mindful Employer have been used for the Mental Health Awareness E-Learning for all staff currently being developed for implementation in Q2 (August 2018). An internal audit into Health and Wellbeing arrangements will be undertaken in Q2

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

Action Code	Action Name
1.5.4.18	How are we successfully developing a one team culture?
<p>Progress comment:</p> <p>Staff Engagement</p> <p>A comprehensive engagement plan is in place and monitored on a quarterly basis by SLT. Internal auditors have provided a substantial level of assurance over these arrangements. The delivery plan of the Employee Engagement Strategy continues to be reviewed to ensure there are Service wide actions to provide regular internal communication with staff and opportunities for engagement. In the final quarter of 2017-2018 this has included a regular weekly update, a monthly magazine, the Eyes and Ears forum, a video message from the Chief following the Authority in February and a supplementary message following the Salisbury incident.</p> <p>We have continued to communicate the improvements being put in place as a result of the 2017 Eyes and Ears staff survey and conducted the survey again in February 2018. The results indicated the Service is moving forward in a positive direction, with an increased response rate and engagement levels. We are now delivering the programme of communication and engagement which involves managers presenting the Service wide results to their teams and getting feedback on how to improve the areas of focus, as well discussing local issues and improvements. This programme will also involve targeted workshops where there are significant negative scores for the 4 key areas of focus. Corporate actions will be monitored at the monthly Leadership Forum throughout the year. The Eyes and Ears forum continues to provide a sounding board for proposals for improvements being made as a results of the survey with valuable input being received on personal reviews and the smarter working programme.</p> <p>Smarter ways of working</p> <p>The Smarter Working principles have been agreed and the programme of work is now underway across the multi-disciplinary Smarter Working group which includes ICT, Assets, Information Management, HR and People Development. An e-learning module has been developed to promote the principles and new ways of working and further workshops with managers are planned to help embed these ways of working across the Service.</p> <p>All staff now have an Office 365 account which enables staff to maximise the collaborative benefits of cloud based technology, further supporting our commitment to flexible working. This was launched with a new Intranet, CONNECT providing staff with a single web based point to access Service wide information, their email, calendar, notice board, systems and targeted communications from any device with an internet connection.</p> <p>There is a programme of work to update and review HR Policies and Procedures. Progress can be tracked on Sycle. As part of this work, policies and procedures are being reviewed to ensure that they support and encourage the flexible and smarter working principles.</p>	

Equality, Diversity and Inclusion

An Equality, Diversity and Inclusion (EDI) Committee is established that is chaired by the DCFO and involving key members of staff; lead officers from a range of staff networks and representative bodies. A comprehensive assurance process has been developed against the draft fire and rescue service equality framework to underpin the assurance of the policy to be considered by the Authority at its June meeting. EDI training and awareness is occurring at all levels within the Service and now forms a central pillar of the leadership development programme. Officers are currently developing the self-assessment for this year's Stonewall workplace equality impact and will be attending pride events across the Service area.