

# Performance Report Quarter 2

Dorset & Wiltshire Fire and Rescue Service

Finance & Audit Committee

1 July - 30 September 2020



**DORSET & WILTSHIRE**  
**FIRE AND RESCUE**

## Priority: Making every penny count

### KLOE 6: How well do we use resources to manage risk?

#### KLOE 6 Summary

Performance against this KLOE remains on track with no significant issues to raise with Members.

Capital expenditure plans for fleet, equipment and estates have undergone a full review enabling significant reductions across all areas with minimal impact on service delivery over the longer term.

ICT continues to be resilient and robust to maintain new ways of working. New firewalls and asset management software have been installed and a Service wide wi-fi upgrade is being rolled out.

The Service has achieved its code of connection for the Emergency Services Network and is only the second organisation in the country to have reached this position.

With the second wave of the coronavirus pandemic, Public Health England guidance continues to be meticulously followed with all Personal Protective Equipment, cleaning regimes and social distancing requirements in place for staff.

At this stage there is no requirement for support from Members in this area.

#### KLOE 6 sub-diagnostic

##### To what extent are business continuity arrangements in place and how often are they tested?

The Service has robust and assured business continuity and significant event arrangements in place. These have ensured the resilience and continuation of the Service during the coronavirus pandemic, subsequent major incidents and events over the past six months. This also provided assurance of the arrangements as we prepare for the winter months, a second pandemic peak,

exiting the European Union, winter virus' and severe weather. In line with the Government's guidance, Service personnel, except for station personnel and fleet and equipment technicians, have successfully worked from home using smarter working arrangements. This will continue until further notice with staff wellbeing continuing to be a focus during this time.

The Service's business continuity arrangements are aligned to industry best practice and these arrangements were audited by internal auditors with substantial assurance provided in October 2019.

Each year the Service undertakes a horizon scan to review the emerging threats and risks posed to the Service, along with the community and national risk registers to ensure that arrangements remain current and robust. This was undertaken in April 2020 with learning programmed for delivery during 2020-21.

#### **KLOE 6 sub-diagnostic**

##### **To what extent do we show sound financial management of non-pay costs, including estates, fleet and equipment through benchmarking, contract renegotiation and procurement?**

The Service makes extensive use of national procurement contracts and actively promotes and partakes in regional procurement opportunities, particularly within the Networked Fire Services Partnership. The Service is fully embedded in new National Fire Chiefs Council (NFCC) Frameworks for ladders, smoke alarms and Safe and Well equipment, and recently collaborated with Devon & Somerset Fire & Rescue Service in the procurement of smoke hoods, a key area arising from the Grenfell Tower Inquiry.

Our NFCC National Savings Register return shows a significant level of savings generated in previous financial years: £0.5m in 2016-17, £1m in 2017-18 and £0.8m in 2018-19. Work is in progress nationally to confirm figures for 2019-20.

Improving contract management and renegotiation for critical suppliers to achieve improved value for money and business continuity remains a focus. Training for all relevant managers is in place via the e-learning platform. Good progress continues to be made.

The organisational supplier base is under review through spend analysis to further improve the efficiency of procurement.

## KLOE 6 sub-diagnostic

### **To what extent do we understand what assets we are responsible for across the Service and how do we demonstrate effective management of these assets?**

Both Fleet & Equipment and Estates have current five-year Integrated Asset Management Plans that are linked to the Medium-Term Finance Plan (MTFP), the Strategic Assessment of Risk (SAR) and the Community Safety Plan (CSP) to ensure future asset provision matches longer-term strategic goals.

Following completion of a longer-term premises' analysis, an opportunity was identified and developed to extend the Integrated Premises Assets Management plan from five to seven years. This will enable more effective use of resources, whilst maintaining regulatory compliance. This work will also mitigate the impact of the pandemic on the planned maintenance programme. With the second wave of the coronavirus pandemic, the Equipment and Supplies teams have continued to ensure that, in line with Public Health England advice and guidance, all staff have received the necessary Personal Protective Equipment (PPE) to carry out their roles effectively. Robust mechanisms are in place to ensure that staff and contractors alike follow mandatory hygiene guidance across Service premises to minimise risks of cross-infection.

