



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Policy Assurance Statement

Policy Statement	Corporate Governance		
Director	Deputy Chief Fire Officer (DCFO) Derek James		
Date	May 2020		
Overall judgement	Excellent		Best practice arrangements exist, no outstanding issues, high confidence
	Good	X	Good confidence, no major issues or failings, action plan in place
	Fair		No major failings occurred or predicted, key issues exist, action plan in place, some cause of concern exists
	Poor		Failings have occurred or are likely to occur, considerable issues exist, known weaknesses, considerable areas of concern
Supporting Information	CIFPA/SOLACE baseline assessment 2019-20 Information governance annual assurance report 2019-20 LGA peer review on the revised governance arrangements July 2019		

Basis of judgement	<p>The governance arrangements for the Authority are contained within the Members' Handbook which includes roles and responsibilities for Statutory Officers and Members. Members receive an induction and on-going development appropriate to their role, and recognition is given to the skills and knowledge they bring to the position from their role within their constituent authority. A central training record is in place to record induction, training and seminars provided to all Members and at each of the Finance & Audit Committee meetings. Following the streamlining of the Authority and its governance arrangements, the Local Government Association (LGA) reviewed the efficiency and effectiveness of these revised arrangements to support the Statement of Assurance. An action plan was agreed following this inspection that has largely been discharged by Members who have received regular reports from the Chair.</p> <p>The corporate governance policy is assured through a structured process of baseline assessment and supporting assurances provided by relevant heads of department. A comprehensive baseline assessment is undertaken against the CIFPA/SOLACE Code of Governance 2016 as agreed in the corporate governance policy. This assessment outlines key and supporting principles and provides an indication of the typical evidence that might be proffered. The process by which this assessment is constructed has been reviewed by internal auditors who have provided a high degree of assurance against the process. No significant governance issues have arisen over the past year or since the establishment of the Authority. Strategic risks are transparently recorded and reviewed by Members on a quarterly basis.</p> <p>The corporate governance policy incorporates information management arrangements. The Authority is fulfilling its legal responsibilities under the General Data Protection Regulations and Freedom of Information Act 2000. An audit in 2017 has demonstrated that policies and procedures are in place should the Service wish to employ the Regulation of Investigatory Powers Act 2000. Members receive regular reports providing assurance that the Service is demonstrating compliance with requests for information and wider information management legislation. A corporate complaints process ensures complaints are recorded, investigated, and resolved within 14 working days. There are also arrangements in place to ensure learning takes place and the delivery of recommendations internally are monitored. These arrangements are monitored managerially and through the Finance & Audit Committee. Requirements under the Transparency Code 2015 are fulfilled and reviewed regularly.</p>
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	<p>Information security management processes are aligned to the International Standards Organisation (ISO) 27001 but not accredited to it. An Information Governance Group is well established and manages information risks Service-wide. Information Asset Owners are clear about their responsibilities to manage their information assets in line with expectations and the role they undertake. Cyber security risk is monitored monthly and processes are in place to keep abreast of evolving risks and assess what actions need to be taken to manage these. Although good progress and controls are in place, it is accepted that the risk of cyber threat is rising at a national level and we are constantly reviewing our approach alongside our Local Resilience Forums (LRF) and National Cyber Security guidance. Given the significance of this issue it has been put onto the Strategic Risk Register which is monitored by Members through the Finance & Audit Committee.</p> <p>The Service is a signatory to a number of overarching data sharing protocols across the Service area; and compliant data sharing arrangements exist to support the effective delivery of Service priorities. The policy and procedural framework is now embedded across all areas of the Service 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.</p>
<p>There are no significant issues arising from the application of this policy that are not already detailed in the Service delivery action plan or in the strategic risk register.</p>	



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Policy Assurance Statement

Policy Statement	Health and Safety		
Director	Deputy Chief Fire Officer (DCFO) Derek James		
Date	May 2020		
Overall judgement	Excellent		Best practice arrangements exist, no outstanding issues, high confidence
	Good	X	Good confidence, no major issues or failings, action plan in place
	Fair		No major failings occurred or predicted, key issues exist, action plan in place, some cause of concern exists
	Poor		Failings have occurred or are likely to occur, considerable issues exist, known weaknesses, considerable areas of concern
Supporting Information	Health and Safety assurance framework		
Basis of judgement	<p>The health and safety policy is central to almost everything that the Service undertakes. Given its all-embracing nature, the Service has established an internal Health and Safety Committee. This Committee meets quarterly and is chaired by the DCFO. The Committee comprises key officers and all representative bodies and receives quarterly assurance statements from lead officers from across the Service to help ensure that issues are regularly raised, aired, and resolved. The Committee also receives a comprehensive quarterly report which is reviewed to ensure procedures are being adhered to and that trends are within tolerance. Members are regularly</p>		

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appraised of the health and safety arrangements; the key issues and are involved in the British Standards Institution (BSI) audit process. The Finance & Audit Committee receives a quarterly performance overview of progress and key issues against the health and safety Key Line of Enquiry supported by a number of Key Performance Indicators.

To support the process of assurance, the Committee has developed an assurance framework that integrates the expectations set out in this policy. The assurance statement also aligns and supports the BSI 18001 Health and Safety management standard which has been secured by the Service. BSI auditors are inspecting the Service twice a year against a prescribed and agreed programme. Progress towards ISO 45001 remains on track and potentially ahead of schedule. The assurance framework provides a means for a holistic annual assessment against this important agenda. It also allows both the representative bodies and staff to feedback any concerns or issues. This provides both a reality check and increases understanding and ownership.

There is good progress made in terms of maintaining sound management controls and positive performance trends against key performance indicators. There are no significant issues or failings occurring or being predicted in terms of health and safety. As one would expect, there are improvements required to further strengthen our arrangements. These are included in the Service Delivery Plan.

There are no significant issues arising from the application of this policy that are not already detailed in the Service delivery action plan or in the strategic risk register.



**DORSET & WILTSHIRE
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Policy Statement	Community Safety		
Director	Assistant Chief Fire Officer (ACFO) James Mahoney		
Date	May 2020		
Overall judgement	Excellent		Best practice arrangements exist, no outstanding issues, high confidence
	Good	X	Good confidence, no major issues or failings, action plan in place
	Fair		No major failings occurred or predicted, key issues exist, action plan in place, some cause of concern exists
	Poor		Failings have occurred or are likely to occur, considerable issues exist, known weaknesses, considerable areas of concern
Supporting Information	Community Safety Plan 2018-2022 Service Delivery Plan 2019-20 Our approach to Integrated Risk Management		

<p>Basis of judgement</p>	<p>Prevention</p> <p>Our strategic assessment of risk has identified that the number of individuals and householders that the Service needs to engage with to reduce deaths and serious injuries from fire, or to prevent unnecessary hospital stays, is set to increase. We are therefore focused on making sure that we increase the targeting of high-risk individuals and households, offering a tailored level of support and engagement for those at medium to low-risk. We will also continue to deliver an integrated approach to risk management, bringing together prevention, protection, and response at a locality level to target those most at risk from fire and other emergency events. Our approach will reflect the work that is being undertaken through the National Fire Chiefs Council to ensure that risk assessments align to a national definition of risk as it emerges. We will also continue to work with partners to better use data to identify those most at risk and jointly work to get ‘up stream’ of the demand for those that require our collective services.</p> <p>To achieve our aims, we are actively seeking to use our brand and reputation to make people safer from fire related incidents, road traffic crashes and to contribute towards helping people to make positive health and lifestyle choices. Our focus is to help those people who are the most vulnerable by effectively targeting our limited resources. We seek to do this by using intelligence and data that is already being used by our partners, such as the Joint Strategic Needs Assessments undertaken by Health and Wellbeing Boards. We also recognise that we need to be able to evaluate what we do and feed this back into the priorities and outcomes of our partners; as well as setting out how we believe we make a positive contribution to reducing vulnerability and improving safety at an individual and systematic level. We are also focused on making sure that all of our interventions provide good value for money and that we are able to provide the same level of service to all individuals within our diverse communities.</p> <p>Protection</p> <p>We fully recognise our duty to protect vulnerable people and work with partners to ensure that we have processes in place to provide the right support to those people when they need it. We have a statutory duty to help businesses meet their obligations under the Regulatory Reform (Fire Safety) Order 2005; and we aim to do this in a way that supports business growth and economic prosperity. However, we also take our enforcement role seriously and we have robust, legally compliant processes in place to make sure that public safety is maintained within the built environment.</p> <p>Our approach to business regulation will continue to meet any emerging statutory expectations associated with the Regulatory Reform (Fire Safety) Order 2005 or new legislation and this work will be fully integrated with our prevention and response activities at a local, Service and sub-regional level. Specialist officers and operational</p>
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crews will continue to work seamlessly to reduce risk and keep people safe within the built environment. Local station action plans are a key part of our approach to integrated risk management. Managers are empowered to use their resources in the best way they see fit to reduce the risk from fire and to keep vulnerable people safe.

