



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Policy Assurance Statement

Policy Statement	People		
Director	HR Director, Jenny Long		
Date	June 2021		
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	People Policy Assurance Supporting Document		
Basis of judgement	<p>Our Strategic Assessment of Risk sets out a cultural change framework. A values and behaviours framework, RESPECT, is in place and is embedded across the organisation with relevant policies and procedures appropriately referencing and aligning to this framework. Job applicants are assessed against our values and behaviours, and we have a self-assessment tool on our website for potential candidates to benchmark themselves against these values. The tool sets out a number of workplace scenarios which ensures potential employees understand that the values are a fundamental element of our organisational culture.</p> <p>Supervisory and middle manager leadership programmes are in place and are augmented with additional management modules such as Managing Wellbeing and Performance. HR business partners and HR central services provide guidance</p>		

and support to managers to ensure that staff perform their roles in accordance with our values and behaviours. To complement this, we have reviewed our approach to coaching. This ensures that there is a clear focus on developing coaching skills to facilitate 'coaching conversations' to support the development of our staff.

In addition to this, the Service has established 'Bitesized' leaders' forums which comprise of strategic and middle managers. This forum meets regularly to discuss key issues to gain wider understanding, insight, and ownership. The forum has a comprehensive delivery programme which has been developed through understanding the organisational learning needs arising from the Strategic Assessment of Risk, staff surveys and other organisational feedback.

To support with our approach to leadership development, managers attend a 'Colourworks' workshop. 'Colourworks' is a personal and team development tool that uses a simple and memorable four colour model to help people understand styles, strengths and values they, and others, bring to the team.

In July 2020, the Service launched a new 1:1 process which is an individually tailored approach ensuring a discussion and appraisal takes place at least once a year between a member of staff and their line manager. This focusses on the areas of wellbeing, performance, and development. The 1:1 process is designed to be flexible for managers and staff to use either annually or on a more frequent basis as required. The process also provides a mechanism to recognise good work or performance. An outcome of the 1:1 discussion may be an action plan which is then monitored by managers to help develop and improve performance. As part of our organisational learning, themes from action plans can be fed into our leadership development offering.

Our 1:1 process was co-designed with staff and acts as a gateway to the Service's newly co-designed uniformed promotion process. The promotion process enables individuals to provide a portfolio of personal impact evidence against a range of areas and is linked to the National Fire Chiefs Council (NFCC) Leadership Framework. As part of reflective learning practice, individuals are guided to consider the beneficial impact of their development as a means of preparing them for promotion and as part of the Service's cultural development.

The Service has produced a suite of development programmes for all roles aligned to the development pathways for corporate, operational and control staff. Progression is monitored by the Learning & Development Manager.

Our procedures comply with employment law. Good practice principles provided by Chartered Institute of Personnel and Development (CIPD) and the Advisory, Conciliation and Arbitration Service (ACAS) are observed during the procedure development process. Our procedures are consulted upon with representative bodies prior to service wide consultation 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 and employment law updates. Managers also attend 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 Local Government Association (LGA) and the National Joint Council Employers. As part of our procedural development, all procedures will have an aligned impact assessment to ensure that any identified adverse impacts are addressed.

The Service's Operational Licence covers four areas of the fire professional framework. These are emergency response driving, breathing apparatus, 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 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 ensure that their training is in date. Thirty nine levels of competency are monitored and considered through formal assessment, incident monitoring and monthly competency reports. Compliance against the Operational Licence is monitored at group management meetings as well as the cross-directorate Service Delivery Team (SDT) meetings. Our mobile training delivery and On-Call Support Officers add capacity to assist in the maintenance of competence. We have moved to a single competence recording system which has enabled better performance monitoring through a single set of key performance indicators (KPI's).

Learning and development governance arrangements are being implemented to set out our approach to operational training competence and assessment. An annual training plan is regularly reviewed and monitored by the Head of Operational Training. Progress against this plan is reported to the SDT and our Training & Resourcing Coordinating Group (TRCG). A quality assurance framework is in development to monitor training and assessment to support the evaluation of our staff. An Incident Command Board provides oversight of our approach to incident command.

Our staff are managed effectively and with dignity and respect. To achieve this, our processes must be fair, equal, and inclusive. Our Diversity and Inclusion (D&I) assurance framework is the mechanism by which we provide assurance against key areas of equality work. The assurance framework incorporates the revised LGA fire and rescue service equality framework and progress is monitored by the D&I Committee.

