



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Policy Assurance Statement

Policy Statement	Response and Resilience		
Director	Assistant Chief Fire Officer (ACFO) Andy Cole		
Date	May 2022		
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>Resilience As a Category 1 Responder as defined in the Civil Contingencies Act 2004, we have a statutory duty to take a full and active role in the work of the Local Resilience Forums (LRF) in our area to:</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 and play an active role in both LRF's that covers our area. We ensure that we are prepared for any emergency by having effective and robust internal business continuity arrangements in place that ensure we are able to fulfil our statutory responsibilities in the event of a large scale emergency. These plans are tested and enable us to effectively support the delivery of LRF plans which are developed in partnership. Our strategic managers lead and support LRF executive meetings and our territorial group managers support and contribute to LRF business management meetings, ensuring our own plans and response is integrated with partners. Training managers support and contribute to LRF training and exercising meetings, ensuring a joined-up approach which helps to improve efficiency and effectiveness through embedded joint working. Our Media and Communications Manager also takes an active part in both LRFs warning and informing groups and supports other LRF communication activities such as the NHS winter flu campaign, and the Met Office 'Get Ready for Winter' campaign amongst a number of others. Each LRF holds regular risk meetings to assess new and emerging risks and to review existing risks. We attend the Risk Review Group and contribute fully to assessments of risk and lead on the assessment of risk in our areas of expertise such as hazardous materials and the training and exercise arrangements for this area.

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

We undertake an annual gap analysis between the Service risk registers and the community risk registers, owned by the LRFs, to ensure that we have appropriately considered and aligned risks within the resilience department risk register. In addition, we undertake a regular review, aligned to the national review periods, of the national risks and those within the National Security Risk Assessment (NRSA). Furthermore, the threats identified within the NRSA are considered to ensure that appropriate arrangements are in place that are aligned to the LRF's.

Our Service Resilience team undertakes a horizon scan in March annually, to further assure arrangements are appropriate and considerate of the emerging threats, risks and challenges. The Business Continuity Institutes approach is used to guide this review, as best practise. An internal audit of our business continuity and multi-agency response was undertaken in October 2019 and our arrangements were awarded substantial assurance.

A Biennial Strategic Assessment of Risk (SAR) is completed to ensure that our decision making, and planning remains current and reflective of the landscape within which we operate. The SAR is developed through a Political, Economic, Social, Technological, Legal, Environmental and Organisational (PESTLEO) analysis that draws on a broad range of information, data and intelligence. Looking externally, Plans are supported by regular training and validated by exercising. These exercises are thoroughly debriefed, and lessons learnt are shared via Joint Organisational Learning, and internal debriefing processes. This information is used to inform future practice and to amend plans where needed. This work is managed by the respective Training and Exercising (T&E) Subgroups of each LRF. Good practice is shared amongst the LRF T&E Groups in the Southwest via a Southwest Regional T&E group. LRF T&E Groups also organise and run generic multi-agency incident management training, such as: Multi Agency Operational Training, Multi Agency Tactical Training and Multi Agency Strategic Training and we have supported the development of these courses and help to deliver them. Strategic officers are developed further by attending the Multi Agency Gold Incident Command course which is nationally accredited, and we have made a commitment for all strategic commanders to gain the level 7 award in fire service strategic incident command. Training is undertaken to the appropriate level by all of our operational managers to allow them to fully contribute to and support Tactical Coordinating Groups, Strategic Coordinating Groups and other LRF functions and this is reflected in our development pathways for operational staff.

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

As well as having in place nationally recognised command structures associated with integrated emergency management such as Strategic Coordinating Group (SCG) and Tactical Coordinating Group (TCG), both LRFs make use of a system called 'Operation Link'. This is a telephone conference that can be set up in the early stages of an incident before TCGs and SCGs can be set up, or where there is a need to share urgent real time information across partner agencies.

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

Response

Our response and resilience activities are directed by our Response and Resilience policy. Our provision of immediate emergency response consists of front-line fire engines and specialist appliances operating from 50 fire stations across our Service, with over 80% of our fire appliances being staffed by On-Call Firefighters

Response plans for incident types based on risk assessments are in place and we have comprehensive mobilisation controls and procedures to enable and support these which are aligned to the Network Fire Services Partnership (NFSP) through our shared controls. Mobilising is linked to our availability system providing live time crewing numbers and skills at point of resource allocation and mobilisation. Our Fire Control can use 'dynamic mobilising' to increase or decrease resources from the Pre-Determined Attendance (PDA) based on information received at time of call to ensure the most appropriate response. Degradation plans are in place based on resource availability in the four Groups focusing on appliances, specialist resources and Flexi Duty Officer cover. Fire Control have business continuity plans in place to cover crewing degradation across the NFSP. We work closely with our partners in the NFSP to develop joint capabilities where these are appropriate and look to align our ways of working, regardless of our geographical boundaries

