

Performance report quarter 3

Finance & Audit Committee

1 October – 31 December 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 and revised figures subsequently agreed with the Treasurer.

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 continues to be rolled out. An audit of asset management gave an adequate assurance with identified minor areas of work already completed.

Throughout the current wave of the coronavirus pandemic, Public Health England guidance has been meticulously followed with all personal protective equipment, cleaning regimes and social distancing requirements in place for staff.

Work has been initiated to seek accreditation against the ISO 55001 standard (formerly PAS-55).

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 and additional winter challenges, along with the subsequent major incidents and events since March 2020.

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.

A horizon scan is delivered annually to ensure that the Service's business continuity planning is aligned to any emerging and new threats and risks posed. This work, along with alignment to community and national risk registers, ensures that business continuity arrangements remain appropriate and robust.

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 since March 2020. This continues until further notice with staff wellbeing continuing to be a focus during this time.

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 (NFSP). The Service is fully embedded in new National Fire Chiefs Council procurement frameworks for ladders, smoke alarms and Safe & Well equipment, and are collaborating with the NFSP on our Airbus and Bluelight Gazetteer. The Service will be working at a national level with Crown Commercial Services on the new framework for tyres.

Due to many suppliers and contractors being furloughed during the latest lockdown, some procurements have been delayed. In agreement with the supplier, delivery against the new fire appliances contract has been extended to 1 February 2022. However, this situation is actively monitored, and regular communications in place with effected departments.

Improvements in contract management and renegotiation for critical suppliers to achieve greater value for money and better business have been maintained. Training for all relevant managers via the e-learning platform, supported by dedicated category managers, has been completed.

The review of the organisational supplier base continues to further improve the efficiency of procurement. Using spend analysis from the past three years, opportunities will be identified to reduce the number of suppliers and deliver cost savings.

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 estate analysis, the Integrated Premises Assets Management plan was extended from five to seven years. This will enable more effective use of resources from 2021-22, whilst maintaining regulatory compliance. The planned maintenance programme has been impacted by the latest lockdown with some capital work expected to be completed in April.

Throughout the current wave of the coronavirus pandemic the Equipment and Supplies teams have ensured that, in line with Public Health England advice and guidance, all staff have received the necessary personal protective equipment 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 but as highlighted above there will be a delay in delivery. Communications are being maintained with the supplier throughout to expedite timeframes where possible.

The introduction of a new Asset Management System (AMS) database that will encompass all equipment across the Service remains on track for delivery in 2021. The AMS being adopted is currently in use by other fire and rescue services and a user group has been formed to enable sharing of learning.

Following an ISO 55001 Asset Management gap analysis to identify opportunities for further improvement, an action plan to address identified areas for improvement was produced. Good progress has been made against this plan over the quarter. The Service has now applied for full accreditation to the ISO 55001 Standard through the British Standards Institution. This process will begin in quarter 1 2021-22.

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 utility and fuel consumption through investment, monitoring and introduction of new practices. Plans to invest in environmentally sustainable LED lighting and reduce travel by utilising and embedding smarter working are in place and will be delivered by the Estates, Fleet, and ICT teams.

Utilities and fuel consumption are monitored monthly and continue to show a significant reduction in fuel use and emissions. These savings have been fed into the revenue budget setting for 2021-22.

KLOE 6 sub-diagnostic

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

The ICT department has a five-year delivery plan which is linked to the Community Safety Plan and supporting Medium Term Finance Plan to ensure that the overall organisational intent, and the effective delivery of information and communication technology are met. Some necessary changes have been made to project scheduling to better meet the needs of the Service during the pandemic but overall, the plan remains on track.

Over the quarter the department has achieved significant improvements in ICT such as the implementation of upgrades to firewalls, backup systems, automated patching, and Virtual Private Networks.

New ICT asset management software has been introduced and subsequent changes made to processes to aid removal and updating of user software to further improve cyber security.

An audit of asset management gave an adequate assurance with identified minor areas of work already completed. The most recent ICT health check continues to show organisational improvement and work is underway with other departments to address minor areas of concern.

Following the success in trials to utilise the Emergency Services Network to improve resilience and minimise the time to mobilise stations, a business case to develop all station end equipment across the Service is in development.