The Government's 'Focus on Enforcement' paper (2013) encourages a consistent approach to the advice given to businesses, and in the assessment of compliance. To ensure we have a consistent approach to the advice and guidance given by the Fire Safety team and to make sure we have in place a common approach to enforcement we have ensured that the majority of fire inspecting officers have now passed a Level 4 Diploma in Fire Safety. This is a recognised national competence level to ensure that fire safety matters are investigated correctly. The achievement of the level 4 diploma is a key part in the development pathway for all fire safety officers. Our approach to development also includes ongoing in-house training which is programmed at appropriate intervals to ensure our staff are able to maintain their competence.

The Fire Safety team is also working with the Institute of Fire Engineers for accreditation as Life Safety Auditors. This third-party accreditation is achieved by peer review and it is an ongoing live external assessment by a sector competent professional body. Having our staff achieve a level 4 qualification with an accredited body allows us to actively evidence our collective fire safety competence in meeting National Occupational Standards in Fire Safety. The qualification is taken through a blended style of learning, with both optional and mandatory units. This helps us to ensure our work is supported by high levels of technical sector competence and consistency in delivery.

We are also aligning to the emerging competency framework and associated qualifications and through our approach to succession planning, new members of the team immediately fit into to this updated approach to development and skills qualification attainment.

A key area of focus for us is to deliver advice, support and consistent regulation of fire safety standards based upon high-risk buildings. Fire safety officers undertake audits on the basis of our risk-based system, giving priority to buildings assessed as being of higher risk or outside of operational response areas. We allocate the greatest audit and inspection efforts to premises where a compliance breach would pose a serious risk to the safety of people and where we have reason to believe that there is a high likelihood of non-compliance with the law. In order to facilitate this, we analyse data, obtained through the Experian data collection system, to deliver an enhanced targeted programme of inspections that complement our prevention and response arrangements which are coordinated through station action plans. This approach ensures we make the best use of operational crews to support our thematic reviews. One area of focus that we have identified as a result of this approach is the need to undertake a programme of audits in care homes. This is as a direct result of several small fires in these types of premises and it

is also reflective of a regional and national trend. As well as the audit programme, we also use every opportunity to engage with care providers to establish compliance benchmarks and deliver education for health carers and people with physical disabilities.

A key area of focus has also been to prepare for and react to the outcomes of the Grenfell Tower Inquiry. The recommendations arising from this inquiry fall broadly into three categories; those that apply to fire and rescue services, those that apply to building owners and responsible persons and those that apply to multi-agency response arrangements. We have established a team of key stakeholders who have ensured that, as a Service, we are addressing those recommendations within our gift to react to. There will also be changes in the legislative environment as a direct result and we are working closely with National Fire Chiefs Council (NFCC) colleagues to ensure we are prepared for those legislative changes, where they impact on us.

Resilience

As a Category 1 Responder as defined in the Civil Contingencies Act 2004, we have a statutory duty to take a full and active role in the work of the Local Resilience Forums (LRF) in our area to:

- Assess the risk of emergencies occurring and use this to inform contingency planning
- Put in place emergency plans
- Put in place business continuity management arrangements
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- Share information with other local responders to enhance co-ordination
- Co-operate with other local responders to enhance co-ordination and efficiency.

We fully recognise our duties under the Civil Contingencies Act and play an active role in both LRF's that cover our area. We ensure that we are prepared for any emergency by having effective and robust internal business continuity arrangements in place that ensure we are able to fulfil our statutory responsibilities in the event of a large-scale emergency. These plans are tested and enable us to effectively support the delivery of LRF plans which are developed in partnership.

Our strategic managers lead, and support LRF executive meetings and our territorial group managers support and contribute to LRF business management meetings, ensuring our own plans and response is integrated with partners. Training managers support and contribute to LRF training and exercising meetings, ensuring a joined-up approach which helps to improve efficiency and effectiveness through embedded joint working.

Our Media and Communications Manager also takes an active part in both LRFs' warning and informing groups and supports other LRF communication activities such as the NHS winter flu campaign, and the Met Office 'Get Ready for Winter' campaign amongst a number of others. Each LRF holds regular risk meetings to assess new and emerging risks and to review existing risks. We attend the Risk Review Group and contribute fully to assessments of risk and lead on the assessment of risk in our areas of expertise such as hazardous materials and the training and exercise arrangements for this area.

LRF plans are developed to mitigate the risks set out within the Community Risk Register. We take a full and active part in the process, engaging with Category 1 and Category 2 Responders and the third sector. This ensures an effective and efficient approach to integrated emergency management is in place and we use this information to inform our own Integrated Risk Management Plan, prevention, protection, business continuity and response plans.

LRF plans are supported by regular training and validated by exercising. These exercises are thoroughly debriefed, and lessons learnt are shared via Joint Organisational Learning, and internal debriefing processes. This information is used to inform future practice and to amend plans where needed. This work is managed by the respective Training and Exercising (T&E) Subgroups of each LRF. Good practice is shared amongst the LRF T&E Groups in the South West via a South West Regional T&E group. LRF T&E Groups also organise and run generic multi-agency incident management training, such as: Multi Agency Operational Training, Multi Agency Tactical Training and Multi Agency Strategic Training and we have supported the development of these courses and help to deliver them. Strategic officers are developed further by attending the Multi Agency Gold Incident Command course which is nationally accredited, and we have made a commitment for all strategic commanders to gain the level 7 award in fire service strategic incident command. Training is undertaken to the appropriate level by all of our operational managers to allow them to fully contribute to and support Tactical Coordinating Groups, Strategic Coordinating Groups and other LRF functions and this is reflected in our development pathways for operational staff.

The Resilience Direct website is the tool that is used to provide common access to LRF plans and work packages and it is also used as a common platform during response and recovery operations in a multi-agency emergency, with the intention of ensuring joint understanding of risk and shared situational awareness. All of our middle and strategic officers have access to Resilience Direct for both LRFs. Work is ongoing to extend this access to Resilience Direct Mapping and a multi-agency training plan is in place.

As well as having in place nationally recognised command structures associated with integrated emergency management such as Strategic Coordinating Group (SCG) and Tactical Coordinating Group (TCG), both LRFs

make use of a system called 'Operation Link'. This is a telephone conference that can be set up in the early stages of an incident before TCGs and SCGs can be set up, or where there is a need to share urgent real time information across partner agencies.

The Government led Joint Emergency Services Interoperability Programme (JESIP) provides a framework to ensure that emergency service commanders work effectively together at the scene of incidents. We have provided instructors to run JESIP courses and ensured that all our commanders have completed multi-agency training. JESIP is now business as usual and is embedded in our own and LRF command and control protocols. Regional oversight of JESIP embeddedness includes regular audits which we carry out and evidences our positive position.