Our managers are developed, encouraged, and supported when dealing with good and poor performance issues within their teams. When performance issues are identified, 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.

Effective processes to recruit and retain a high calibre, talented and diverse workforce that reflects the community we serve is a vital element of our workforce plan. This ensures that we 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 that is linked to our financial profile. This enables us to identify the skills and behaviours that 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 SDT meetings and reported to the Fire and Rescue Authority.

Apprenticeships for firefighter and service control centre roles have been applied to new recruits to ensure acquisition training is aligned to the national framework standards and maximises a return on the apprentice levy. The Service is an accredited sub-contracting training provider to Bridgewater and Taunton College, which is monitored under OFSTED requirements for compliance, with registration applied through the RoATP (Register of Apprentice Training Providers). External colleges provide additional apprenticeships to support the development pathways for specialist corporate roles i.e., CIPD (HR) and AAT (finance). We monitor our gender pay gap and have an action plan in place to strengthen our position. This includes making better use of apprenticeships as well as ensuring our procedures and employee benefits offer flexibility to employees.

The health and wellbeing of our staff is vital to our success and is about embracing the whole person. Considerable work is underway to reflect this approach with physical and mental health wellbeing, both inside and outside of the workplace, considered greater than simply an absence of ill health and disease. It is about a feeling of physical, emotional, and psychological wellness, and as one of the largest fire and rescue services in the UK, we strive to become an exemplar of good practice. The Service promotes a safe, healthy and supportive environment where staff can actively participate, share ideas and feel involved. We have a dedicated health and wellbeing team who work closely with HR business partners to ensure that managers are confident and well equipped to support and manage the wellbeing of 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 Bluelight champions, and through our trauma risk management process, have good arrangements in place to support staff. We are signatories of the Trades Union Congress Dying to Work charter and have a measured approach to strike the appropriate balance to support staff whilst ensuring public value and reputation.

Our D&I Assurance Framework and action plan seeks to set out and improve how we can better work with the diverse communities we serve. In order to better understand and engage with our communities we have equality profiles of our communities which enables a more tailored approach to improve liaison and engagement.

A suite of KPI's has been developed and are regularly monitored at Department, Directorate and Service Delivery Team meetings. The monitoring includes trend analysis and identification of areas of organisational learning and improvement.

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	Asset Management		
Director	Assistant Chief Fire Officer (ACFO) Byron Standen		
Date	June 2021		
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	Asset Management Policy Assurance Supporting Document		
Basis of judgement	<p>Assets are managed within a single directorate to ensure that the respective departments are integrated in planning and delivery of the function. This achieves efficient and effective ways of working. An asset management framework was developed in 20/21 to provide a holistic planning framework for estates, fleet, and equipment.</p> <p>Medium term delivery plans are in place for premises, equipment and fleet assets, information communications technology (ICT) and procurement. This ensures that capital and revenue budgets are used in line with organisational priorities and risks and are aligned to the requirements of the Strategic Assessment of Risk (SAR), the Medium-Term Financial Plan (MTFP) and the Community Safety Plan (CSP).</p>		

Plans are reviewed on an annual basis to ensure they remain relevant, capture changes in technology and best practice, and drive continual improvement. All plans, except for procurement, were reviewed and updated in 20/21 to ensure currency and effective forward planning. Combined, these plans ensure value for money (VFM) is realised as far as reasonably practical for these asset classes across each stage of their life cycle. The current 2018-22 procurement plan will be reviewed and revised in 2021.

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.

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.

The Service is compliant with all current relevant statutory and regulatory requirements such as Lifting Operations and Lifting Equipment Regulations, Provision and Use of Work Equipment Regulations for equipment, Asbestos Management, Gas and Electrical Safety and Management of Contractors for premises. The Transport Act, Road Traffic Act and Driver and Vehicle Standards Agency for fleet.

The standards and criteria for the British Standard Occupational Health and Safety Assessment Series ISO 45001 have been met across the organisation. The Service is one of the few fire and rescue services to have been awarded certification.

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. These systems track and record asset maintenance and provide reports to assure that standards are met, or for the initiation of actions to achieve the required standard. However, the legacy asset management 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 recognised that it does create inefficiencies in the system. Following a successful procurement process, the legacy asset management systems are being replaced by a single future-proofed system, Bluelight ProCloud, in 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 plans 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. Further audits are programmed for 2021-22 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 and equipment is linked to the strategic planning process, work was undertaken to ensure that, in line with the Fire and Rescue Authority's asset management policy, the assets function meets the principles of ISO 55001. This is an internationally recognised standard, setting out the specification for an effective asset management system. Following a review in quarter four of 2020/21 by the British Standards Institute, assurance of high levels of compliance was received with a minor recommendation to seek an amendment to the wording of the Fire and Rescue Authority's asset management policy.