The Fleet & Equipment maintenance plans to ensure all vehicle and equipment servicing meets legal and statutory requirements remain on track. Plans are in place for the arrival of the next batch of new fire appliances. Unfortunately, due to the recent local lockdown in the supplier's area, there will be a small delay in delivery. Communications are being maintained throughout to mitigate any issues arising.

The introduction of a new Asset Management System database that will encompass all equipment across the Service remains on track for delivery in 2021.

Following an ISO 55001 Asset Management gap analysis, to identify opportunities for further improvement across the Assets department, an action plan to address identified areas has been produced with the intent to achieve completion by March 2022.

## KLOE 6 sub-diagnostic

### To what extent do we understand and manage our impact upon the environment?

An Environmental Sustainability Plan was published in January 2020, encompassing waste, transport, utilities, carbon emissions, purchasing, improvement projects and Service wide communication of environmental issues.

Green Champions have been appointed across the Service and given day-to-day responsibility to promote sustainability in the areas in which they work. Commitments include sharing best practices and importantly, implementing practical initiatives such as encouraging people to switch off lights and ensuring recycling takes place.

The Service has committed to reducing our utility and fuel consumption through investment, monitoring and introduction of new practices. Initial plans are to invest in environmentally sustainable LED lighting and reduce travel by utilising and embedding smarter working wherever possible.

Utilities and fuel consumption are monitored monthly which has already shown a significant reduction in fuel use and emissions over the first two quarters. These savings will be fed into the revenue budget setting for 2021-22 in quarter 3.

## KLOE 6 sub-diagnostic

### To what extent do we demonstrate effective management of Information and Communication technology?

The ICT department has a five-year strategy which is linked to the Medium Term Finance Plan (MTFP), the Strategic Assessment of Risk (SAR) and the Community Safety Plan (CSP) to ensure that the overall organisational intent, and the effective delivery of information and communication technology are met. Overall, this plan remains on track.

Through quarter 2, some project areas were reprioritised to accommodate new ways of working.

A new ICT asset manager system, which reports on the hardware and software in use on our infrastructure, has been implemented to ensure proactive risk reduction. This work will support the ICT Health Check in October 2020.

The Service became only the second organisation in the country to achieve a 'code of connection' for the Emergency Services Network, an achievement that was highlighted in a recent Home Office publication. This success puts the Service in a strong position to realise efficiencies through new solutions to mobilising stations to incidents.

A review of all hardware and software, with a view to reducing capital and revenue costs, has been initiated. This will include development of Office 365 to ensure staff have the right technology for their role, thereby achieving better consistency and management of products, and maximise the use of ICT assets.

## KLOE 6 sub-diagnostic

### To what extent do our plans address the risks identified in the integrated risk management plan?

The Service undertakes a Strategic Assessment of Risk (SAR) to ensure that decision-making and planning remains current and reflective of the landscape within which we operate. The document is developed through a PESTELO analysis that draws on a broad range of information, data and intelligence, looking both externally (locally and nationally) and internally and against risk and demand.

Our most recent SAR was published in April 2020 following consultation with a wide variety of stakeholders and partners. The document was developed taking account of local documents such as the local Health & Wellbeing strategy, Community Safety Plans, Police and Crime Plan and Community Risk Register.

The SAR ensures that the priorities within the Service's Community Safety Plan remain current and informative, and that the subsequent Service delivery plans remain focused on maximising the impact the organisation has on improving public safety, health and wellbeing.

The Service actively contributes to multi-agency working and engagement with the community through various partnerships and the Local Resilience Forums. At present, the focus is on the ongoing situation and management of the coronavirus pandemic and ensuring winter preparedness, taking account of a second wave of the pandemic, exiting of the European Union, severe weather and the flu season.