Response

Our strategic assessment of risk and our experience both locally and nationally, indicates that there will be continued pressure on recruiting and retaining on-call firefighters who work in rural areas. This is due to a variety of factors amongst which are, the affordability of housing stock within villages and the fact that people are increasingly working in more urban areas. This results in fewer recruitment opportunities and means that we need to continue to look at our terms and conditions and the offer we make to enable us to attract, recruit and retain more on-call firefighters and be an attractive employer.

The roll-out of a number of Gartan systems (Roster, Payroll, Availability) are beginning to be embedded and delivering a more integrated approach to business. Expert, the final module is now live, with a period of embedding currently underway before this to gets fully integrated.

Recruitment campaigns are a regular feature of station work programmes and these are having a positive effect in a number of locations, although retention of on-call staff is an on-going issue. Greater emphasis is also being placed on positive action initiatives at a local level following the successful wholtime firefighter recruitment campaign. Using evidence and research from the Army, a more targeted approach is being delivered to encourage a wider base of female and under-represented groups applying to become on-call firefighters. Examples include visits to gyms, sports clubs, and a focus on attending and building relationships with under-represented groups within local communities. The on-call review has also introduced the concept of a specific impact assessment which aims to ensure that new procedures and processes are considered from an on-call perspective prior to implementation.

Whilst our focus is on prevention and protection activities, we must also be ready to respond to emergencies as and when required. We therefore keep our response capability under constant review to ensure that we keep pace with our changing operating environment and risk profile, whether that is as a result of developments in the built environment or other factors such as increased risk of flooding. Our response capability is about having the right

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people in the right place with the right training and equipment to deal with any reasonably foreseeable emergency and this will remain a focus for us.

We are also working closely with our partners in the Networked Fire Services Partnership (NFSP) to develop joint capabilities where these are appropriate and look to align our ways of working, regardless of our geographical boundaries. We use our Communities Programme and integrated risk management process to ensure our response capability remains relevant, suitable, and sufficient and to make certain that we are effectively planning for the future. We also ensure that we learn from every significant emergency that we attend by reviewing our performance at incidents and where appropriate we do this with our partners.

The Emergency Response Standards introduced by the Authority are life-focused indicators setting challenging targets for a wider variety of incidents. The target response times to life risk incidents reflect the outcomes of research that was undertaken by Exeter University on fire survivability. The corporate target is that on 75% of occasions the first pumping appliance will achieve an attendance time of 10 minutes to all premises fires; this response time includes call handling, mobilisation, and travel time. The Key Performance Indicators (KPI) to support this target are 90 seconds call handling, 2 minutes turn out time for wholetime or 5 minutes for on-call staff with the remaining 6.5 or 3.5 minutes available for travelling to the incident. The standard for the second pumping appliance is 13 minutes to premises with a sleeping risk e.g. dwellings, hotels, prisons, and 15 minutes for non-sleeping risks. The response standard for road traffic collisions is 15 minutes for the first appliance.

Our performance management arrangements associated with our appliance response times also focus on making sure that where we are able to meet our 10-minute response time, that we achieve this on 95% of occasions. Where we fail, then the circumstances associated with this are investigated at a local level in order to resolve any underlying issues. For domestic premises outside of the 10-minute response time, increased prevention activity is undertaken to reduce the risk of a fire occurring in the first place. This is managed through the use of the Pinpoint system which all safe and well advisors, on-call support officers and wholetime crews are trained to use. This complements local knowledge and referrals that are received from partners and those received directly from the public. Whilst the majority of our response standards in areas with wholetime appliances are met, the Service continually monitors and seeks improvements in on-call availability to minimise response times in our more rural areas.

More details of our plans in prevention, protection, resilience, and response can be found in the Service Delivery Plan under the respective KLOE's for Priority 1, 2 and 3.

There are no significant issues arising from the application of this policy that are not already detailed in the Service delivery action plan or in the strategic risk register.



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Policy Assurance Statement

Policy Statement	People		
Director	Director of People Services, Jenny Long		
Date	May 2020		
Overall judgement	Excellent		Best practice arrangements exist, no outstanding issues, high confidence
	Good	X	Good confidence, no major issues or failings, action plan in place
	Fair		No major failings occurred or predicted, key issues exist, action plan in place, some cause of concern exists
	Poor		Failings have occurred or are likely to occur, considerable issues exist, known weaknesses, considerable areas of concern
Supporting Information	None		
Basis of judgement	<p>Our strategic assessment of risk document sets out a cultural change framework. A revised values and behaviours framework, RESPECT, is in place and this continues to be widely communicated to ensure that it is embedded across the organisation. Our policies and procedures appropriately reference and align to this framework. As a result, RESPECT is now embedded in our corporate induction process; referenced in the introduction to all training courses and has been built into training for authors of policies and procedures. Job applicants are assessed against the values and behaviour framework and we have developed a self-assessment tool for potential candidates to explain the framework, to contextualise the behaviours in workplace scenarios and to ensure the values are a fundamental element of our organisational culture.</p>		

Our Strategic Workforce plan is developed in response to the workforce planning issues highlighted in our strategic assessment of risk. The plan sets out in more detail the future staffing issues and how the Service intends to address these challenges.

The Strategic Workforce Planning Group, chaired by the Director of People Services, meets every six months to consider the broader aspects of workforce and succession planning, such as proposed changes to establishment and number of forecasted retirements. Key stakeholders across the Service attend these meetings, so that any necessary workforce interventions can be identified and set in place. Every quarter, we produce a comprehensive staff profile report which is discussed at key meetings to ensure workforce trends are identified and monitored with any resulting actions set in place to ensure we have a diverse workforce.

Department staffing plans are completed by heads of department on a quarterly basis with support from an HR business partner. This process ensures future staffing issues are identified in a timely manner allowing for appropriate plans to be set in place. This was recently augmented to include financial information so that heads of department have a greater understanding of department salaries and the ability and agility to accommodate workforce fluctuations, whilst developing a longer-term solution. Heads of department and HR business partners work closely with the Workforce Planning team and the Finance team to ensure our structure and finances are aligned.

Regular postings and workforce planning meetings take place to ensure that managers are engaged and involved with workforce planning and ensure that future business needs are identified.

We have also provided managers with succession planning tools, such as the nine box grid, so that they can consider the existing skills and talent within their teams and use the 1:1 review process to ensure they discuss areas of development to support the progression of talented staff. We are also using other succession planning techniques and tools as referenced in the NFCC Succession Planning document and once our new 1:1 process embeds, we will further align these processes to enhance the level of discussion that takes place to support our workforce to develop.

Our People procedures comply with employment law. Good practice principles provided by Chartered Institute of Personnel and Development (CIPD) and the Advisory, Conciliation and Arbitration Service are observed during the procedure development process. Our procedures are consulted upon with representative bodies prior to a Service wide consultation process, after which time the procedure is published. Procedures have regular review periods but are responsive to changes in legislation or as a result of case law. Our procedure authors and HR managers ensure they keep up to date through CIPD updates and through attendance at annual Employment Law updates. Managers also attend National Fire Chiefs Council (NFCC) People Workstream conferences to ensure participation and

collaboration in fire service sector 'people' development issues. When necessary, guidance is sought from employment law specialists, the LGA and the National Joint Council Employers. The Service is a member of the NFCC People Policy panel enabling us to both contribute to and learn best practice from others in the Fire Service sector.

We know that we must manage our staff effectively and with dignity and respect. To achieve this, our processes must be fair, equal, and inclusive. Our Equality, Diversity, and Inclusion (ED&I) Assurance Framework is the mechanism by which we provide assurance against key areas of equality work. The assurance framework incorporates the revised Fire and Rescue Service Equality Framework and progress is monitored by the ED&I Committee and reported to the Authority. We have simplified this framework so that our teams can clearly identify their key areas and allow them to take ownership. During the course of 2019, our Inclusion Manager carried out a programme of station visits so that structured yet practical conversations about inclusion and diversity take place to support our aim to increase the diversity and retention of our workforce. Feedback from these sessions was discussed at a Leaders Forum and will form part of development programmes and feed into Service planning activities going forward.