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 (Political, Economic, Social, Technological, Environmental, Legal and Organisational) 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 2020 SAR will ensure that the priorities and planning within the draft CSP are 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.

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.

The strategic risk around finance was increased in 2020 due to the continued uncertainty about future funding, as well as the expected financial impact of the coronavirus pandemic and exiting the European Union.

Officers have been working on plans to address our forecast future budget gap through the work of the Resourcing and Savings Programme. A finance seminar was held with Members in December, outlining progress made and the savings options being considered. These showed confirmed plans for new savings of just over £1m per year, with the potential for further savings to be made, if our funding position does not improve in the forth-coming comprehensive spending review.

Funding details for 2021-22 were released through the Provisional Local Government Finance Settlement on 17 December and this confirmed a 'real' cash increase in Government funding, although only a 0.15% or £21k increase. Additional one-off funding is being provided to help mitigate the impact of the coronavirus pandemic on council tax and business rates income. We will be providing Members with a further financial update at a seminar on 13 January 2021.

We have worked closely with our external auditors, Deloitte LLP, to complete the 2019-20 Financial Statements and these were formally published on our website in December. The two internal audits scheduled for this year, Financial Resilience and Treasury Management, have both received "Substantial" assurance ratings from SWAP.

KLOE 7 sub-diagnostic

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

The Spending Review 2020 has only provided a one-year funding settlement, and the detail of this was confirmed by the Provisional Local Government Finance Settlement that was released on 17 December 2020. We have received a 'real' cash increase in Government funding, although this only amounts to an increase of 0.15% or £21k. Some additional one-off funding will be provided to help mitigate the impact of the coronavirus pandemic on council tax and business rates income. We are now waiting for confirmation from our local authorities about our local funding position for council tax and business rates before finalising the budget for 2021-22. We will be providing Members with a further financial update at a seminar on 13 January 2021.

Despite our continuing engagement 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, the Provisional Settlement only included a 2% referendum principle for Fire. Our consultation response continues to make the case for a £5 option for Fire.

In December, our external auditors, Deloitte LLP, completed their audit of the 2019-20 Financial Statements, providing an unqualified opinion. The Statements were formally published on our website on 17 December 2020. Planning for the 2020-21 closedown process has already commenced.

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 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. During 2020 officers have been working on plans to address the forecast future deficits through the work of the RSP.

The Authority received a strategic financial update at their meeting in September 2020 and a finance seminar was held in December 2020, outlining progress made through the RSP and the savings options being considered to help balance future budgets. These showed confirmed plans for new savings of just over £1m per year, with the potential for further savings to be made, if our funding position does not improve.

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 was 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 Internal Audit Services conducted a financial resilience audit, focused primarily on our Reserves Strategy and were able to provide “Substantial” assurance.

The Reserves Strategy has been reviewed again in developing the budget plans and MTFP for 2021-22 onwards. The new strategy will be published as part of the next MTFP and presented to Members for approval in February 2021.

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

KLOE 12 Summary

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.

Health and safety arrangements across the Service continue to operate well. A recent audit by the British Standards Institute against the Service's compliance with the ISO 45001 Occupational Health and Safety Management system standard has raised some number of low-level non-conformities that are being addressed by Officers.

There are no strategic issues of concern to raise with Members.

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?

To enable continued improvement within all aspects of Health and Safety in the Service, the Service has two Health & Safety corporate targets.

Since gaining full migration to ISO 45001 on 3 July 2020, British Standards Institute auditors undertook an audit in December 2020 which, pleasingly, produced only four minor non-conformities and one opportunity for improvement. An action plan is being progressed to address these minor issues. The BSI auditor is due to return in May 2021 for the next ISO 45001 routine audit.

The Service also has a corporate target to reduce the number of working days lost to physical work-related injuries and ill health by 5% each year. The average days lost over the past three years is in the region of 775 days per year and appears to have

plateaued. This year an increase has been detected that has been caused by a low number of people on long-term sickness and/or recovery, and in some cases delays in getting NHS treatment due to the strain the pandemic is putting on the system. These are contributing to two thirds of the overall days lost this year. The long-term trend for days lost is still on a downward track however, which is positive to report. All cases receive the appropriate support and interventions as part of the return-to-work process and incidents involving personal injury receive an investigation appropriate to the type of event and/or the injury severity. No patterns or common thread have come to light within the investigations.