## KLOE 7: How well are we securing an affordable way of managing the risk of fire and other risks now and in the future?

### KLOE 7 Summary

Performance against this KLOE is currently being monitored with some areas to highlight with Members.

With the future funding position already uncertain, the potential impacts of the coronavirus pandemic add further complexity and uncertainty for our financial forecasting and development of the next iteration of the Medium Term Finance Plan (MTFP). Although we have received additional one-off funding of £1.3m to help our immediate response and support for community work, the longer-term financial impacts cannot yet be determined with any certainty and this represents a significant financial risk to the Authority. For this reason, the strategic risk around finance has been increased recently.

We have had confirmation from the Chancellor that the Spending Review 2020 will now only provide a one-year funding settlement, which clearly does not help our medium to longer-term planning. Nevertheless, work to look at options for reducing our base budget going forward is progressing well. Members will be kept informed and updated through several seminars held in November, December and January.

We have worked closely with our external auditors, Deloitte LLP, to complete the 2019-20 Financial Statements. We expect to receive unqualified opinions on both the financial statements and the auditor's value for money assessment.

South West Audit Partnership (SWAP) have completed two scheduled internal audits so far this year, in quarter 2 on Financial Resilience and in quarter 3 on Treasury Management and have been able to give "Substantial" assurance ratings on each occasion.

## KLOE 7 sub-diagnostic

### To what extent do we understand and take action to mitigate our main or significant financial risks?

The current MTFP was approved by Members in February 2020. The MTFP showed a forecast deficit of £1.5m for 2020-21, rising to £3m for 2023-24. The MTFP included a number of assumptions based on the financial principles approved by the Authority. Since February, like all organisations, we have been significantly impacted by the coronavirus pandemic. In the short-term, we have received additional funding of £1.3m to help us respond to this impact. The longer-term financial impact cannot yet be determined but represents a significant financial risk to us. It is clear that there will be a negative impact on the amount of funding that we receive, particularly through council tax receipts and business rates, it is just a question of how negative and for how long. We can also expect to see costs increasing in certain areas, such as property repairs and maintenance contracts.

The Authority received a strategic financial update in September outlining the current financial risks, some updated financial principles around council tax funding and potential impact of all of this on the MTFP. They were also updated on our plans to address the forecast future deficits through the work of the Resourcing and Savings Programme (RSP). Since then, it has been confirmed that the Spending Review 2020 will now only provide a one-year funding settlement which clearly does not help our medium to longer-term planning. The RSP work is progressing well and we are developing a range of savings options that will reduce our base budget going forward. Once we know our Government funding settlement for 2021-22 and are clear about the local funding position as well, we can determine which savings options needs to be progressed first. We will be providing Members with further updates at seminars being held in November, December and January.

We continue to engage with local MPs, the Home Office and NFCC to influence the debate on financial sustainability for fire and rescue services, and lobby for council tax flexibility.

Our external auditors, Deloitte LLP, have largely completed their audit of the 2019-20 Financial Statements and updated the Finance & Audit Committee on 17 September. They expect to provide unqualified opinions on both the financial statements and their value for money audit work.

SWAP have completed two scheduled internal audits so far this year, quarter 2 on Financial Resilience and quarter 3 on Treasury Management and have been able to give “Substantial” assurance ratings on each occasion.



## KLOE 7 sub-diagnostic

### To what extent do we have a track record for achieving savings and avoiding any residual future budget gaps?

The current MTFP identifies that budget savings are required in future years: £1.5m in 2021-22, £2.5m in 2022-23 and £3m in 2023-24. Officers are continuing to work on the options for savings to help address this, through the Resourcing and Savings Programme, so that we have a clear financial picture once we know the outcome of the Spending Review 2020 process and details of the Provisional Local Government Finance Settlement. Members will be updated later in 2020.