We have Emergency Response Standards in place which are life-focused indicators setting challenging targets for a wide variety of incidents. Our target response times to life risk incidents reflect the outcomes of research that was undertaken by Exeter University on fire survivability. Our corporate target is to 1) attend sleeping risk properties in an average under 10 minutes from call ringing until on scene time for first pump. 2) To attend sleeping risk properties in an average under 10 minutes from call ringing until on scene time for second pump. 3) To attend other buildings in an average under 10 minutes from call ringing until on scene time for first pump. 4) To attend other buildings in an average under 15 minutes from call ringing until on scene time for second pump. 5) To attend RTCs in an average under 15 minutes from call ringing until on scene time for first pump.; These response times includes call handling, mobilisation and travel time. The Service has embedded Key Performance Indicator's (KPI) to support the monitoring of our performance.

Where applicable, all identified premises outside of the 10 minute response time isochrone, receive increased prevention activity to reduce the risk of a fire occurring in the first place. This is managed through the Risk Based Inspection Programme (RBIP) for premises that fall under the Fire Safety Regulatory Reform Order (2005) and the use of the Pinpoint system for domestic premises.

Performance management of Incident response times are monitored across the four groups and reported on our internal performance management system and scrutinised by the Fire Authority at Local Performance Scrutiny Committee meetings

and Full Authority meetings. Where appliances fail to meet response times the incident is scrutinised to inform service learning. This is monitored centrally, and any issues highlighted with the respective Station Manager. The majority of our response standards are met, particularly in areas with wholetime appliances. Where they are not met, we continually monitor and seek improvements, for example in On-Call availability, to minimise response times in our more rural areas.

The availability of operational resources is provided through the Gartan Availability and Roster modules for On-Call and WDS respectively. 'Live time' resourcing is enabled via an interface between Gartan and our mobilising system which provides timely and accurate crewing information providing a quick and effective mobilising of resources. Our Service Control Centre (SCC) constantly monitor resource availability and will relocate resources as and when required to support an effective & timely operational response. The overall availability of our resources is monitored by the Duty Group Manager (DGM) and planning is carried out in accordance with the degradation plan and the crewing procedure. Officer cover is maintained to provide an even and consistent geographical spread of Level 2, 3 and 4 Officers including specialisms such as Hazardous Materials Advisors (HMAs) and Fire Investigators (FIs). We have in place an 'optimum' pumping availability model which is to prioritise the availability of 58 of our 74 appliances at strategic locations. This model is based on having one appliance available at each of our fifty fire stations and a second appliance at each of our stations which are dual crewed by Wholetime and On-Call staff.

The availability of On-Call firefighters continues to reflect the national picture, but we are working hard to ensure that we continue to attract and retain On-Call staff. Our On-Call availability across 2020/21 was 78% which is an improvement on 2019/20 where the figure was 74.3%.

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 such as the affordability of housing stock within villages and fewer employment opportunities in small businesses. 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, the improvements made to our terms and conditions 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 our station work programmes and these are having a positive effect in a number of locations and 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, we are implementing a more targeted approach to encourage a wider base of female and under-represented groups applying 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.

Section 7(2)(d) of the Fire & Rescue Services Act 2004 places a requirement upon us to make arrangements for obtaining information needed for that purpose. This information is referred to as site specific risk information (SSRI) and it is information that is used by operational crews when making an assessment of risk when attending incidents at premises or locations with risk information attached to it. A three-stage quality assurance process is in place to ensure that the risk information being gathered is appropriate and accurate. There is a strict governance process in place for the gathering, and publishing of, risk information. Reviews are initially conducted at Station Manager level before final review by the central risk team, who publish the information, so that it can be viewed by operational staff.

Risk information is made accessible to all crews on the Mobile Data Terminals (MDT) and Risk Information Tablets (RIT). All operational pumping appliances have one MDT and one RIT which is demountable and enables staff to access information away from the appliance on the incident ground. To ensure the safety of crews from other Fire & Rescue Services' (FRS) attending incidents within DWFRS, operational risk information is shared across bordering FRS' through Resilience Direct. A new system for risk information sharing has been recently rolled out across the NFSP FRS' and allows for automatic risk sharing.

We have a suite of operational guidance documents which have been produced by the NFSP project team in liaison with the subject matter leads from the three FRS's. These documents are shared across the NFSP and have been designed to incorporate all elements of National Operational Guidance (NOG). The suite of documents contains tactical guidance, operational prompts, risk and impact assessments. A total of 164 guidance documents are required to cover the operational aspects of NOG, and to date the NFSP project team have delivered 157, the remainder will be completed by July 2022. Additionally, we actively monitor the National Fire Chiefs Council (NFCC) Fire standards, and we are undertaking alignment to these as they are released.