The total number of events reported has seen a rise from 97 to 145 in this quarter. When looking at the type of events reported, the number of physical injury or ill health reports has also seen a rise from 29 to 44 due to the need to report coronavirus incidents. All staff are required to report positive test results to the Service to enable internal contact tracing to take place. During quarter 3, coronavirus accounted for 18 'injury/harm' Adverse Occurrence Reports. If these cases are removed, this would only show 26 'injury/harm' incidents this quarter, which would remain consistent with the previous year. The number of reportable incidents to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) has stayed the same as quarter 3 last year. 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

Governance arrangements continue to perform well, and structured processes are in place that have been externally assured. Information governance continues to be in a good and improving place with statutory requirements being met and with improvements largely on track.

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

There are no strategic issues of 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?

The Authority has five key priorities 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 and presentations 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 of its people. A presentation of overall performance against each priority is provided to the Authority at six- and 12-month intervals and an Annual Report is provided and published each year in September. In addition, the Authority publishes an annual Statement of Assurance each year.

The Authority oversees and scrutinises the development and delivery of the CSP, which includes the Service undertaking consultation and community engagement. Officers are currently formulating a new CSP for 2021-24 and the programme for its development includes a number of Member seminars. The draft plan will be brought to the Authority meeting in February 2021 with the final plan being prepared and approved at the annual meeting in June 2021.

The Authority has adopted 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 last updated in December following the provision settlement and local council tax financial collection rates and details. The MTFP is developed and aligned to the learning and outcomes within the SAR and is used to support the development of the CSP and is scrutinised by the full Authority.

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 Local Government Association (LGA) with the Authority achieving a positive assurance. The Authority agreed to six recommendations for improvement. These have largely been delivered, with the final area covering Member Development being reported and reviewed at the Authority meeting in February 2021.

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 for corporate governance.

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; 83% were responded to within the legal timeframe, 87% 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 should 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 88%.

11 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.

The workstreams under the Digital Transformation programme are progressing well, enabling us to maximise the use of Office365 to make further efficiencies whilst effectively managing our data. This includes moving existing systems to Office365;

migrating department-based documents to SharePoint and introducing 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.

We have yet to see a significant impact of sickness absence due to the coronavirus however this continues to be monitored by Officers. Long-term absence was the primary cause of sickness absence in quarter 3 for all staff groups. Good progress is being made against our corporate target; year-to-date shifts lost to sickness (wholetime/corporate/fire control) is 5.74 against a target of 6.80.

The Service also has a corporate target to reduce the number of working days lost to work related non-physical ill health by 5% each year. Unfortunately, in quarter 3 the number of days lost increased to 136 days compared to the target of 79 days.

In quarter 3, 94% of staff passed their fitness test and 21 members of staff were 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 to staff including mental health support; chaplains; peer support and other external self-service provisions.

We have 29 staff providing peer support who promote national campaigns such as World Mental Health Day; International Stress Week; and Time to Talk. Mental Wellbeing sessions are integrated into the Supervisory Managing Performance and Wellbeing training.

The Health and Wellbeing team is part of a South West Emergency Services Collaboration Group, set up by Devon and Cornwall Police and from December 2019 the Service chairs the group. This partnership working provides an insight into what initiatives other Services are involved in, and what we could learn from them.

Absence management continues to be a key focus for the Service and improvements identified by our internal auditors are being actioned and overseen by Officers. It is recognised that long-term sickness is the largest contributing factor to the absence figures in quarter 3 across all staff groups. Management of long-term absence is more complex than short term absence as the illness/conditions may be serious and involve surgery and recovery time. With any long-term absence, staff are referred to occupational health from 28 days absence for advice and recommendations. Mental health was the highest causation of absence for wholetime/corporate/fire control staff groups this quarter. The main causation for on-call staff (whose sickness is recorded by calendar days) was musculoskeletal and support mechanisms remain in place with weekly physiotherapy clinics. Through a cost benefit analysis, funding for private investigations is considered if NHS waiting times are delaying treatment and/or recovery.

Current guidance during the coronavirus pandemic lockdown is for commercial gyms to close, however, with our existing prevention control measures, gyms on stations remain open. In quarter 3, 94% of staff passed their fitness test. 21 members of staff were on fitness improvement plans and were provided with advice and guidance on fitness improvement including weight management and nutritional information.