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 2020 to establish a financial baseline for the seven-year estate's capital programme and the MTFP. To ensure 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. As part of the on-going strategic assessment of the estate, the Service commissions external auditors, 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.

To complement this work, a whole service strategic estates review has been completed to establish departmental needs over the longer term. This has allowed for more innovative thinking in service delivery in areas such as training and estate rationalisation. Planning is also informed by the environmental sustainability management plan, which aims to reduce our impact on the environment through reductions in carbon emissions, single use plastics and sustainable procurement. This in turn will drive efficiencies in energy and fuel use, thereby reducing the pressures on the revenue budgets across the Service. In line with corporate risk management and effective business continuity planning, alternatives such as photovoltaic panels and LED lighting have been included within capital budgeting.

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 Christchurch, Bradford-on-Avon and Mere and share 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 Service 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 direction for acquiring goods, services and works. The plan encompasses the whole cycle from identification, purchasing, contract management and disposal. Opportunities for improvement were identified through a peer review and consequently category management has been implemented across the Service. This has resulted in improvement in end user engagement, identifying user requirements, product specification and contract management, which combined have enhanced the 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 value for money. 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 and ICT departments work closely with Procurement to ensure value for money through the whole-life cost analysis approach. A value for money and savings 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 (GDPR). All contract information is published on our website and on the Bluelight procurement database portal providing transparency to the public, suppliers and other agencies.

The Service actively participates in the Fire Commercial Transformation Programme, collaborating with national partners, including the NFCC, Devon and Somerset, Kent and West Midlands Fire and Rescue Services and South-West Police procurement, 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 and delivery plan was reviewed in 2020/21 and provides a five-year plan for the direction of ICT, both in service delivery and technology and software management. This strategy is linked to the SAR, the CSP, the MTFP and organisational plans to exploit the opportunities arising from the development of Microsoft Office 365 and Team's functionality. To ensure currency in a rapidly changing environment this strategy is critically reviewed on an annual basis.

All ICT work is managed through a centralised management system and monitored by the respective infrastructure, communication and business managers. The Projects & Business Relationship Manager plays a key role in ensuring continued 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 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 in the public domain. This includes the use of identity cards and access permissions to prevent unauthorised entry into buildings and a clear process to immediately report the loss of equipment or data. The threat from cyber security attack remains a strategic risk in line with the national picture. However, close working between the Head of ICT, the Information Technology Security Officer and the Data Protection Officer has reduced the risk through improved firewalls, automatic system patching, use of monitoring systems and a planned removal of unsupported technology. 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 during the Coronavirus pandemic.

Policy Assurance Statements 2020-2021

	<p>The Service is fully engaged with the Emergency Services Mobile Communication Programme, with the Director of Service Support undertaking the role of Chair of the South-West Region. The Service was one of the first organisations nationally to achieve the code of connection security standard for the Emergency Services Network (ESN), and has identified, developed, and implemented unique user cases for the product. The use of ESN for station end equipment to improve organisational resilience, whilst removing the risk from the closure of the public switched telephone network, has been adopted by the Home Office as a recognised national product and resulted in additional revenue savings through joint procurement with other fire and rescue services.</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
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Policy Assurance Statement

Policy Statement	Prevention		
Director	Assistant Chief Fire Officer (ACFO) Andy Cole		
Date	June 2021		
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
	Requires Improvement		No major failings occurred or predicted, key issues exist, action plan in place, some cause of concern exists
	Inadequate		Failings have occurred or are likely to occur, considerable issues exist, known weaknesses, considerable areas of concern
Supporting Information	Prevention Policy Assurance Supporting Document		
Basis of judgement	<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. This risk assessment is informed by local level analysis of risk through station and community risk profiling, identifying the demographic of the communities served and their inherent susceptibility to risks associated with fires. We are therefore able to improve the targeting of high-risk individuals and households and offer 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. Our approach will reflect the work that is being undertaken through the National Fire Chiefs Council (NFCC) 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>		

Policy Assurance Statements 2020-2021

To achieve our aims, we are actively seeking to use our brand and reputation to make people safer from fire related incidents, road traffic collisions 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 in society by effectively targeting our limited resources. During the Coronavirus pandemic we targeted those that were identified as being at high risk of fire. All those that were not considered high risk were provided with telephone advice and details retained until we are able to provide a visit. All those considered high risk received a physical visit to fit fire safety equipment and were given advice. 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.