Control Operators skills are measured against national standards and reported through our competence recording system. All new Service Control Centre (SCC) recruits are automatically enrolled onto an apprentice qualification which runs alongside their development pathway. We continue to achieve 100% for all SCC staff in their Control Licence competencies and a minimum of 80% for Maintenance of Skills subject areas. This performance is reviewed monthly by the SCC management team and reported against formally on a quarterly basis.

Our incident command framework supports the delivery of the effective response to the spectrum of incidents that we attend and is aligned to the incident command levels outlined in NOG (levels 1 to 4). Incident Command is an operational licence and training is delivered through a combination of different methods including classroom-based input, practical assessments, monthly rota group training, which includes a quarterly session delivered by the command trainers, body camera assessments, Officer training days, and XVR (virtual simulation) assessment vans. Recent incident command training delivered across 2021/22 through Officer training has been aligned to identified risks. We provide multi agency incident command training, via the local resilience forums to support incident commanders when a multi-agency approach to an incident is required. This includes JESIP Command Course, Multi Agency Operational Training, Multi Agency Tactical Training and Multi Agency Gold Incident Command (MAGIC) Courses where required, with MAGIC Lite refresher.

Our internal exercising procedure provides clear direction on the requirements for each level of exercise type (Combined/Group/Area/Service) including the requirement for cross-border and multi-agency exercises to ensure that our operational crews are prepared for reasonably foreseeable incidents. Service level exercises are reviewed and agreed annually through the Training Response and Coordination Group (TRCG) and are designed to ensure that we exercise against identified risks. We are also involved with the exercising programmes within both LRFs and chairs both Training & Exercising groups which meet on a quarterly basis. Exercises are recorded electronically, and all exercises events are to be debriefed to capture any learning points which are shared locally and wider where required via National Organisational Learning (NOL) and Joint Organisational Learning (JOL). Data is captured to show exercise themes, partner working, stations who have participated in exercises to ensure a detailed overview of exercising to provide assurance that all operational crews are taking part in exercising and that the right training is happening.

The Operational effectiveness database (OED) is accessible to all staff and is the embedded approach to capturing operational learning and notable practice both internally and externally (via NOL/JOL/HM Coroners Regulation 28 notifications). The OED also facilitates the ability to review and highlight areas for improvement or to make suggestions that may improve the effectiveness of our response or increase the health safety and wellbeing of our operational crews. Large and more complex incidents are audited for fire ground safety and effectiveness through the mobilisation of Operational Assurance Officers who are able to assess the management of the incidents from an impartial perspective. The role of incident ground operational assurance can be undertaken at any incident. Any learning or best practice identified is submitted via operational assurance forms and learning is used to inform future improvement and is disseminated across the Service through our dedicated Response communication circulars where appropriate. We have a dedicated NOL/JOL specialist point of contact who reviews the information circulated and assesses the need for any required actions or circulation internally for information. Additionally, we review regulation 28 notifications received from HM Coroner's office as

	<p>well as any national reports and relevant information. Internally gathered information will also be assessed as to its suitability for external circulation via NOL/JOL. The OED helps to ensure a culture of continuous improvement and is embedded across the Service.</p> <p>We have a number of Subject Matter Leads who have the responsibility for gathering learning in these assigned fields to ensure that our arrangements remain current and up to date.</p> <p>We have an established network of staff who have undertaken audit training to British Standard Institute (BSI) standards to allow them to audit specific operational aspects of our frontline operational delivery and the supporting arrangements. An annual programme of work is co-ordinated by the Operational Assurance team who develop this work in consultation with senior leaders to apply a risk assessed approach to the content. These reports support the Service’s approach to operational assurance and learning and any improvement opportunities are considered by senior officers through our Community Safety Directorate meetings. Once agreed, these recommendations and associated actions are allocated to appropriate officers and tracked through our planning and performance arrangements.</p> <p>Our response capability is subject to a 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, whether that is as a result of developments in the built environment or other factors such as increased risk of flooding. Our response capability is about having the right 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.</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	Prevention		
Director	Assistant Chief Fire Officer (ACFO) Andy Cole		
Date	May 2022		
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 documentation		
Basis of judgement	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.		

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 by effectively targeting our limited resources. The Service provides Safe & Well visits to vulnerable members of the community which is a person-centred home visit carried out by a trained Safe & Well Advisor or Operational Crew. The visit focuses on health as well as fire. It involves the systematic identification of, and response to health and wellbeing issues, along with fire risk reduction. These visits consider the individual, their home environment and lifestyle. It places the wishes, behaviours, needs & abilities of the individuals at the heart of the visit. During the visits, the occupants will be given fire safety advice and have appropriate fire safety equipment fitted as required.

During the Coronavirus pandemic we continued to target those that were identified as being at high risk of fire. All those that were not considered high risk were provided with advice via the telephone and their details were retained until we are able to provide a visit. The Service has worked effectively to ensure that the backlog of work resulting from the pandemic was cleared within the first six months of 21/22.