Our managers will be developed, encouraged, and supported when dealing with good and poor performance issues. When performance issues are identified, improvement/action plans are developed with key milestones and a clear understanding of the improvements required. HR business partners and HR Central Services provide guidance and support to managers to ensure that staff perform their roles effectively and in cases where improvements are required, will set in place a time measured action plan. As part of our Leadership Programme, a series of HR related programmes have been set in place to support managers with managing the performance of their staff.

As part of this work we are progressing well with our approach to apprenticeships. We have received external accreditation enabling us to utilise firefighter and emergency call handling apprenticeships in partnership with local colleges. We have also identified a number of apprentice standards which could benefit existing employees which are included in our learning and development offering for the workforce. We are working hard to maximise our use of levy funding through providing training that meets our needs as well as developing and motivating our people. Through our quarterly apprenticeship networking events, we continue to build relationships with partner services with a view to efficiently procuring apprentice training providers, to enable effective benchmarking, and develop shared approaches in the future. To further support this, the Service has a process for supporting candidates in achieving academic qualifications aligned to their current role or their future career aspirations.

Following feedback from staff we have co-designed a new 1:1 process with representatives from our Leadership Consultancy Group; peer nominated representatives from our workforce. We listened to their thoughts regarding what staff wanted to achieve out of their personal reviews and created a new 1:1 review process which focusses a conversation on wellbeing, performance, and development. A comprehensive communications plan was developed to support implementation with training delivered to all managers ahead of go live. Guidance notes and 'How To' videos have also been developed to ensure broad understanding. The training was due to take place in March with a go-live on 1 April; however, this was subsequently postponed to 1 July due to the coronavirus pandemic. The postponement has provided the opportunity for the process to be web enabled, giving greater flexibility to staff, particularly on-call staff regarding when and where discussions take place. Whilst staff must have a least one 1:1 discussion a year, they are encouraged to discuss these focus areas more frequently as part of their normal meeting arrangements. This allows the resultant action plan to be monitored regularly helping to develop and improve performance. As part of our organisational learning, themes from action plans can be fed into our leadership development offering.

The Service's Operational Licence covers four areas of the Fire Professional Framework. These are driving, breathing apparatus and fire behaviour training, incident command and casualty care. All eight areas of the Fire Professional Framework for the Operational Licence are covered in the acquisition and maintenance phases of operational training. These include working at height, water rescue, extrication, and hazardous materials. The competence of staff is monitored locally at station level on an ongoing basis and at monthly Area Management meetings. Where individuals fail to meet the requirements of their role, either in terms of meeting the required outcomes or the set frequencies for reaccreditation, a judgement is made to determine if they should remain available for all aspects of their operational role. Individuals are then provided with a development plan to allow them to become reaccredited. All operational staff are required to actively monitor their own competence and make sure they remain in date. Levels of competency are monitored and considered through formal assessment, incident monitoring and monthly competency reports. Compliance against the Operational Licence is monitored at Community Safety Delivery Team meetings. Our mobile training model and on-call support officers add capacity to assist in the maintenance of competence. We have worked closely with a private sector company to co-design our new training recording system which will integrate with other operational systems in use to improve Service efficiencies and effectiveness. Trailblazing and developing a new recording system was a great opportunity to ensure that the system developed was tailored specifically to our needs and fostered a culture of personal responsibility. We are still embedding this within the organisation and continue to provide staff with training and support to assist this process as well as making refinements to the system and developing 'apps' to enable more flexible usage.

An Incident Command Board and improved assessment facilities came into operation in May 2019. Through the Board we have strengthened our approach to incident command to support our alignment with National Operational Guidance (NOG) and JESIP principles. Investment in a new incident command assessment suite assures our staff are safe and competent. Our strengthened approach has introduced a three-day incident command acquisition course where staff are assessed at a range of operational incidents. This course, using the live and realistic facilities at the Fire Service College, has been well received by all staff attending, and has given attendees the underpinning knowledge and tools to effectively carry out their role.

Our collaboration with the Royal National Lifeboat Institution (RNLI) and other partners includes a joint approach to incident command ensuring that operational skills and knowledge are not acquired and applied in an isolated environment, but inclusive of the partners we will be working with at the incidents we attend.

An annual training plan is developed and reviewed to ensure we are delivering the right courses at the right place at the right time. Performance monitoring takes place through the KPI's contained in the Service Delivery Plan which are monitored at Directorate and Delivery Team meetings.

We are looking at a longer-term training strategy, which will clearly set out our training delivery model that will ensure training can be delivered in a flexible manner in support of our approach to smarter working and talent management. Whilst the facilities at these existing locations are appropriate; our long-term plan is to provide training at one central facility coupled with locality-based training. A feasibility study regarding this is in development. This will ensure long term occupancy and allow us to provide risk critical training with a smaller environmental impact.

Our development pathways clearly set out the learning and development activities an individual will need to successfully complete to progress through the organisation. The pathways include technical elements associated with role family groups, as well as core managerial skills and specific organisational leadership interventions. The pathways are tailored to individual learning needs and set out a blended approach so that individuals can develop at a pace and time that suits them. Our development pathways prospectus supports our pathways and enables employees to see when and how development interventions can be accessed. This ensures a fair and consistent approach to progression that enables the effective development of talent, while being open and realistic with employees in terms of their expectations. Our development workbooks assist staff in their development journey and include a reflective learning practice whereby an individual can consider how the development received enhances performance, thereby demonstrating workplace impact. Should an individual wish to progress further, the reflective learning approach assists the individual in preparing their personal impact statements which are a key element of our new co-designed promotion process. The workbooks have been trialled with our newly promoted managers and will be continuously improved and refined to keep in step with good practice.

Learning and development governance arrangements have been further strengthened. We have set in place a robust Quality Assurance Framework to ensure learning and development interventions are aligned to the appropriate professional standards, to support and develop our people. The Quality Assurance Framework for Development Pathways (QAF) is designed to provide the Service with a system to assess competence in the working environment. This framework provides an explanation of how quality assurance is achieved for development pathways for all roles in the Service, a consistent Service-wide approach to assessment, verification and quality assurance for development pathways and a process of assessment and verification, for all activities, to the appropriate standards. This framework recognises sector best practice, including guidance contained in the National Occupational Standards (NOS), the Fire Professional Framework, the JESIP Programme and National Operational Guidance Programme.

The Quality Assurance Framework (QAF) is the framework which provides a flexible approach to deliver assessment of risk critical areas and to make sure assessment practices are regularly reviewed and evaluated. Internal quality assurance is the process by which DWFRS regularly samples and evaluates its assessment practices and decisions, and acts on the findings to certify reliability, consistency, and confidence. Service Internal Quality Assurers (IQA's) are suitably qualified individuals who work with teams and individuals to confirm accurate and consistent standards of assessment over time.

A 12-month programme of bi-monthly masterclasses and strategic updates has been developed and rolled out to our Leaders Forum, consisting of the Strategic Leadership Team, heads of department, group managers and corporate equivalents. A Leadership Masterclass programme for station managers and corporate equivalents was also delivered. The theme for the 2019 masterclass sessions were 'marginal gains' action learning sets in which different teams explained a key issue that they were dealing with, enabling the Forum to suggest solutions for consideration. This had a two-way benefit in that Service leaders better appreciated and understood broader organisational issues and teams had an opportunity to gain valuable developmental experience of presenting and discussing issues with senior managers. The programme also included strategic updates and briefings, aligned to the cultural analysis in the strategic assessment of risk to ensure our leaders have the essential skills and knowledge to lead the service and drive culture change.

In partnership with the Royal National Lifeboat Institution (RNLI) we are delivering Leadership Development Programmes at supervisory and middle level. We are also looking at developing a strategic level programme aligned to our strategic assessment of risk as well as from individual and line manager feedback regarding development needs. Similarly, general feedback from promotion processes will be fed into our leadership development activities.