We are actively engaged in contributing towards the development of an Office for Data Analytics through our work in supporting the South-West Emergency Services Collaboration Programme. This work aims to collate multi-agency data from national data sources across Police, Ambulance, Public Health, Fire and Rescue, Local Authority as well as the Connecting Care and Troubled Families programmes. The intention is to give all contributing service providers a true picture of vulnerability and demand through facilitating access to the totality of live data held by partners and apply predictive analytics and visualisation to make possible a joined up and collaborative view on vulnerability, risk and early intervention opportunities. We see this work as a crucial catalyst for even closer working across Blue Light Services, Local Authorities and with clinical and public health bodies.

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	Protection		
Director	Assistant Chief Fire Officer (ACFO) Andy Cole		
Date	June 2021		
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
	Requires Improvement		No major failings occurred or predicted, key issues exist, action plan in place, some cause of concern exists
	Inadequate		Failings have occurred or are likely to occur, considerable issues exist, known weaknesses, considerable areas of concern
Supporting Information	Protection Policy Assurance Supporting Document		
Basis of judgement	<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, including the Building Safety Act and Fire Safety Bill. This work will be</p>		

fully integrated with our prevention and response activities at a local, service and sub-regional level. Specialist officers and operational crews will continue to work seamlessly to reduce risk and keep people safe within the built environment. Local station risk 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 includes ongoing, in-house training, which is programmed at appropriate intervals to ensure our staff are able to maintain their competence. In addition, operational supervisory managers are receiving fire safety training to enable them to complete low risk, non-complex fire safety work.

Guest speakers are also invited in to provide training in specific areas where we feel there is merit so that we can be assured we are upskilling staff in key risk critical areas. A recent example of this training was a virtual session hosted by David Stotesbury LLB (Lond) MA (Cantab), Barrister-at-Law for fire safety. The fire safety team are also working with the Institute of Fire Engineers for accreditation as Life Safety Auditors. This third-party accreditation is achieved by peer review and 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 achieved 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.

The Building Risk Review programme, as part of the Risk Based Inspection Programme, will continue until the end of December 2021 where all residential buildings with a floor of 18m or above or 6 storeys or more will be subject to triage, assessment and audit. A building data gathering exercise is also undertaken to cover such areas as external walling/cladding systems, insulation materials, firefighter measures, level of compliance and the number of storeys. The results of the audit and data gathering are placed on the National Fire Chiefs Council (NFCC) system to feed into wider UK data.

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
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Policy Assurance Statement

Policy Statement	Response and Resilience		
Director	Assistant Chief Fire Officer (ACFO) Andy Cole		
Date	May 2021		
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	Response and Resilience Policy Assurance Supporting Document		
Basis of judgement	<p>As a Category 1 Responder, defined by 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) across our service area to:</p> <ul style="list-style-type: none"> • 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 2004 and play an active role with both LRF's within our service area. We ensure that we are prepared for any emergency by having effective and robust internal business continuity arrangements 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 to ensure a joined-up approach which helps to improve efficiency and effectiveness through embedded joint working.

Our Media and Communications Manager 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 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) Groups 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 the 'Operation Link' system. 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. The principles of JESIP are now a standard approach and are embedded in our own and LRF command and control protocols.

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 less recruitment opportunities and has been a driving factor in the investments we have made in the On Call duty system, including the introduction of a new pay model, improvements made to our terms and conditions and the offer we make to existing and potential staff to enable us to attract, recruit and retain more on-call firefighters and be an employer of choice.