Internal Safe and Well targeting is generated through combining our own incident data with Experian Mosaic data to identify high risk communities. In addition, the Service works well with multiple partner agencies to identify those in need of our prevention services. A dedicated Partnership Manager is in place and is supported by two Partnership Officers across the North & South of the Service area to support and develop these partnerships. As a result of this collaborative work, we are able to share data and information and as a result we have seen an upward trend in referrals from our partners. This has enabled us to reach out further to those vulnerable people who need our support. We also offer advice and alternative options for referrals on our Service website for members of the public who may have concerns for individuals in the community.

DWFRS supports national and local campaigns designed to raise awareness of community fire risks. The campaigns cover a range of topics, and we work with partners to promote important safety messages through a wide range of channels which aim to raise public awareness and reduce preventable deaths.

The Service has developed a range of road safety education resources that are designed to engage with high-risk road user groups that have been identified through data analysis. To support this, the Service has good working relationships with road safety partners to help deliver casualty reduction and corporate partners to help fund and develop new road safety initiatives.

The Service delivers the Safe Drive Stay Alive Roadshow to young drivers & passengers aged 16-19. This is available free of charge to every single school and college, and we are currently developing this scheme to include a follow up lesson utilising virtual reality technology.

Additionally, the Survive the Drive programme is delivered in partnership with and funded by the Ministry of Defence following data analysis that identified that Service personnel are at an increased risk of being involved in a road traffic collision. We also support delivery of the biker down programme and schools through the delivery of educational materials and the Service has been recognised nationally for its road safety work.

The Service is heavily engaged with the support of youth development programmes. DWFRS's universal educational programmes for children and young people are delivered under the banner of "DWISE" – "Dorset & Wiltshire Inspirational Education". This programme aims to help children and young people live healthier and safer lives, inspired by firefighters. We deliver SPECTRA, which is a tailored development programme designed to promote empowerment in a positive environment whilst also encouraging teamwork and the supporting of others. We have three Fire Cadet Units across our service area, and we work in partnership with The Prince's Trust to deliver the Team programme to help support unemployed young people aged between 16 and 25 to recognise and achieve their potential.

We continue to work with partners to reduce Arson. We attend both the NFCC Fire setters and Southwest Fire setters Groups. Local support includes Youth Offending Services, Urban Heaths Partnership and Police teams. We chair the Operation Heathland meetings. The School Education officers have developed virtual lessons and to help future generations grow up to respect fire and the risk it poses.

We have a key role in safeguarding those most at risk in our communities and fully recognise our duty to protect adults and children at risk. We work with partners to ensure that we have processes in place to provide the right support to those people when they need it. We ensure all our staff are trained to understand their responsibilities in relation to safeguarding and equip them to be able to deal with cases as and when required. We attend monthly meetings with Health Leads, Clinical Commissioning Group, Multi Agency Risk Management Meetings and have representation at local hoarding meetings. Group Managers represent the Service at Safeguarding Boards.

We will 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 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>We recognise that we need to be able to evaluate what we do and make 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. To support this, we have developed and implemented a prevention evaluation framework which allows us to review and reflect on the work we deliver.</p> <p>We are actively engaged in contributing towards the development of an Office for Data Analytics through our work in supporting the Southwest 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.</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	Protection		
Director	Assistant Chief Fire Officer (ACFO) Andy Cole		
Date	May 2022		
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 documentation		
Basis of judgement	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 recognise our 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. We provide advice and support		

for businesses to discharge their legislative duties through web advice, social media, and involvement in business groups like the Chamber of Commerce. We are also working to the NFCC/CQC memorandum of understanding to raise standards and reduce risk within care settings.

The Service offers, through its website, a number of alternative routes for people in the community to raise fire safety concerns they may have. Where concerns for safety are received, each is assessed, and an inspector is tasked to deal with the issue by the provision of advice by email or phone, a site visit or a multi-agency visit. Where we are not the enforcing agency for an enquiry, we refer to the primary enforcing agency.


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 Act. This work will be 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.

In line with the requirements of the Environment and Safety Information Act 1988, we publish and update a register of all enforcement action taken on premises. These are placed on the NFCC enforcement register.

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 element of the development pathway for all fire safety officers. Our approach to development also includes ongoing in-house training which is programmed at appropriate intervals to ensure our staff are able to maintain their competence. In addition, operational crews have received fire safety training and are now completing low risk, non-complex fire safety work.