The Leadership Programme includes a bespoke 360-degree review process which helps to track an individual's progression through the programme. The members of our Leaders Forum have undertaken a comprehensive personality profiling exercise to better understand our leadership capability and personality preferences in support of improving team development. Plans are in place to roll this out at station manager and corporate equivalent level.

We are mapping our leadership development against the NFCC Leadership Framework to ensure we fully align with good practice. HR Business Partners and HR Central Services provide guidance and support to managers to ensure that staff perform their roles in accordance with our values and behaviours. To augment this, we have strengthened our approach to coaching which focuses on developing coaching skills to ensure 'coaching conversations' support the development of our staff.

As part our strategic leadership development offering, we participate in the national Fire Service Executive Leadership Programme.

Effective strategies to recruit and retain a high calibre, talented and diverse workforce that reflects the community we serve is a vital part of our Workforce plan so that we can employ people who share our values and behaviours from across all of our diverse communities. An integral part of this process is to make sure we have a pro-active, integrated and managed approach to succession planning linked to our financial profile, so we are able to identify what skills and behaviours will be required in the future. We have a corporate target to increase the diversity of our operational workforce by 20%. Progress against the corporate target is monitored at the Service Delivery Team.

We monitor our gender pay gap and have an action plan in place to improve. This includes making better use of apprenticeships as well as ensuring our procedures offer flexibility.

The health and wellbeing of staff is vital to our success and considerable work is underway to reflect this. Health and wellbeing is about embracing the whole person, the physical and mental health of the individual, both inside and outside of the workplace, it is considered to be important and is greater than simply an absence of ill health and disease; it is a feeling of physical, emotional and psychological wellness. As one of the largest fire and rescue services in the UK, we are striving to become an exemplar of good practice. We want to promote a safe, healthy, and supportive environment where people can actively participate, share ideas, and feel involved. To reflect our focus on health and wellbeing we have a dedicated Health and Wellbeing team in place who work closely with HR Business Partners to ensure that managers are confident and well equipped to better support and manage their staff. In support of our commitment to health and wellbeing, we have set in place a suite of procedures which outlines the Service's approach to health and wellbeing and the variety of support mechanisms available. We are Mind

Policy Assurance Statements

	<p>Bluelight champions and through our Trauma Risk Management process have good arrangements in place to support staff. We signed up to the Trades Union Congress Dying to Work charter and have a measured approach to strike the appropriate balance to support staff yet ensure public value and reputation.</p> <p>A suite of KPI's has been developed and are regularly monitored at the People Delivery Team. The monitoring includes trend analysis and identification of areas of organisational learning and improvement.</p>
<p>There are no significant issues arising from the application of this policy that are not already detailed in the Service delivery action plan or in the strategic risk register.</p>	



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Policy Assurance Statement

Policy Statement	Equality, Diversity, and Inclusion		
Director	Director of People Services, Jenny Long		
Date	May 2020		
Overall judgement	Excellent		Best practice arrangements exist, no outstanding issues, high confidence
	Good	X	Good confidence, no major issues or failings, action plan in place
	Fair		No major failings occurred or predicted, key issues exist, action plan in place, some cause of concern exists
	Poor		Failings have occurred or are likely to occur, considerable issues exist, known weaknesses, considerable areas of concern
Supporting Information	Equality, Diversity, and Inclusion assurance framework		
Basis of judgement	<p>The Equality, Diversity, and Inclusion (ED&I) policy is central to almost everything that the Service undertakes and is fully embedded in the Service Delivery Plan that underpins the Community Safety Plan. Our Equality, Diversity and Inclusion procedure clearly sets out our strategic commitment that is underpinned through our RESPECT behaviours framework which is widely communicated to ensure that it is embedded across the organisation.</p> <p>Our activities support our obligations within the Equality Act, specifically in relation to the Public Sector Equality Duty (PSED), which plays a key role in ensuring that public bodies incorporate fairness into all policies and working strategies to meet the needs of everyone.</p>		

The Service has established an internal ED&I Committee. This Committee meets three times a year and is chaired by the DCFO. It comprises key officers, all representative bodies and members of staff who lead a number of staff networks with growing memberships and allows all participants to feedback any concerns or issues. One of the services is to mainstream diversity and inclusion so that the work undertaken is more integrated and not the sole responsibility of a central team.

To support the process of assurance this Committee has an assurance framework that integrates the expectations set out in the draft national Equality Framework for Fire and Rescue Services (Revised 2017). The assurance framework provides a means for a holistic assessment against this important agenda. Arising out of the framework is an action plan that details actions in the following areas:

- Induction and Training regimes
- Community Engagement
- Positive Action
- Staff Networks
- Estates
- Workwear and PPE.

The Service continues to work hard to attract individuals who share our values and embrace our vision. It is vital that our people demonstrate positive behaviours, take personal responsibility, and have respect for others.

Although our workforce as a whole is more representative, the lack of diversity among operational employees is a national challenge for fire and rescue services and has a historical and societal context. This a complex national issue that is not easily or quickly rebalanced and is reliant on a wide range of factors and practical constraints particularly for services with a high reliance on on-call firefighters such as ours. Mindful of this our key Equality Objective is our corporate target to *improve the diversity of our workforce as a whole with a focus on increasing the diversity of firefighters by attracting 20% of applicants from underrepresented groups as part of our positive action programmes.*

The need to better reflect the communities we serve is well understood locally and of considerable national interest. We use all our community engagement initiatives as a vital means of attracting people to consider a career within the Service. We have an integrated approach to positive action and have incorporated good practice into our planning arrangements for our future recruitment programmes. Inclusive 'Have a Go' events are regularly held, coupled with a communications plan incorporating positive social media campaigns. Attendance at these events is monitored to see whether attendance translates into application. As part of our attraction and

recruitment process, we ask applicants to provide information about the protected characteristics of gender, age, sexual orientation, disability, ethnic origin, and religion. Although we appreciate that not everyone chooses to disclose this information, we collect it to monitor whether our community engagement and equality initiatives are making a difference and reaching our diverse communities.

The Service is committed to making a real difference to the lives of people in Dorset and Wiltshire and use the protected characteristics outlined by the Equality Act 2010 to identify opportunities to enhance our services to better support our communities and our workforce. We recognise that different groups have different needs whether that be members of our workforce or members of our communities, and we seek to address these through a tailored approach to our services. At a county and local level, we produce detailed community profiles about the people and places of Dorset and Wiltshire, which include statistical data on areas such as gender, age, people living alone and disability.

Our work to ensure that we meet our public sector duties to advance equality of opportunity between people who share a protected characteristic and people who do not share it is progressing well and plans are in place to update the information on our website regarding this. We analyse national and local data to find out which groups in our communities are most vulnerable and at risk in terms of fire and road traffic collisions. We add to this local information about risks and monitor the number of accidental dwelling fires. When our data highlights risks or issues in an area, we involve staff, relevant partners and community groups and work together to identify potential solutions.

The Service is continually reviewing and improving its working practices and workplace facilities for under-represented groups. The Service has addressed uniform and personal protective equipment needs in the past and will continue to do so as they arise. The Fire Brigades Union and female representatives are closely engaged in supporting this issue. The Service is also ensuring, through its integrated property asset management planning, that stations and workplaces are suitable for female members of staff and wider community needs.

The Service has a suite of flexible working procedures that enhance our approach to an inclusive and flexible working environment. As the Service further modernises its ways of working through a greater use of technology, this will further help us to attract, support and retain a talented and diverse workforce. By listening to the feedback from the staff and with the support of our HR Business Partners we have strengthened the support for our managers when they are dealing with performance issues. This has meant the time taken to deal with such issues are reduced and that staff involved in performance management processes are appropriately supported. Our strategic assessment of risk sets out a cultural change framework, the key learning needs identified have provided a focus for our Leader Forums.

Policy Assurance Statements

We have clear and effective procedures for staff to utilise should they have any complaints or concerns. These procedures are well publicised throughout the Service. All procedures include an impact assessment in relation to the effect on people (workforce or service users) to ensure negative impact is mitigated or justified.