Work on our Value for Money Framework has continued, and we recently demonstrated this tool to the Home Office. We are now working on ensuring that the tool is used in performance reporting, so that there is a clear link between our performance and how this can drive financial savings and efficiencies for the Service, partners and wider society.

## KLOE 7 sub-diagnostic

### To what extent is our use of reserves sustainable and promoting new ways of working?

The current Reserves Strategy was approved by Members in February 2020 and forms part of the MTFP. The level of funding in each reserve has been reviewed and updated as part of our work to close the 2019-20 financial year and complete the statutory financial statements. Additional funding was added to the Ill-Health Retirement and Capital Replacement Reserves to help mitigate future financial risks in those areas.

During quarter 2 SWAP conducted a financial resilience audit, focused primarily on our Reserves Strategy and were able to provide “Substantial” assurance.

## KLOE 12: How effective is the Occupational Health and Safety management system in the Service?

### KLOE 12 Summary

Since the last quarterly report, the Service has now successfully achieved ISO 45001 certification, some nine months ahead of the corporate target set by Members. This is a really pleasing position as very few fire and rescue services have achieved this. It is also a real credit to Officers and staff that it has been secured during a difficult period for the Service due to the constraints and pressures associated with the pandemic.

Overall, the health and safety arrangements remain in a good place and are operating well across all parts of the Service. There have been some increases in a number of the key performance indicators, which are detailed in the report, however there are no real causes for concern or issues to raise with Members at this time.

### KLOE 12 sub-diagnostic

#### **How well structured and embedded is the Health & Safety policy, practices, and culture to ensure a safe and legally compliant Service?**

The Health and Safety Committee and the associated department continue to monitor the arrangements in place to keep our staff and the public we serve safe. There are no causes for concern to raise with Members.

As Members are aware, there is a corporate target to migrate to the international standard of ISO 45001 as the BS 18001 will be withdrawn on 12 March 2021. Following a number of audits by the British Standards Institute, it was assessed that the Service had 95% migration to the standard. This means that as of 3 July 2020 we have certification to ISO 45001 - Occupational Health and Safety Management Standard. The first audit under this new standard is due to take place in December 2020.

The number of days lost to physical work-related injuries and ill health absence quarterly trend is up by 78% (109 to 194 days), over the same quarter last year. Nine people, including one long-term recovery, are contributing to these figures.

The embedded Service wide sickness reporting system is working well. The total number of events reported has seen a rise in this quarter from 96 compared to 129 in the same quarter last year. When looking at the type of events reported, the number of physical injury or ill health reports has also seen an increase from 20 to 39. Our training in the use of the Adverse Occurrence Reports (AOR) database has given staff a good understanding of the requirement to complete reports as required by procedures. This has reduced under reporting and supports the AOR submission process. This quarter has also seen that the total number of reported has increased slightly from 95 up to 110.

Over the last quarter, reportable incidents to the Health and Safety Executive under the Reporting of Injuries has slightly increased from 3 to 4, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). These regulations require employers, the self-employed and those in control of premises to report specified workplace incidents.

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

#### **KLOE 13 Summary**

Members can be assured that the governance and performance management arrangements continue to operate well with no significant causes for concern.

Auditors and the Local Government Association (LGA) have provided independent assurance over our processes and the core foundation stones for our arrangements. The governance programme and reporting requirements remain on track and in line with Government expectations.

Information governance continues to be in a good and improving place with statutory requirements being met and with improvements largely on track.

The performance management arrangements continue to operate well with some further refinements to the process via the development of electronic dashboards to improve the efficiency and effectiveness of the Members scrutiny role.

The strategic planning process remains on track; however, it has been complicated by the impacts of the pandemic and the considerable financial uncertainties. A series of Members' seminars are in place to support the development and approval of key documents and the budget.

There are no significant causes for concern to raise with Members.