Recruitment campaigns are a regular feature of station work programmes and these are having a positive effect in a number of locations. These campaigns complement the ongoing work focussing on the retention of on-call staff, which remains a national issue. Greater emphasis is also being placed on positive action initiatives at a local level. Using evidence and research from the Army, a more targeted approach is being implemented to encourage a wider base of female and under-represented groups to apply to become on-call firefighters. Examples include building relationships with under-represented groups within local communities and targeting social media messaging towards specific groups. The creation of a dedicated on-call development team has also facilitated the introduction 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 there is a focus on prevention and protection activities, we are also prepared to respond to a wide range of emergencies when required. Our response capability is subject to constant review through group level PESTELO analysis and local station risk profiling work to ensure that we keep pace with our changing operating environment and risk profiles. This includes developments in the built environment and other factors such as increased risk of flooding. Our response capability is about having the right people in the right place with the right training and equipment to deal with any reasonably foreseeable emergency and this will remain a key 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 community risk management process to ensure our response capability remains relevant, suitable and sufficient 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 wide 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 the first pumping appliance will achieve an average attendance time of 10 minutes to all premises' fires; this response time includes call handling, mobilisation and travel time. The Key Performance Indicator's (KPI) to support this are 90 seconds call handling, 2 minutes turn out time for wholtime 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 average response time, that we achieve this on 95% of occasions. Where any incidents exceed 10 minutes, the circumstances associated with this are investigated at a local level in order to resolve any underlying issues. Where applicable, all premises outside of the 10-minute response time isochrone, increased prevention activity is undertaken to reduce the risk of a fire occurring in the first place. This is managed through the Risk Based Inspection Programme for premises that fall under the Fire Safety Regulatory Reform Order (2005) and the use of the Pinpoint system for domestic premises. All safe and well advisors, on-call support officers and wholtime crews are trained to use the Pinpoint system; 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 wholtime 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 for 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	Financial Management		
Director	Head of Financial Services and Treasurer, Ian Cotter		
Date	June 2021		
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 Management Policy Assurance Supporting Document		
Basis of judgement	<p>The Financial Regulations for the Authority were reviewed and formally approved by the Authority in February 2018. A further review has recently been carried out, with some revisions to financial limits made. The new regulations were subject to approval by the Authority in June 2021. To support the regulations, the overarching Financial Management Policy Statement sets out our approach to ensuring the sound financial management and control of the assets and finances of the Authority and the Service. The policy statement is due for review in February 2022.</p> <p>The Financial Management Policy Statement 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 procurements.</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 role and responsibilities and any relevant procedures they need to follow. Like most organisations we are subject to increasing numbers of email scams and procurement card scams and we remind staff to remain vigilant at all times.

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 2021 and covers the financial years 2021-22 to 2024-25. 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 life of the MTFP. The plan incorporates our Reserves Strategy that shows how we are making effective use of available reserves and balances. Considerable work has been carried out through the Resourcing and Savings Programme (RSP) to identify further savings to help with balancing the budget in the longer term. Savings of £1.5m have been included from 2021-22 and the RSP work continues.

The Authority is kept informed of and takes an active role in the financial management of the Service. A number of seminars were held with Members to update them on the RSP work prior to agreeing the 2021-22 budget, council tax and new MTFP. Further seminars are planned for 2021-22. The Finance & Audit Committee receive quarterly financial performance reports and is kept informed of other financial issues as they arise.

The statutory final accounts for 2019-20 were produced and audited during 2020 and were formally signed off by the Finance & Audit Committee in December 2020. The Authority received a clean audit report from Deloitte LLP, our external auditors, and a favourable value for money judgement. The production of the accounts and audit process were delayed due to the effects of the Covid-19 pandemic. Interim audit work for the 2020-21 statutory final accounts is progressing well and no areas of concern have been raised.

Our internal auditors, South West Audit Partnership, completed two scheduled financial audits in 2020-21, covering financial resilience and treasury management, with both receiving "Substantial" assurance ratings. Treasury management activity is guided by our annual Treasury Management Strategy, which is approved by the Authority in February each year. Members are updated on performance through six-monthly and annual reports.

We have further improved our business case processes and strengthened our approach to value for money (VFM), by developing a comprehensive VFM framework, tool and dashboard. These changes help to ensure that we continue to demonstrate effective use of the resources available to us and help us to better understand and consistently quantify our costs and cashable savings, non-cashable savings, areas of cost avoidance and wider societal savings generated by our work. This work is incorporated into our performance management arrangements and from April 2021 we will also begin publishing regular VFM statements.

Procurement activity is managed in line with our contract and procurement standing orders and our internal procurement procedures. The procedures were reviewed and updated during the year and new documents published in January 2021,