Strategic Leadership Team (SLT) members are the strategic leads for the staff networks ensuring that they meet with the networks every six months to provide a voice for the network at SLT meetings and forums.

The Service works with a number of partners including the police and military to share and develop good practice initiatives in pursuance of our equality objectives. The Service is recognised as a Disability Confident employer and is committed to ensuring that those living with a disability have equal access to inclusive and accessible recruitment and provision of reasonable adjustments during the recruitment process and during employment. In January 2020 we were proud to host an LGA seminar on Leading the fire sector: Culture, diversity, and inclusion. Our Fire Authority chair is an active member of the LGA and supports and drives the inclusion agenda at national level.

There are no significant issues arising from the application of this policy that are not already detailed in the Service delivery action plan or in the strategic risk register.



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Policy Assurance Statement

Policy Statement	Financial Management		
Director	Head of Financial Services and Treasurer, Ian Cotter		
Date	May 2020		
Overall judgement	Excellent		Best practice arrangements exist, no outstanding issues, high confidence
	Good	X	Good confidence, no major issues or failings, action plan in place
	Fair		No major failings occurred or predicted, key issues exist, action plan in place, some cause of concern exists
	Poor		Failings have occurred or are likely to occur, considerable issues exist, known weaknesses, considerable areas of concern
Supporting Information	Financial Regulations Financial Management Policy Statement Medium Term Finance Plan 2020-21 to 2023-24 External Audit (Deloitte LLP) – 2018-19 Annual Audit Letter Internal Audit (SWAP) – Medium Term Financial Plan and Capital Strategy 2019-20 Internal Audit (SWAP) – Financial Management Systems 2019-20		
Basis of judgement	The Authority has good financial management arrangements in place, underpinned by Financial Regulations and an overarching Financial Management Policy Statement. The policy statement was reviewed and approved by the		

Authority in February 2020. It sets out our approach to ensuring the sound financial management and control of the finances of the Authority and Service and is supported by a number of operating procedure documents covering areas such as ordering and payments, budget responsibility, income and debt recovery, petty cash, anti-fraud, corruption and anti-bribery, procurement cards, unofficial funds and contracts and procurement.

The Medium Term Finance Plan (MTFP), developed with Members, is updated annually as part of the budget setting process. The latest document was approved by Members in February 2020. The MTFP sets out the strategic financial context of the Authority and how it plans to balance its revenue and capital budget requirements over the next four years. The MTFP also covers our approach to achieving efficiency and value for money, our capital programme requirements, and our strategy for using our reserves and balances. Internal audit looked at our arrangements in 2019-20 and provided a “Substantial” assurance judgement.

The Authority is kept informed of and takes an active role in the financial management of the Service. The Finance & Audit Committee receives financial performance reports at each of its meetings and is kept informed of other financial issues as they arise.

The statutory final accounts for 2018-19 were produced and audited during 2019 and were presented to the Finance & Audit Committee in July 2019, in accordance with the statutory closedown timetable. The Authority received a clean audit report from Deloitte LLP, our external auditors, and a favourable value for money judgement. We are now in the process of completing the statutory final accounts for 2019-20. We have been working closely with Deloitte LLP to ensure that this work is completed on time. Their interim audit work was completed in February 2020 and no areas of concern were raised. The Finance team have progressed well with the production of the draft financial statements.

South West Audit Partnership, our contracted internal auditor, completed two financial management audits in 2019-20. The first covered our arrangements for medium term financial planning, as described above, and the second looked at financial management systems. The financial management systems audit concluded that there were ‘Adequate’ controls in place, with no substantial weaknesses identified and two “Requires Attention” recommendations, which have been completed.

We have achieved financial savings of £6.7m by the end of 2019-20, compared with a target of £6.3m in our Efficiency Plan 2016-17 to 2019-20. We are continuing to develop a new Value for Money (VFM) evaluation framework that will allow the Service to demonstrate how it is delivering value for money to the community, and wider society. 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 NFCC proforma template.

Policy Assurance Statements

	<p>We continue to ward against the threat of financial fraud. Weekly updates include, on occasion, reminders about whistleblowing and our fraud and bribery procedures, alerting staff about their roles and responsibilities, and any relevant procedures they need to follow. Like most organisations we are subject to email scams and procurement card scams that are becoming more frequent. We remind staff to remain vigilant at all times.</p>
<p>There are no significant issues arising from the application of this policy that are not already detailed in the Service delivery action plan or in the strategic risk register.</p>	



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Policy Assurance Statement

Policy Statement	Asset Management		
Director	Assistant Chief Fire Officer (ACFO) Byron Standen		
Date	May 2020		
Overall judgement	Excellent		Best practice arrangements exist, no outstanding issues, high confidence
	Good	X	Good confidence, no major issues or failings, action plan in place
	Fair		No major failings occurred or predicted, key issues exist, action plan in place, some cause of concern exists
	Poor		Failings have occurred or are likely to occur, considerable issues exist, known weaknesses, considerable areas of concern
Supporting Information	Integrated Property Asset Management Plan 2018-22 (IPAMP) Integrated Fleet Asset Management Plan 2018-21 (IFAMP) Integrated Equipment Asset Management Plan 2020-24 (IEAMP) ICT Strategy 2018-23 Procurement Plan 2018-22 Health and Safety 18001 and 45001 Audits Health and Safety Assurance Statements HMG 'Basket of Goods'		

<p>Basis of judgement</p>	<p>Assets are managed within a single directorate to ensure that the respective departments are integrated in planning and delivery, thereby achieving efficient and effective ways of working. Medium term plans are in place for property equipment and fleet assets, Information Communications Technology (ICT) and procurement to ensure that capital and revenue budgets are used in line with organisational priorities and risks and are aligned to the requirements of the Medium Term Finance Plan (MTFP) and the Community Safety Plan.</p> <p>Combined, these plans ensure VFM is realised as far as reasonably practical for these asset classes across each stage of their life cycle. However, a corresponding supporting medium-term plan for equipment is in development and is required to provide a holistic planning framework. Once established the directorate will be able to identify areas of further value in the delivery of best value and secure improvement across all the asset base. Plans are reviewed on an annual basis to ensure they remain relevant, capture changes in technology and best practice, and drive continual improvement.</p> <p>Through a systematic approach of premises inspection, all workplaces are assessed for safety and suitability on a six-monthly basis and any findings are escalated and resolved by the Service departments as appropriate. Furthermore, professional building surveys are undertaken to ensure the needs of our diverse workforce are met in a cost-effective manner.</p> <p>Risk assessments, undertaken by competent staff, are in place for all Service equipment and are reviewed systematically based on the level of risk and the requirements and recommendations of manufacturers. The risk assessments are supplied to end-users in conjunction with equipment operating instructions to ensure safety in operation. Where appropriate initial and refresher training is provided and individual competence in the use of equipment is confirmed.</p> <p>The Service is compliant with all current relevant statutory and regulatory requirements such as Lifting Operations and Lifting Equipment Regulations and Provision and Use of Work Equipment Regulations for equipment, Asbestos Management, Gas and Electrical Safety and Management of Contractors for premises and the Transport Act, Road Traffic Act and Driver and Vehicle Standards Agency for fleet.</p> <p>Having met the standards and criteria for the British Standard Occupational Health and Safety Assessment Series 18001 across the organisation, the Service is one of the few fire and rescue services to have been awarded certification. Work is currently underway to detail an action plan to meet the outcomes of the recent ISO 45001 inspection.</p> <p>To ensure that compliance against the standards and duties is recorded in a timely and accurate manner, the Service currently uses several management information systems, to track and record asset maintenance and</p>
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provide reports to assure that standards are being met and maintained; or the initiate action to achieve the required standard. However, the legacy systems are not fully compatible, creating additional work in the management of the information being held. Whilst this issue is being actively managed through additional governance, it is an inefficiency in the system. Following a successful procurement process, the legacy asset management systems will be replaced by a single future-proofed system by April 2021.