### **KLOE 13 sub-diagnostic**

**How well does the fire and rescue authority have oversight and scrutiny to ensure that the Service is appropriately effective and efficiency in ensuring the safety of communities from fire and other risks?**

As Members are aware, the Service has five key priorities. The development and performance against these are overseen and scrutinised by Members on a quarterly basis. Priorities one, two and three are reviewed at the four Local Performance & Scrutiny Committee meetings and Priorities four and five are reviewed at the Finance & Audit Committee.

The performance reports at these meetings provide details on the effectiveness and efficiency of the Service as well as looking at how the Service is supporting, developing and ensuring the health and wellbeing arrangements. Performance dashboards will be trialled at the November Local Performance & Scrutiny meetings to improve the delivery of performance presentations and allow further scrutiny. These dashboards will be available for Members to review via the Service's website prior to the meeting.

At six monthly intervals, the Authority receives a progress update against all five Priorities. Each year, the Authority publishes an Annual Report and the Statement of Assurance for public review. Both documents were scrutinised and approved during the September Authority meeting and have been published on the Service's website. Members are also able to scrutinise the performance of the Service through regular seminars, workshops and working groups. In preparation for the revised Community Safety Plan several seminars are arranged during quarters 3 and 4, where Members will oversee and scrutinise the development and delivery of the Community Safety Plan, with a first draft due to be reported at the Authority meeting in February 2021.

As part of the strategic planning arrangements and the development of the Strategic Assessment of Risk, which was presented in April, a full consultation was undertaken with our key partners through community partnerships and the Local Resilience Forums. Upon confirmation from Members in February 2021, the Service will undertake public and partner consultation during March through to May 2021, to allow a final Community Safety Plan to be presented to Members at their Annual meeting in June 2021.

The Authority has adopted and recently revised a set of financial planning principles and assumptions on which to base its revenue budget and MTFP. This supports the budget planning process, with the principles kept under review and updated when there is reasonable evidence to suggest that a change is required. The MTFP is developed and aligned to the learning and outcomes within the Strategic Assessment of Risk.

### **KLOE 13 sub-diagnostic**

#### **How effective and efficient are our governance arrangements?**

The Authority's governance arrangements have been assured through an independent peer review by the LGA with the Authority achieving a positive assurance. The Authority agreed to six recommendations for improvement. These have largely been delivered, with the exception of the Member development programme. To progress this programme a full Members skills audit has been undertaken with Members and work is well underway to propose a 2021-22 Member development programme. This will be presented to the Authority at the February meeting for approval.

The 2019-20 Statement of Assurance, required under the Fire and Rescue National Framework for England, was presented to the Authority for approval in September 2020, and is now published on the Service's website. The process for its delivery has been assured both by internal audit and through the LGA peer review. The Statement of Assurance is comprehensively supported by a range of assurance processes which includes a full review of the Service's governance arrangements which are aligned to CIPFA/SOLACE best practice.

## KLOE 13 sub-diagnostic

### How effective and efficient are we at managing data?

Members can be assured that the Service is robustly managing its information compliance requirements. Our responses to data protection legal responsibilities requests are within agreed timelines this quarter; 88% of Freedom of Information requests were dealt with within 20 working days and 100% of complaints were responded to within 14 working days.

Work is continuing and on track to ensure our information security arrangements align to the requirements of the national Cyber Essentials Standard and the national Cyber Security Standard. Good progress is being made overall in the achievement of these standards, which we hope to secure by the end of the financial year. All staff are expected to complete Information Security/Data Protection e-learning to ensure they are aware of their responsibilities regarding data. We monitor the completion rate of this e-learning and escalate to Officers if required. Compliance is currently good at 86%.

Seven security incidents have been reported this quarter and all were low risk with no loss of data. These were predominantly phishing emails, prompting further staff awareness on recognising and dealing with a suspicious email.