Policy Assurance Statements 2020-2021

	<p>taking into account revised requirements following the UK's exit from the European Union. Training has been provided for our managers to ensure they are clear about the changes and new requirements. The standing orders have been amended to remove reference to EU regulations and the revised document was approved by the Authority in June 2021.</p> <p>Good contract management arrangements are in place and all of our contracts are managed through the Bluelight procurement database. This information can be accessed by suppliers and the public via our website. We have processes in place to capture savings and efficiencies arising from procurement activity and these feed into our wider VFM arrangements and the National Fire Chiefs Council savings register.</p> <p>Social value currently features in the Services Environmental and Sustainability Plan but has not been a key element within our procurement processes. The procurement team are working towards implementing a new Social Value Policy which will be embedded into our procurement process on a staged basis, with the initial phase to include procurements above £100k in value. The Services standard terms and conditions now include a clause on modern slavery and there is a standard pass/fail question in our standard selection questionnaire.</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	Corporate Governance		
Director	Deputy Chief Fire Officer (DCFO) Derek James		
Date	May 2021		
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	Corporate Governance Policy Assurance Supporting Document		
Basis of judgement	<p>The governance arrangements for the Authority are contained within the Members' Handbook, which incorporates the recently adopted new Code of Ethics and 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 roles within their constituent authorities. A central record of induction, training and seminars provided to all Members is in place. Following the streamlining of the Authority and its governance arrangements, the Local Government Association independently reviewed the efficiency and effectiveness of these revised arrangements. Following this peer review an action plan was developed and has now been fully discharged by Members.</p>		

The Authority has five key priorities and 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 (LPS) Committee meetings with priority four and five reviewed by the Finance & Audit Committee. Planning and performance arrangements are well structured at strategic, tactical, and operational levels and are systematically monitored throughout the Service. 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 and developing its people. At six-monthly intervals the Authority receives a progress presentation against all five priorities, with an Annual Report being published on the Service website each September. Members are also able to further scrutinise the performance of the Service through regular seminars, workshops and Member/Officer working groups.

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 Chartered Institute of Public Finance and Accountancy (CIFPA)/ Society of Local Authority Chief Executives (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 the Service's 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 monitored by the Service and reviewed by Members on a quarterly basis.

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. 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 that 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 by Service department management and through the Finance & Audit Committee. Requirements under the Transparency Code 2015 are fulfilled and reviewed regularly.

Information security management processes are increasingly aligned to the International Standards Organisation (ISO) 27001, but not accredited to it. An Information Governance Group is well established and manages information risks. Information Asset Owners are clear about their responsibilities to manage their information assets in line with expectations and the role they undertake. Cyber security risks are 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, the Service is constantly reviewing its approach, alongside our Local Resilience Forums and considering intelligence and guidance from the National Cyber Security guidance. Given the significance of this issue, cyber security has been added to the Service's Strategic Risk Register, which is monitored by Members through the Finance & Audit Committee. The Service has good cyber security arrangements and is working to achieve the Cyber Essentials standard, which will be achieved in 2021.

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The Service has robust and resilient business continuity arrangements that are aligned to industry best practice (The Business Continuity Institutes Good Practice Guidelines (2018)). Arrangements are aligned to national and local risks and an annual horizon scan is undertaken to identify further risks and threats and supports the identification of the annual business continuity programme of work.

An internal communications and engagement delivery plan is in place. Engagement and communication processes are well structured, regular and well received by staff as confirmed by regular staff surveys. Externally, all Service priorities including prevention, protection and recruitment are promoted through planned social media campaigns, which are targeted where needed, as well as reactive messaging, which includes press releases, press statements and enquiries.

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 policy teams and provides staff with a single location for accessing policies, procedures and guidance. The review, consultation and publication of documents is centrally managed to ensure a consistent and robust process, which ensures our policies and procedures meet our legal requirements.

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	Health and Safety		
Director	Deputy Chief Fire Officer (DCFO), Derek James		
Date	August 2021		
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 this agenda’s all-embracing nature, the Service has a well-established Health and Safety Committee. This Committee meets quarterly and is chaired by the Deputy Chief Fire Officer. 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. Authority Members are regularly appraised of the Service’s health and safety arrangements and any significant issues. The Finance & Audit Committee receive a quarterly performance overview of progress against the health and safety Key Line of Enquiry supported by a number of Key Performance Indicators. To support the process of assurance, an assurance framework has been long established that integrates the expectations</p>		

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	<p>set out within this policy. The assurance statement also aligns and supports the requirements within International Standards Organisation (ISO) 45001 standard for which the Service was fully accredited to in 2020. The assurance framework provides a means for a holistic annual assessment against this important agenda and is scrutinised by the Health and Safety Committee before being approved by senior leaders. This approval process also allows both Representative Bodies and staff to feedback any concerns or issues they may have. This ensures transparency across the Service and increases understanding and ownership of health and safety matters.</p> <p>Good progress has been made in maintaining sound management controls and positive performance trends against Key Performance Indicators. There are no significant issues or failings occurring or anticipated in terms of health and safety and improvements to further strengthen Service arrangements are included in the Service Delivery Plan.</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>	