The Service has a corporate target to achieve average sickness levels lower than the previous three-year average. Sickness data for quarter 3 is set out in the table below alongside quarter 3 in the previous year. The corporate target for quarter 3 is 2.50 shifts lost per person (wholetime/corporate/fire control), but the actual absence figure is 2.51 shifts/days lost per person. However, the year-to-date shifts lost for these three staff groups is a positive picture with 5.74 shifts lost against the target of 6.80 shifts lost.

The Service has a corporate target to reduce the number of working days lost to non-physical work-related ill health by 5% each year. In quarter 3 the number of days lost increased to 136 days compared to the target of 79 days and if this trend continues, the reduction target may not be met this financial year.

KPI				
Number of shifts/days lost per person to sickness – all staff groups				
Quarter 3 2020-21	Fire control	Corporate	Wholetime	On-call*
Total No. in Staff Group	33	274	399	596
No of individuals that had a short-term absence in Q3	12	36	70	76
No of individuals that had a long-term absence in Q3	1	9	24	34
% of total sickness absence in Q3 due to short term sickness	48.21%	31.71%	31.46%	20.46%
% of total sickness absence in Q3 due to long-term sickness absence	51.79%	68.29%	68.54%	79.54%
No. of shifts lost per person in Q3 due to sickness absence	1.69	1.86	2.80	4.24
No. of shifts lost per person in the same quarter last year	3.57	2.07	2.81	3.37
Category for highest reason for absence (i.e., musculoskeletal)	Mental Health	Mental Health	Mental Health	Musculoskeletal
Shifts/Days* lost per person 2020-21 cumulative	5.56	3.60	7.22	10.62

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 embed with weekly update reports showing a positive picture in terms of increased engagement and achievement of targets set for maintenance of skills competencies.

The current Annual Training Action Plan and on-call quarterly training programme continue to adapt to accommodate impact of the coronavirus pandemic. Risk critical training such as Breathing Apparatus and Fire Behaviour Training has continued throughout quarter 3 following Public Health England guidance.

Training delivery is being supplemented by additional e-learning and virtual course delivery. A new on-line Learning Hub was launched in November 2020.

KLOE 9 sub-diagnostic

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

The current Annual Training Action Plan and on-call quarterly training programme continue to be reviewed because of the impact of the coronavirus pandemic. Our training recording system, Gartan Expert, continues to embed well, with competence record reports scrutinised by Officers to ensure that staff are allocated to appropriate operational licence courses. Maintenance of skills training is delivered through localised training in line with the training planners. Our training recording system has been further developed to include corporate staff competencies, ensuring that the entire workforce has competencies aligned to their roles and an effective monitoring system is in place to support their maintenance.

All risk critical training has continued throughout quarter 3 with the appropriate risk assessments, social distancing, and PPE in place. 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. The phased recovery plan for training continues to accommodate any cancellations or course size reductions to ensure staff remain competent.

Training delivery continues to be supplemented by additional e-learning and virtual course delivery. The high level of e-learning engagement has continued from last quarter. On 1 November 2020, the new Learning Hub was launched providing a central library of documentation, training packages and videos to support on-line learning and provide a consistent portal for sharing materials across the service. Positive feedback has been received on the creation of the hub, resulting in 7,000 views to date.

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.

Our wholetime recruitment campaign was launched at the start of quarter 3. Positive attraction activities relating to this campaign were facilitated via a virtual/social media platform, due to the coronavirus pandemic.

The automation of the exit interview process has been delayed to Q1 2021-22 due to workloads but does not impact our ability to gather and scrutinise leavers data. Trends in leavers have not highlighted any areas of concern in terms of age, gender or other protected characteristics.

Work to strengthen community profile information is progressing well and will further assist in targeting localised recruitment campaigns.

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 3, 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
- CFO staff video update
- pulse surveys with staff to understand any workload or welfare issues
- fortnightly Wellbeing Wednesday support, and
- regular one to ones and team meetings over the phone and using video calls.

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 whilst lock down restrictions are in place.

We continue to engage with representative bodies on a regular and structured 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 staff representatives.

We have started the delivery of our Communications and Engagement Plan for the draft CSP. This will include opportunities for staff briefings and awareness, and a formal consultation period with all stakeholders between 17 February and 13 May 2021.