Progress against the General Data Protection Regulations action plan is progressing well and the concept of privacy by design is being embedded into Service processes through Data Protection and Information Risk impact assessments. Work is continuing to manage retention periods for information held in archive and legacy systems and ensure these are applied to new systems and processes going forwards.

A project has been initiated to scope the use of Office365 for automating process improvements, allowing us to maximise technology and make further efficiencies whilst effectively managing our data. Project plans are underway to start moving existing systems to Office365, migrate department-based documents to SharePoint and introduce automatic processes to replace those that are paper based to support the requirements for remote working using Microsoft forms.

## Priority: Supporting and developing our people

### KLOE 8: How well do we understand the wellbeing needs of our workforce and act to improve workforce wellbeing?

#### KLOE 8 Summary

Performance against this KLOE remains on track with no significant issues to raise with Members.

The Service has a corporate target to reduce the number of working days lost to non-physical ill health by 5% each year. In quarter two, 33 working days were lost to non-physical ill health, against a target of 79 working days, representing a 58% reduction against target. This reflects the enhanced provision of health and wellbeing support for staff during the coronavirus pandemic.

We have yet to see a significant impact of sickness absence due to coronavirus however this is being monitored by Officers. Long-term absence was the primary cause of sickness absence in quarter two for all staff groups.

Fitness testing resumed in quarter 2, having been unable to carry them out during quarter 1. The pass rate averaged 88% and subsequently, 10 staff are on fitness improvement plans.

#### KLOE 8 sub-diagnostic

##### How well do we understand the wellbeing needs of our workforce and act to improve workforce wellbeing?

The Service has a robust and audited Health and Wellbeing programme to support staff which is overseen by senior Officers. Health and Wellbeing procedures are available to all staff which outlines all the support mechanisms available, including mental health support, chaplain, peer support and other external self-service provisions.

Number of shifts/days lost per person to sickness – all staff groups				
Quarter 2 2020-21	Fire Control	Corporate	Wholetime	On-call*
Total no. in Staff Group	31	280	399	600
No of individuals that had a short-term absence in Q2	1	7	19	31
No of individuals that had a long-term absence in Q2	11	40	68	81
% of total sickness absence in Q2 due to short term sickness	21.57%	28.94%	25.63%	20.85%
% of total sickness absence in Q2 due to long-term sickness absence	78.43%	71.06%	74.37%	79.15%
No. of shifts lost per person in Q2 due to sickness absence	1.63	1.30	2.59	3.97
No. of shifts lost per person in the same quarter last year	6.30	2.68	2.18	3.02
Category for highest reason for absence (i.e. musculoskeletal)	Musculo-skeletal	Mental health	Mental health	Musculo-skeletal
Shifts/Days* lost per person 2020-21 cumulative	3.86	1.76	4.20	6.38



## KLOE 9: How well trained and skilled are staff?

### KLOE 9 Summary

Performance against this KLOE remains on track with no significant issues to raise with Members.

Embedding of our competence recording system, Gartan Expert, continues to improve this quarter. Weekly update reports have shown increased engagement, with all operational staff achieving the targets set for maintenance of skills competencies.

The current Annual Training Plan and on-call quarterly training programme have had to be reviewed due to the impact of the coronavirus pandemic. Risk critical training such as Breathing Apparatus (BA) and Fire Behaviour Training has continued throughout quarter 2. In accordance with Public Health England advice, we have reduced the numbers of personnel attending courses to enable social distancing but have increased the number of courses provided to compensate. Risk assessments and additional PPE measures have also been put in place.

Training delivery is being supplemented by additional e-learning and virtual course delivery. The use of e-learning has increased significantly during this quarter.

### KLOE 9 sub-diagnostic

#### How well do we understand the skills and capabilities of our workforce?

Embedding of our competence recording system, Gartan Expert, continues to improve this quarter. Weekly update reports have shown an increased improvement in engagement with the Gartan system, with all operational staff achieving the targets set for maintenance of skills competencies. If additional support is required, this is provided by the training team and the station management team.