Wider learning is gained and shared through National and Regional meetings. This learning is supplemented by training sessions for inspecting officers from the service barrister who is able to relay legally compliant experiences and approaches from other FRSs to inform our own procedures. The use of the NFCC Workplace platforms allow wider conversation, learning and corporate direction from FRS's nationally to both share and gain understanding. The Fire Safety Team are also

	<p>working with the Institute of Fire Engineers for accreditation as Life Safety Auditors. This third-party accreditation is achieved by peer review, and it is an ongoing live external assessment by a sector competent professional body. Having our staff achieve a level 4 qualification with an accredited body allows us to actively evidence our collective fire safety competence in meeting National Occupational Standards in Fire Safety. The qualification is taken through a blended style of learning, with both optional and mandatory units. This helps us to ensure our work is supported by high levels of technical sector competence and consistency in delivery. Internally we have a quality assurance process in place to assure the consistency and quality of the work our teams undertake.</p> <p>The revised Service Risk Based Inspection Plan (RBIP) commenced in April 2021 and runs until the end of March 2024 in line with the Community Safety Plan 2021-2024. The RBIP includes a blend of premises that score highly on the risk calculation matrix, were on the previous iteration of the Building Risk Review (BRR) list or are chosen as a result of their specific risk or for likely poor levels of fire safety compliance. The RBIP allows us to target premises identified as being of higher risk and allocate our available protection resources effectively.</p> <p>Unwanted automated Fire Alarms represent a significant amount of our demand. Call reduction methods are employed by Service Control Centre to call challenge responses to Automatic Fire Alarms, and we are experiencing a downward trend in the number of calls that require a response. Where repeat offenders are identified, our Protection teams will target audits towards those premises with particular emphasis on the fire detection and warning system and its management, to assist with driving down future instances.</p> <p>We have well embedded partnership working processes in place and have developed positive relationships with other enforcing agencies such as Building Control and Local Authority Licencing. These partnerships facilitate the sharing of data and/or intelligence and allow us to undertake joint visits and consultations on premises to achieve common safety aims.</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		<h1>Policy Assurance Statement</h1>	
Policy Statement	Asset Management		
Director	Director of Service Support, Assistant Chief Officer (ACO), Jill McCrae		
Date	May 2022		
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 Strategy 2021-2024 Environmental Sustainability Strategy 2021-2024 Integrated Premises Asset Management Plan 2021-28 Integrated Fleet Asset Management Plan 2019-24 Integrated Equipment Asset Management Plan 2020-25 ICT Strategy 2021-2024 Procurement Plan 2022-26 Environmental Sustainability Management Plan 2020/21 Health and Safety 18001 and 45001 Audits		

	<p>Internal SWAP Audits: ICT and Assets 20/21 Health and Safety Assurance Statements Asset Management Assurance Supporting Statements BSI Review of ISO 55001 2021 NFCC Savings Register 20/21</p>
<p>Basis of judgement</p>	<p>The Service has a suite of strategies that are aligned to the requirements of the Strategic Assessment of Risk (SAR), the Medium-Term Financial Plan (MTFP) and the Community Safety Plan (CSP), this includes an Asset Management Strategy, incorporating premise, fleet and equipment, an ICT Strategy and an Environmental Sustainability Strategy. Medium term delivery plans, along with the Service Delivery Plan, safeguards their delivery and ensure that capital and revenue budgets are used in line with Service priorities and risk.</p> <p>Plans are reviewed on an annual basis, to ensure they remain relevant, capture changes in risk, technology and best practice, and drive continual improvement. All plans were reviewed and updated in 2021 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 has also been reviewed, with the new plan (2022-2026) prepared ready for commencement from April 2022.</p> <p>Estates, Fleet & Equipment and Supplies are managed within the Assets department, which is part of the Service Support directorate. This ensures that the respective departments are integrated in planning and delivery, thereby achieving efficient and effective ways of working.</p> <p>Through a systematic approach of premises inspection, all workplaces are assessed for safety and suitability on a six-monthly basis and any findings are escalated and resolved by the Service departments as appropriate. Furthermore, professional building surveys are undertaken to ensure the needs of our diverse workforce are met in a cost-effective manner.</p> <p>Risk assessments, undertaken by competent staff, are in place for all Service equipment and are reviewed systematically, based on the level of risk and the requirements and recommendations of manufacturers. The risk assessments are supplied to end-users in conjunction with equipment operating instructions to ensure safety in operation. Where appropriate, initial and refresher training is provided and individual competence in the use of equipment is confirmed.</p> <p>The Service is compliant with all current relevant statutory and regulatory requirements such as Lifting Operations and Lifting Equipment Regulations and Provision and Use of Work Equipment Regulations for equipment, Asbestos Management, Gas and Electrical Safety and Management of Contractors for premises and the Transport Act, Road Traffic Act and Driver and</p>

Vehicle Standards Agency for fleet. Having met the standards and criteria for the British Standard Occupational Health and Safety Assessment Series ISO 45001, across the organisation, the Service is one of the few Fire and Rescue Services (FRS's) 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 being met and maintained or the initiation of action 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. To mitigate this issue and strengthen governance moving forward, the Service procured a single future-proofed system, Bluelight ProCloud, in 2021; the project to ensure its implementation in May 2022 is progressing favourably.