End-user feedback is sought and monitored through the operational effectiveness database and outcomes used to improve future procurement, purchasing, delivery, maintenance, and disposal of assets. This system, coupled with input from supporting co-ordinating groups, provides a single source of current and accurate information on the suitability of our assets and allows the dynamic review of provision and use.

Active monitoring of action plan and project progress is in place, supported by the tracking of delivery and management through the Cycle performance management tool. Internal audits have highlighted minor areas of improvement which are being delivered in a timely manner ahead of agreed deadlines. Further audits are programmed for 2020-21 to ensure the respective areas of assets and procurement are effective and efficient.

Whilst key processes are in place and the planning approach to managing premises, fleet, equipment and ICT is linked to the strategic planning process, work is required to ensure that it meets the principles of ISO 55001, which is an internationally recognised standard setting out the specification for an effective asset management system. Following an audit in quarter four of 2019-20, an action plan has been developed for delivery over 2020-21 to further strengthen the organisational position

Following the Royal Institution of Chartered Surveyors (RICS) guidance for Public Sector Property Asset Management, a condition survey of the property assets was undertaken in 2016 to establish a common baseline. This work was used to inform the capital programme within the MTFP. To enable currency of assessment, effective long-term planning and provide assurance of safe workplaces, the Service has RICS qualified building surveyors who undertake annual premises inspections. The findings, coupled with those from Health & Safety inspections, inform the immediate, medium, and longer-term capital and revenue budget planning process through the Integrated Premises Asset Management Plan. To complement this work, a whole Service strategic estates review has been completed to establish departmental needs over the next ten years. This has allowed for more innovative thinking in service delivery in areas such as training and estate rationalisation.

As part of the on-going strategic assessment of the estate, the Service commissions external auditors, previously KPMG and now Deloitte LLP, to periodically revalue 20% of the estate by category over a five-year period. The outcomes are reported to Members through the Finance & Audit Committee.

Collaboration with partners in the public sector and the wider public is a key area for the Service. As a duty within the Policing and Crime Act 2017, the One Public Estate partnerships in Dorset and Wiltshire remain as business as usual. This has led to opportunities to collaborate with the police, local authorities, and the Defence Infrastructure Organisation. The Service currently shares estate with the police at Bradford-on-Avon and Mere and shares with the police and ambulance service at Portland and Lyme Regis. Most sites are available for wider public use which has proved popular in many locations and with a wide range of charitable and voluntary groups. This strategy will further strengthen integration with the communities across the organisation and deliver better value from public assets.

To achieve efficient, effective, and economic purchasing, the Service has a four-year procurement plan setting out the strategy for acquiring goods, services and works. The plan encompasses the whole cycle from identification, purchasing, contract management and disposal. Outcomes from a peer review have been identified and work will be undertaken over 2020-21 to enhance our strategic positioning of the procurement function.

Through considered policy and procedures, there is flexibility over procurement routes including undertaking our own procurements or using frameworks where appropriate to maximise VFM. This includes actively working in partnership to develop specifications and undertake collaborative procurement using the Future Procurement Plan which has been aligned to the NFCC Strategic Categories. The Asset department works closely with procurement to ensure value for money through the whole-life cost analysis approach. A value for money register is maintained by the Finance department to which the directorate submits all identified cashable or non-cashable savings.

Monitoring and benchmarking against other services is achieved through active participation in the Home Office 'Basket of Goods' survey. The Service is shown to be at or below the national average for all items checked. The Service has combined all existing contracts into one comprehensive register, in line with the new General Data Protection Regulations. All contract information is published on our external website and on the EU Supply Bluelight tendering portal, providing transparency to the public, suppliers, and other agencies.

The Service actively participates in the Fire Commercial Transformation Programme, collaborating with partners, including Devon and Somerset Fire and Rescue Service and the South West Police Procurement Department to procure our goods and services. Other procurements use national frameworks and professional buying organisations such as the Yorkshire Purchasing Organisation and Crown Commercial Services.

To effectively capture advancements in technology, the ICT Strategy was reviewed in 2019-20 and provides a five-year plan of the direction of ICT, both in service delivery and technology and software management. This strategy is linked to business plans, organisational needs and the MTFP, and is critically reviewed on an annual basis.

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All ICT work is managed through a centralised management system and monitored by the respective infrastructure, communication, and business managers. The Business Relationship Manager plays a key role in ensuring engagement with the wider organisation and co-ordinating the delivery of business needs and drivers within the ICT team. This work is supported by trainers to maximise the use and potential of ICT systems, particularly Office 365.

To improve the security of assets, policies and procedures are in place to ensure, as far as reasonably practicable, that physical assets remain safe and secure within Service premises and whilst in the public domain. This includes the use of identity cards and access permission to prevent unauthorised entry into buildings and a clear process to immediately report the loss of equipment or data. The threat to cyber security remains a strategic risk due to the nature of the risk. However, close working between the Head of ICT, the Information Technology Security Officer and the Data Protection Officer has reduced the initial assessment of risk through improved firewalls, use of technology and monitoring systems. This work supports that of the wider ICT structure and architecture to ensure that cyber resilience is maintained and supports business continuity planning assumptions. The effectiveness of the pre-planning work for ICT was proven through the change of working protocols due to the coronavirus pandemic.

There are no significant issues arising from the application of this policy that are not already detailed in the Service delivery action plan or in the strategic risk register.



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Policy Assurance Statement

Policy Statement	Safeguarding		
Director	Deputy Chief Fire Officer (DCFO), Derek James		
Date	May 2020		
Overall judgement	Excellent		Best practice arrangements exist, no outstanding issues, high confidence
	Good	X	Good confidence, no major issues or failings, action plan in place
	Fair		No major failings occurred or predicted, key issues exist, action plan in place, some cause of concern exists
	Poor		Failings have occurred or are likely to occur, considerable issues exist, known weaknesses, considerable areas of concern
Supporting Information	Constituent councils annual safeguarding reports		
Basis of judgement	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, is person centred and outcome focused. Our procedures have been reviewed to make them clearer and easier to follow including bookmarking links, chart of responsibilities and easy to follow flowcharts. Additions to the procedure		

includes handling confidential information and Personal Information Sharing Agreement (PISA). PISA enables the legal and secure exchange of personal information between partner organisations that have a common obligation or desire to provide services within the community. The procedures have been peer reviewed by a Safeguarding Board with recommendations actioned and completed.

The safeguarding referral form is now available electronically, the form is more intuitive auto populating in some areas and offers information text boxes to help with the completion of the form. The form is automatically sent to the safeguarding email on completion making the process slicker, preventing possible barriers to referring or data breaches. In line with the Care Act 2014 there is a question on what the person wants from the referral. (Making safeguarding personal). The procedure is also reflective of the requirements associated with the Data Protection Act 2018 and the General Data Protection Regulations.

The Authority's policy and the Service's procedures adopts a 'whole system approach' to adult and children's safeguarding and they are reflective of our key principles. Safeguarding arrangements are delivered via a broad spectrum of activities including:

- Through support and promotion of both national and local safety campaigns
- Through specific intervention such as operational incidents, safe and well visits, fire setter programmes and other children and young people programmes
- Multi-agency training and awareness
- Through formal safeguarding arrangements, in partnership with local authority safeguarding teams and other key agencies.
- Circulating resources such as posters and prompt cards.

By working closely with other agencies, we can utilise information sharing to keep vulnerable persons safe and to keep others safe, including Service staff.

Formal safeguarding arrangements are developed and delivered predominantly by the Safeguarding Lead who is responsible for supporting the organisation in its policy commitment to safeguarding and promoting the welfare of young people and adults at risk. The focus of the role is to provide professional, accessible, and reliable advice and guidance to staff relating to safeguarding concerns and practice. This also includes making sure we conform to relevant legislation, that we reflect organisational and local authority policy and procedures and best practice to ensure continuous improvement through embedding safeguarding standards across the organisation.