The current Annual Training Plan and on-call quarterly training programme have had to be reviewed due to the impact of the coronavirus pandemic. Risk critical training such as Breathing Apparatus (BA) and Fire Behaviour Training has continued throughout quarter 2. In accordance with Public Health England advice, we have reduced the numbers of personnel attending

courses to enable social distancing but have increased the number of courses provided to compensate. Risk assessments and additional PPE measures have also been put in place. Recruit courses scheduled for March/April have been facilitated in June/July and a phased recovery plan for training has been developed and is being implemented.

Training delivery is being supplemented by additional e-learning and virtual course delivery. The use of e-learning has increased significantly during this quarter. A new Learning Hub will be launched in quarter 3 which assist with signposting and hosting training materials.

#### **KLOE 10: How well do we ensure fairness and diversity?**

##### **KLOE 10 Summary**

Performance against this KLOE remains on track with no significant issues to raise with Members.

In quarter 2, there has been a continued focus in communications and engagement around our response to the coronavirus pandemic, which still necessitates changes in working arrangements for many of our staff. We are also preparing for engagement and consultation for the development of the Community Safety Plan.

Our wholetime recruitment plans are progressing well in readiness for the launch of our wholetime recruitment campaign at the start of quarter 3. Positive action activities relating to this campaign were facilitated via a virtual/social media platform, due to the coronavirus pandemic.

Trends in leavers have not highlighted any areas of concern in terms of age, gender or other protected characteristics. The new leavers discussions due to launch in quarter 3 will enable better monitoring of reasons for leaving and any associated trends.

## KLOE 10 sub-diagnostic

### How well do leaders seek feedback and challenge from all parts of the workforce?

The Service has an internal communications and engagement plan to ensure there is opportunity for all parts of the workforce to provide feedback and challenge to leaders.

In quarter 2, our communications and engagement with staff has continued to focus on our response to the coronavirus pandemic which still necessitates changes in working arrangements for many of our staff. This has involved:

- monthly Question Time dial in sessions
- monthly Major Incident Command Brief for managers
- pulse surveys with staff to understand any workload or welfare issues and
- weekly one to ones and team meetings over the phone and using video calls.

We received 193 responses in total from the recent Working from Home survey. Results showed very clearly that most of our staff are feeling positive about: their current working arrangements (87%); the support provided by their line manager (91%); the communications channels (85%) and the way in which the Service is being led (96%).

The programme of Chief Fire Officer workplace visits commenced in July and have been well received by station staff. Unfortunately, a decision has been made to put these on hold in preparation for phase 2 planning of coronavirus.

We continue to engage with unions on a regular basis through liaison meetings attended by the Director of People and Director of Community Safety. This enables effective and timely two-way dialogue between the Service and representative bodies.

We are preparing our Communications and Engagement Plan for the development of the Community Safety Plan. This will include opportunities for staff briefings, engagement and consultation over the coming months and will align to the leadership programme for managers across the Service.

## KLOE 10 sub-diagnostic

### How well do we identify and address potential disproportionality in recruitment, retention, and progression?

Current on-call recruitment plans include a newly agreed recruitment process that supports the coronavirus pandemic protocols with basic skills acquisition courses taking place adhering to PHE guidance.

Our wholetime recruitment plans are progressing well in readiness for the launch of our wholetime recruitment campaign at the start of quarter 3. Our positive action activities relating to this campaign have moved to a virtual/social media platform due to the coronavirus pandemic.

The new promotion process at crew manager and watch manager level was due to be launched on 1 April 2020, but this was delayed to 3 August 2020 due to the coronavirus pandemic. The new process ensures that individuals attend key courses prior to being promoted into a new role, this is a different approach that better supports and equips an individual when commencing in a new role.

The HR Department has a quarterly workforce profile report with supporting key performance indicators that enables the monitoring of any trends in our workforce profile to identify and address any disproportionality with age, gender, sexual orientation, disability, ethnic origin and religion or belief.