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 performance through the Cycle performance management tool. The Internal audit strategy (2019-2023) and annual audit programmes provide further assurance of arrangements. During 2021 these audits included, operational obsolesced & misuse of assets, skills management and competency recording and critical supplies and supply chain, all providing positive assurance. Further audits are programmed for 2022-23 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 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. During 2021 the Service received an initial assessment by BSI to seek their views towards the Service applying for the ISO55001 full accreditation. Positive assurance was provided along with areas to further strengthen. The Service is working to achieve the full accreditation by the end of 2022/23.

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. Furthermore, 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 of their work, coupled with information 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 shares with the police and ambulance service at Portland and Lyme Regis. Most sites are available for wider public use, which has proved popular in many locations and with a wide range of charitable and voluntary groups.

To achieve efficient, effective, and economic purchasing, the Service has a four-year procurement plan, setting out the strategy for acquiring goods, services and works. The plan encompasses the whole cycle from identification, purchasing, contract management and disposal. Opportunities for improvement were identified through a peer review and consequently category management has been implemented across the Service with a corresponding 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 VFM. This includes actively working in partnership to develop specifications and undertake collaborative procurement, which is 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 was achieved through active participation in the Home Office 'Basket of Goods' survey, where the Service was shown to be at or below the national average for all items checked.

The Service has combined all existing contracts into one comprehensive register, in line with the new General Data Protection Regulations. All contract information is published on our external website and on the Bluelight Procurement database portal, providing transparency to the public, suppliers, and other agencies.

The Service actively participates in collaborating with national partners, including the NFCC, Devon and Somerset, Kent and West Midlands Fire and Rescue Services, and Southwest 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 2021 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 whilst in the public domain. This includes the use of identity cards and access permission to prevent unauthorised entry into buildings and a clear process to immediately report the loss of equipment or data. The threat to cyber security remains a strategic risk due to the nature of the risk. However, close working between the Head of ICT, the Information Technology Security Officer and the Data Protection Officer has reduced the risk through improved firewalls, automatic system patching, use of monitoring systems, and a planned removal of unsupported technology. The Service has also secured the national Cyber Essentials Standard. 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 Covid19 pandemic.

	<p>The Service is fully engaged with the Emergency Services Mobile Communication Programme, with the Director of Community Safety being the Service’s strategic lead. 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 Services.</p>
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<p>There are no significant issues arising from the application of this policy that are not already detailed in the Service delivery action plan or in the strategic risk register.</p>	
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 DORSET & WILTSHIRE FIRE AND RESCUE AUTHORITY		<h1>Policy Assurance Statement</h1>	
Policy Statement	Financial Management		
Director	Head of Financial Services and Treasurer, Ian Cotter		
Date	May 2022		
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	The Financial Regulations for the Authority were most recently reviewed in 2021, and formally approved by the Authority in June 2021. The revisions were mainly confined to updating the financial limits in the regulations. 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 Service. The current Policy Statement was approved by the Authority in February 2022.		

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.

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 procedure they need to follow. The Anti-fraud, Bribery and Corruption policy document is due for review in 2022.

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 2022 and covers the financial years 2022-23 to 2025-26. 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) over the past couple of years to identify savings to help with balancing the budget in the longer term.

The Authority is kept informed of and takes an active role in the financial management of the Service. Members' seminars are held at appropriate times to update Members on the Services financial position and future plans. The Finance & Audit Committee receives quarterly financial performance reports and is kept informed of other financial issues as they arise.

The statutory final accounts for 2020-21 were produced and audited during 2021 and were formally signed off by the Finance & Audit Committee in September 2021. The Authority received a clean audit report from Deloitte LLP, our external auditors, and an unqualified opinion for the new value for money judgement. Interim audit work for the 2021-22 statutory final accounts is progressing well and no areas of concern have been raised.

Our internal auditors, SWAP, completed a scheduled financial audit covering General Ledger (Cash and Bank) in 2021-22, with a "Substantial" assurance rating provided. 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-month and annual reports.

Further refinements to our business case processes have been made in the last 12 months and we have strengthened our approach to value for money (VFM), by developing a comprehensive VFM framework, tool and dashboard for each Service priority. 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.