The role is also crucial in making sure that we develop and establish good working relationships with partner agencies and local authorities. This allows us to effectively raise safeguards with local services and arrange extra support for the referrals that do not meet the safeguard thresholds by knowing when to signpost and when to call 999. By arranging extra support, we are ensuring that the most vulnerable people in our area receive early intervention and support, with the aim of preventing the concerns from escalating, improving well-being as well as possibly saving money across the health and welfare system. A safeguarding information page is available on Connect (the Services intranet) where additional information and tool kits can be accessed.

To ensure organisational resilience, we have a Single Point of Contact (SPOC), Safeguarding Lead and Deputy Safeguarding Leads. Cover is available 24 hours a day, 365 days a year by the Duty Area Manager who is contactable through Fire Control. Group/Area Managers give strategic management representation on all local Safeguarding Boards.

The Safeguarding Lead represents the Service on local subgroups and meetings where we are actively involved in safeguarding. This is predominantly through Multi Agency Risk Management Meetings. We have an Authority level Safeguarding policy in place and effective Service-wide reporting procedures which are supported by a clear training delivery plan which includes corporate induction and continuation training. These arrangements provide guidance to all staff and Service volunteers on how to recognise when a child or adult with needs for care and support may be experiencing harm, abuse, or neglect. The Safeguarding Lead has also reviewed which staff roles within the organisation need to be Disclosure and Barring Service checked to ensure safer recruiting.

We were invited as a key stakeholder to be involved in an independent review of the Bournemouth, Christchurch & Poole Adult Safeguarding Board following the national changes to Safeguarding Children Boards arrangements.

If a safeguarding concern is raised internally, the Safeguarding Lead and HR Delivery Manager work in conjunction with the Local Authority Designated Officer (LADO) if the concern is for a child (under 18) as the LADO should be alerted to all cases in which it is alleged that a person who works with children has behaved in a way that has harmed or may have harmed a child or possibly committed a criminal offence against children or related to a child.

We also have representation on a self-neglect/hoarding panel which sets out the shared understanding across key agencies of how we jointly respond to very serious situations of adult self-neglect. The aim is to prevent death or serious injury by ensuring there is a shared multi-agency understanding and recognition of issues involved in working with individuals who self-neglect and to make sure there is effective multi-agency working and practice in place which enables agencies to uphold their duty of care.

We have worked with 'You Trust' which is a charity that supports vulnerable people working with a wide range of specialist areas from learning disabilities to mental health and domestic violence and abuse services. Their aim is to raise awareness about domestic violence and abuse enabling communities to support each other during traumatic and difficult times. As part of this aim key staff have received training in domestic abuse and have become Domestic Abuse Champions so they can offer guidance to those experiencing domestic abuse.

Contact has been made with all surrounding Fire and Rescue Service (FRS) Safeguarding leads as crews are increasingly attending calls outside of our Service area. This is to ensure crews are aware that they should follow their own respective organisational procedures and the local FRS Safeguarding Lead will direct any referrals as appropriate. The intention is to prevent confusion and any safeguarding concerns being missed. The Safeguarding Lead hosts and chairs meetings with Devon and Somerset FRS, Hampshire FRS, Royal Berkshire FRS, and Avon FRS Safeguarding Leads three to four times a year to share best practice. The meetings are useful, not only from the perspective of reviewing current practice, but also to remind us that the issues we face are common to us all.

We provide locality base evidence of what we are involved in and report progress and opportunities to Members through Local Performance and Scrutiny Committees on a quarterly basis. This is also reported to the Authority on a six-monthly and annual basis.

Safeguarding Adult Boards are required to complete an Annual Report each year to provide an overview and evaluation of work completed by each partner organisation throughout the year, in line with the Board's four strategic priorities. We continue to contribute to this report providing a critically reflective overview of our work using the Safeguarding Adults at Risk Audit Tool. The audit tool is a two-part process. Completion of a self-assessment audit followed by a Safeguarding Adult Board challenge and support event. This was from both a single agency perspective and multi-agency one, highlighting successes, and any challenges faced and how we propose to resolve these in the year ahead. The feedback we received from this process was positive. We are in the process of completing assessments for Dorset, Bournemouth, Christchurch, and Poole. We contribute to various other reports and audits.

Assurances have also been provided on recent financial abuse and domestic abuse audit reports to Swindon Local Safeguarding Adults Board. Quarterly reports are completed on performance headlines and emerging issues. The Board monitors the key performance information which helps demonstrate the effectiveness of the partnership's safeguarding activity. Each quarter focuses on a different topic.

Three years refresher training took place this year. The interesting training was developed by the Safeguarding Lead and a Local Safeguarding Trainer/ Social Worker and has been well accepted and proven to be a great success. The feedback and buy-in from staff have been outstanding and this has resulted in programmed training that ensures that all key personnel dealing with young people and the public have carried out level 2 safeguarding training, and that this training is delivered consistently.

Assurances have been provided to the Bournemouth and Poole Training & Workforce Development Sub-group to ensure Safeguarding Adults training that is delivered meets the needs of our employees and supports the Bournemouth, Dorset and Poole Multi-Agency Safeguarding Adults Policy and Procedures.

The Learning & Organisational Development Adviser and the Safeguarding Lead now meet two to three times a year to ensure we are meeting our stated training requirements and we continue to look at how we can improve the evaluation of the training that is delivered to ensure the consistency and application of our procedure in practice. This has also led to the Safeguarding Lead being invited onto a local authority group and invited to sessions to train the trainer which cover new learning and legal updates.

There are three levels of staff training. Level 1 - Corporate Induction and e-learning which is completed by all staff including volunteers and agency staff; Level 2 - Safeguarding Essentials bespoke training which is delivered by an external local authority practitioner to all front facing staff including Fire Control and station managers to Chief Fire Officer. Level 3 - this is advanced CPD training delivered by external agencies. This is for Youth Intervention Co-ordinators, the Service's SPOC (DCFO), Safeguarding Lead and Deputy Safeguarding Leads. Training includes Managing Allegations and Level 3 Child Protection Training, Legal Literacy and Safeguarding Adult Reviews.

Our safeguarding e-learning has recently been updated and supports our other means of training and allows us to monitor understanding. The training that has been put in place crucially serves to highlight that safeguarding is everyone's responsibility and keeps all staff up to date with changes such as modern slavery, forced marriage, female genital mutilation, child sexual exploitation and radicalisation. The Safeguarding Lead has also completed additional training, including Safeguarding Essential Training, Information Asset Owner training (storing of confidential information), Serious Case Review, Managing Incident training, Managing Allegations, Hoarding and a Policies and Procedures workshop. Training has also been completed on General Data Protection Regulations as the safeguarding information we hold is some of the most sensitive that is held within the Service and is therefore recorded as 'Official Sensitive'.

Policy Assurance Statements

	<p>We have ensured we work closely in partnership with South West Ambulance Service Foundation Trust (SWASFT) and the police forces that serve our area of responsibility. If either the ambulance service or the police visit a property and think that there is a fire risk, or some fire intervention is required, this goes to the Safe and Well Lead to disseminate and make sure it is managed internally and they also feedback any outcomes to the referring agency. Working with other agencies allows better access and management of fire risks for individuals with care and support needs and raises the awareness and training around identifying and managing fire risks in domestic dwellings and the built environment. The Safeguarding Lead has also worked closely with the named professional from SWASFT on hoax calls and frequent callers. This led to a monthly report of frequent callers being set up.</p> <p>The Safeguarding Lead also contributes to the NFCC Safeguarding Co-ordination Workstream. The purpose of the workstream is to provide direction for the NFCC in relation to safeguarding children and adults at risk to ensure the NFCC complies with government legislation and guidance. This also supports the Service in aligning local and national policy.</p>
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<p>There are no significant issues arising from the application of this policy that are not already detailed in the Service delivery action plan or in the strategic risk register.</p>