KLOE 10 sub-diagnostic

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

Our wholetime recruitment campaign was launched in quarter 3 and we received 1,291 registrations. The selection process consists of a range of online selection tests with practical tests, presentation, interview and written assessments taking place in quarter 4. The recruitment process has accommodated changes required due to the coronavirus pandemic.

Our quarterly workforce profile report allows us to monitor any trends in new starters and leavers by staff group in terms of disproportionality with age, gender, sexual orientation, disability, ethnic origin and religion or belief.

17 on-call staff joined wholetime on fixed term operational contracts to 31 August 2021, one was female and 17 were White British. Of the 12 new on-call starters in this quarter, three were female and all were White British. The 25% female starter figure

is a favourable trend from the last quarter. Of the nine new Corporate starters in this quarter, four were female and five were male. Again, they were all from a White British background.

To address any disproportionality in recruitment, we have various positive action activities such as:

- localised and longer-term recruitment campaigns (particularly for on-call stations)
- Officers visiting other fire and rescue services to see what initiatives they have set in place to increase the diversity of their workforce
- reviewing the '#HaveAGo' days to ensure there is a consistent approach that attracts and supports diverse applicants
- 'Talking Head' profiles on our website, discussing the role of a firefighter
- community profiles identifying community groups to make networking contact, and
- using our staff networks to liaise with and provide information to community groups.

Our promotions processes have been designed to promote fair promotion opportunities for all. Of the 25 people who entered the promotion process this quarter, two applicants were female. One female took on a temporary promotion in on-call during this period and there was one fire control secondment opportunity taken by a female Station Manager. All temporary and substantive promotions in the wholetime staff group were filled by male staff members.

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.

Feedback on the new 1:1 process has been very positive with a full evaluation due to be completed in April 2021. An internal audit carried out in quarter 3 provided substantial assurance.

Delivery of a range of incident command training, assessment and refreshers has continued during quarter 3.

We continually review and have updated our development pathways, coaching and mentoring support arrangements. A wide range of apprenticeship opportunities are available to all staff.

Our Leadership Programme and Leaders Forum have moved to an online delivery model and will recommence in quarter 4.

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.

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.

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.

Guidance documentation on the new 1:1 review process has been included in Learning & Organisational Development newsletters. Feedback on the new process has been very positive with a full evaluation due to be completed in April 2021. An internal audit carried out in quarter 3 provided *substantial* assurance.

KLOE 11 sub-diagnostic

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

The Leadership Programme has moved to an online delivery format. These programmes support the new supervisory manager promotions process. The Leaders Forum which consists of all middle and strategic managers will recommence in quarter 4. In response to an attendee survey, the Forum will consist of two hour 'bitesize' workshops on a bi-monthly basis. The survey also asked attendees what leadership topics they would find most benefit from discussing, particularly given the different ways of working for many staff due to the coronavirus pandemic and a programme covering these areas has been developed.

The Level 1 incident command course at the Fire Service College continues to receive positive feedback and ensures our supervisory managers are competent to manage incidents. Level 1 incident command operational licence competence continues

to be maintained with mobile vans carrying out assessments on station and refresher courses continuing with reduced numbers. Six additional incident command assessors have been trained as part of the succession planning requirements for retiring assessors. Officer training has continued virtually with monthly Rota Group training and two Officer training days covering significant flooding incidents from operational to strategic learning evaluated. Officer assessments have continued with social distancing and PPE measures in place at the Incident Command Suite, supported by external virtual assessment.

All coaching courses have continued online with 15 Level 3 and five Level 5 coaches due to complete Chartered Management Institute coaching qualifications by the end of March 2021. Procedures and guidance materials are being reviewed for launch in March 2021.

Development Pathways staff intranet pages have been re-designed to align with 1:1 Reviews and Promotion Process and were re-launched on 2 November 2020. Station Manager role inductions have taken place with a role induction booklet issued to those in development. Role inductions for Crew and Watch Managers will be developed in quarter 4.

Figures as of December 2020 show 27 Service personnel are undertaking apprenticeships which represents 2.1% of staff. The public sector target stands at 2.3%. The Service apprenticeships cover a wide range of areas including Operational Firefighter, Emergency Contact Handler (Control Firefighters), Leadership Development, Finance, Human Resources, and Facilities Management.