	<p>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 January 2021, taking into account revised requirements following the UK's exit from the European Union. The Standing Orders were amended to remove reference to EU regulations and the revised document was approved by the Fire 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 value for money arrangements and the National Fire Chiefs Council savings register.</p> <p>Social value is a priority for the Service and strengthening our approach is a key feature within our strategies and procurement plan 2022-2026. The Procurement Team are working to embed social value into our procurement process, with the initial phase to include procurements above £100k in value. The Service's standard terms and conditions now include a clause on Modern Slavery and there is a standard pass/fail question in our Standard Selection Questionnaire. The Service is required to publish a Modern Slavery statement by September 2023, this will be delivered as part of the procurement plan actions.</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	People Policy		
Director	Director of People Services, Assistant Chief Officer (ACO), Jenny Long		
Date	May 2022		
Overall judgement	Outstanding		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	People Policy Assurance Supporting Document		
Basis of judgement	Following the launch of the Core Code of Ethics in May 2021 the Service took the decision to move away from our RESPECT values and behaviours framework. The implementation of the Core Code of Ethics was completed at the end of December 2021. Having embraced the Core Code of Ethics it is now embedding across and has been built into relevant		

policies and procedures. Job applicants are encouraged to complete an ethical self-assessment tool to contextualise the behaviours in workplace scenarios and to ensure the ethical principles are a fundamental element of our organisational culture.

Supervisory and middle manager leadership programmes are in place which are augmented with additional management modules such as Managing Wellbeing and Performance. HR Business Partners and HR Central Services provide guidance and support to managers to ensure that staff perform their roles in accordance with our ethical principles.

The Service has an established Leaders Forums comprising of all strategic and middle managers. This Forum meets regularly to talk through key issues to gain wider understanding, insight, and ownership. The Forum has a comprehensive programme of development which has been developed through understanding the organisational development needs arising from the Strategic Assessment of Risk, staff surveys, and other organisational feedback.

To support with our approach to leadership development managers to attend a Colourworks workshop. Colourworks is a personal and team development tool using a simple and memorable four colour model to help people understand their style, their strengths and the value they bring to the team.

The Service is committed to workforce diversity and in support of this we have a corporate target to improve the diversity of our workforce as a whole, compared to the last five years. A robust Equality, Diversity and Inclusion (EDI) Assurance Framework is in place which is based on the Local Government Association (Fire and Rescue Service Equality Framework). An Equality, Diversity and Inclusion strategy sets out our three and five year vision. Supporting these documents is an action plan that ensures we continually strengthen and improve our arrangements.

In order to better understand, engage with and support our communities our station risk profiles include community profiles to enable a more localised and tailored approach to further enhance community liaison and engagement.

Effective strategies to recruit and retain a high calibre, talented and diverse workforce that reflects the community we serve is a vital part of our workforce plan so that we can employ people who share our values and behaviours from across all of our diverse communities. An integral part of this process is to make sure we have a pro-active, integrated and managed approach to succession planning linked to our financial profile, so we are able to identify what skills and behaviours will be required in the future.

The Service operates open, fair and transparent recruitment and progression processes. A number of E Learning packages support our approach and include training and awareness on unconscious bias, the Equality Act, Inclusion in the Workplace as well as interview training.

Our positive action work, led by our #BeOneOfUs campaign include 'have a go' sessions and buddy support via our staff networks.

A two-year strategic workforce plan published in 2020, and updated in September 2021, aligns to the strategic assessment of risk. The plan identifies high level risks and opportunities, the actions to address these are then included in department work plans. The approach to completion of department staffing plans has been refreshed to align with the business case process. Detailed department succession plans are completed by Heads of Departments on an annual basis and are reviewed to ensure future staffing issues are identified in a timely manner allowing for appropriate plans to be set in place.

Retirement profiling for all staff groups enables us to predict future vacancies more accurately and thereby informs our recruitment, succession planning and business continuity needs. As part of our succession and talent management the plans include succession planning tools, such as the nine-box grid, so that Managers can consider the existing skills and talent within their teams. A risk assessment matrix is also available for Managers to identify the potential impacts of staff who are likely to leave the Service ensuring that targeted and timely succession plans are set in place.

Our 1:1 process 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. The process focusses on wellbeing, performance, and development. The process also provides a mechanism where recognition can formally be given to staff to recognise good work or performance.

The 1:1 process was co-designed by Service staff and acts as a gateway to the Service's newly co-designed uniformed promotion process. The Service's promotion process for Crew and Watch Managers is aligned to the NFCC Leadership Framework and Core Code of Ethics and was designed in partnership with the leadership consultancy group, representative bodies and HR to promote fair promotion opportunities for all.

A Learning and Development governance procedure is in place and sets out our approach to operational training competence and assessment. An annual training plan is regularly reviewed with progress monitored by the Head of Operational Training and is reported to the Service Delivery Team (SDT) and TRCG.

The service has development pathways available for all staff and has a suite of development programmes. A virtual Learning Hub provides a one stop shop for staff to access learning materials. Separate coaching and mentoring are also in place to support staff development.

The Service's Operational Licence covers four areas of the Fire Professional Framework. These are driving, breathing apparatus and fire behaviour training, incident command and casualty care. All eight areas of the Fire Professional Framework for the Operational Licence are covered in the acquisition and maintenance phases of operational training. These include working at height, water rescue, extrication, and hazardous materials. The competence of staff is monitored through our competence recording system. The system is well embedded and monitors the competence levels of all staff groups. A Quality Assurance Framework is in place to monitor training and assessment. An Incident Command Board oversees our approach to incident command.