In quarter 2, there were 29 new starters: 19 on-call, two fire control, five corporate and three wholetime. There were 45 leavers in this quarter: 24 on-call, ten corporate and 11 wholetime. 24 leaver discussions were completed, 18 staff declined and three were not offered a discussion as their exit was a result of management action. We analyse information and data trends from leavers discussions to inform organisational understanding and improve retention of staff. There were no significant leaver trends identified for quarter 2.

Developments to the leavers' discussion process are ongoing in liaison with Knowledge Management and ICT. It is anticipated that this process will be ready to go live at the latter end of 2020 (November/December). The new process will be online, and will be mandatory, which will enable better monitoring of reasons for leaving and any associated trends.

Current performance against the bi-annual workforce plan is on track and is reviewed by the Strategic Workforce Planning group.

## KLOE 11: How well do we develop leadership and capability?

### KLOE 11 Summary

Performance against this KLOE remains on track with no significant issues to raise with Members.

The new promotion process at crew manager and watch manager level was due to be launched in quarter 1 but was delayed due to the coronavirus pandemic. It was launched during quarter 2 and saw 140 enter the promotion process.

The new personal review process was launched on 1 July 2020. The initial feedback received has been very positive. A full evaluation will be completed in April 2021 regarding the effectiveness of this new process.

The Leadership Programme recovery schedule has recommenced with face to face socially distanced 'Leadership in Lifesaving' and Trainer/Assessor courses for supervisory staff required as part of the new promotion process. In addition, the Leaders Forum will recommence in January 2021.

### KLOE 11 sub-diagnostic

#### How well do we manage and develop the individual performance of our staff?

All joiners are invited to a corporate induction and guidance is provided to line managers when inducting their new starters. Due to the impact of the coronavirus pandemic, the face to face corporate induction, which is usually held at Headquarters, was adapted to a new online format. Evaluation of how successful the induction period has been for a new starter is gathered from probation review data.

During the coronavirus pandemic, due to different working practices, probationary periods have been extended from six to nine months to support individuals further in their new roles. Action is being taken to address the completion and return of outstanding probation paperwork.

The new promotion process was launched on 3 August 2020 and monitoring to ensure that rotation of temporary promotions happens every six months has been set up to take place for those within the promotion pools.

The launch of the new Personal Review process was delayed from 1 April 2020 to 1 July 2020. The initial feedback received has been very positive. A full evaluation will be completed in April 2021 regarding the effectiveness of this new process.

## **KLOE 11 sub-diagnostic**

### **To what extent are the career pathways of all staff effectively managed?**

The Leadership Programme recovery schedule has recommenced with face to face socially distanced 'Leadership in Lifesaving' and Trainer/Assessor courses for supervisory staff required as part of the new promotion process. In addition, the Leaders Forum will recommence in January 2021. In readiness for this a survey was sent to the forum attendees to ascertain what topics they would gain most benefit from discussing; particularly given our new ways of working and managing teams.

Incident Command Assessor training has increased during quarter 2 to provide 44 level 1 assessors, with standardisation training for level 2, 3 and 4 assessors taking place during quarters 2 and 4 to ensure that a quality assurance process supports these management assessments.

In quarter 2, coaching qualification courses have continued which has increased the number of qualified coaches available to support staff. The coaching procedure and guidance materials are being reviewed in quarter 3 and will be launched enabling a coaching network to be established.

Staff are progressing well through the 'new' development pathways. Where possible pathways have been aligned to Chartered Management Institute (CMI) qualifications utilising the apprenticeship levy. The Development Pathways pages on our staff intranet, CONNECT have been re-designed to align with 1:1 Reviews and Promotion Process with a re-launch planned for the 2 November 2020.

New online role induction sessions have commenced at station manager level with the role induction sessions for crew and watch managers being developed in quarter 3.