Apprenticeships for Firefighter and Firefighter control have been applied to new recruits to ensure acquisition training is aligned to the national framework standards and to maximise a return on the apprentice levy. DWFRS are 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).

The health and wellbeing of staff is vital to our success and considerable work is underway to reflect this. Health and wellbeing is about embracing the whole person, the physical and mental health of the individual, both inside and outside of the workplace, is considered to be important and is greater than simply an absence of ill health and disease; it is a feeling of physical, emotional and psychological wellness. As one of the largest fire and rescue services in the UK, we are striving to become an exemplar of good practice. We want to promote a safe, healthy and supportive environment where people can actively participate, share ideas and feel involved. To reflect our focus on health and wellbeing we have a dedicated health and wellbeing team in place who work closely with HR business partners to ensure that managers are confident and well equipped to better support and manage their staff. In support of our commitment to health and wellbeing, we have set in place a suite of procedures which outlines the Service's approach to health and wellbeing and the variety of support mechanisms available. We are Mind Bluelight champions and through our Trauma Risk Management process have good arrangements in place to support staff. We signed up to the Trades Union Congress Dying to Work charter and have a measured approach to strike the appropriate balance to support staff yet ensure public value and reputation.

The Service has adopted the national firefighter fitness standards set out in the Fire and Rescue National Framework for England and has arrangements in place to ensure staff are supported by Health & Fitness Officers and Station-based Physical Education Instructors to achieve and maintain these standards. Access to onsite gym facilities ensures staff have ample opportunity to access equipment to maintain fitness levels and a healthy lifestyle.

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

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

A bullying and harassment assurance action plan sets out assurance objectives and actions to support staff to ensure they are confident in raising bullying and harassment issues. This sets out methods on which the Service seeks assurance on its objectives to ensure staff are aware of how to report or deal with any bullying issues or concerns. For example, through EDI training, procedures, staff survey, posters on station, Weekly Update, monitoring data, post case reviews, and Service Delivery reports.

The Service has a range of procedures and processes both legislative and good practice that are available for all staff to provide flexible working opportunities to improve retention. Legislative procedures include the right to request flexible working, maternity leave with enhanced contractual maternity pay and supportive return to work plans for operational staff, shared parental leave and adoption leave.

	<p>A suite of KPI's has been developed and are regularly monitored at Service Delivery Team. The monitoring includes trend analysis and identification of areas of organisational learning and improvement.</p>
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<p>There are no significant issues arising from the application of this policy that are not already detailed in the Service delivery action plan or in the strategic risk register.</p>	
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**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Policy Assurance Statement

Policy Statement	Corporate Governance		
Director	Deputy Chief Fire Officer (DCFO) Derek James		
Date	May 2022		
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 includes roles and responsibilities for Statutory Officers and Members. A new code of ethics has been adopted by Members. Members receive an induction and on-going development appropriate to their role, and recognition is given to the skills and knowledge they bring to the position from their role within their constituent authority. A central record is in place to record this induction, training and seminars provided to all Members. Following the streamlining of the Authority and its governance arrangements; the Local Government Association reviewed the efficiency and effectiveness of these revised arrangements. An action plan was agreed following this peer review 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 at 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 receive a progress presentation against all five priorities, with an Annual Report being published 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 CIFPA/SOLACE code of governance 2016 as agreed in the corporate governance policy. This assessment outlines key and supporting principles and provides an indication of the typical evidence that might be proffered. The process by which this is assessment is constructed has been reviewed by internal auditors who have provided a high degree of assurance against the process. No significant governance issues have arisen over the past year or since the establishment of the Authority. Strategic risks are transparently recorded and reviewed by Members on a quarterly basis.

The Corporate Governance Policy incorporates information management arrangements, and 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 complaints are recorded, investigated, and resolved within 14 working days. There are also arrangements in place to ensure learning takes place and the delivery of recommendations internally are monitored. These arrangements are monitored managerially and through the Finance & Audit Committee. Requirements under the Transparency Code 2015 are fulfilled and reviewed regularly.

	<p>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 risk is monitored monthly, and processes are in place to keep abreast of evolving risks and assess what actions need to be taken to manage these. Although good progress and controls are in place, the Service is constantly reviewing its approach, alongside our Local Resilience Forums and taking into account intelligence and guidance from the National Cyber Security guidance. Given the significance of this issue it has been put onto the Strategic Risk Register that is monitored by Members through the Finance & Audit Committee. The Service has good cyber security arrangements and has now achieved the Cyber Essentials standard.</p> <p>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 risk 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.</p> <p>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.</p> <p>The Service is a signatory to several 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.</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>	