



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

M. Pearson
CLERK TO THE AUTHORITY

To: **The Chair and Members of the Audit & Performance Review Committee**

(see below)

**SERVICE HEADQUARTERS
THE KNOWLE
CLYST ST GEORGE
EXETER
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Our ref : DSFRA/MP/SS
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AUDIT & PERFORMANCE REVIEW COMMITTEE
(Devon & Somerset Fire & Rescue Authority)

Wednesday 18 January 2017

A meeting of the Audit & Performance Review Committee is to be held on the above date, **commencing at 10.00 hours in Committee Room B, Somerset House, Service Headquarters, Exeter** to consider the following matters.

M. Pearson
Clerk to the Authority

A G E N D A

PLEASE REFER TO THE NOTES AT THE END OF THE AGENDA LISTING SHEETS

1 Apologies

2 Minutes (Pages 1 - 4)

of the previous meeting held on 12 September 2016 (attached).

3 Items Requiring Urgent Attention

Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

PART 1 - OPEN COMMITTEE

4 Grant Thornton Update (Pages 5 - 20)

The Authority's external auditor, Grant Thornton, has submitted FOR INFORMATION a report (enclosed with this agenda) setting out the progress made in delivering its audit responsibilities to the Devon & Somerset Fire & Rescue Authority up to January 2017.

5 Grant Thornton Annual Audit Letter for the Devon & Somerset Fire & Rescue Authority for the year ended 31 March 2016 (Pages 21 - 34)

The Authority's external auditor, Grant Thornton, has prepared the Authority's Annual Audit Letter for the year ended 31 March 2016. This is enclosed with the agenda for this meeting.

6 Audit & Review 2016/17 Progress Report (Pages 35 - 38)

Report of the Audit & Review Manager (APRC/17/1) attached.

7 European Foundation for Quality Management (EFQM) Committed to Excellence (C2E) Outcomes and Next Steps (Pages 39 - 60)

Report of the Area Manager – Organisational Assurance (APRC/17/2) attached.

8 Peer Review Update (Pages 61 - 70)

Report of the Area Manager – Organisational Assurance (APRC/17/3) attached.

9 Corporate Risk Register (Pages 71 - 74)

Report of the Area Manager – Organisational Assurance (APRC/17/4) attached.

10 Devon & Somerset Fire & Rescue Service Performance Report 2016/17: Quarter 2 (Pages 75 - 96)

Report of the Chief Fire Officer (APRC/17/5) attached.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Radford (Chair), Coles, Edmunds (Vice-Chair), Healey, Randall Johnson, Way and Wheeler

NOTES

- | | |
|----|---|
| 1. | <p><u>Access to Information</u> Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact the person listed in the “Please ask for” section at the top of this agenda.</p> |
| 2. | <p><u>Reporting of Meetings</u> Any person attending a meeting may report (film, photograph or make an audio recording) on any part of the meeting which is open to the public – unless there is good reason not to do so, as directed by the Chairman - and use any communication method, including the internet and social media (Facebook, Twitter etc.), to publish, post or otherwise share the report. The Authority accepts no liability for the content or accuracy of any such report, which should not be construed as representing the official, Authority record of the meeting. Similarly, any views expressed in such reports should not be interpreted as representing the views of the Authority. Flash photography is not permitted and any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.</p> |
| 3. | <p><u>Disclosable Pecuniary Interests (Authority Members only)</u> If you have any disclosable pecuniary interests (as defined by Regulations) in any item(s) to be considered at this meeting then, unless you have previously obtained a dispensation from the Authority’s Monitoring Officer, you must:</p> <ul style="list-style-type: none">(a) disclose any such interest at the time of commencement of consideration of the item in which you have the interest or, if later, as soon as it becomes apparent to you that you have such an interest;(b) leave the meeting room during consideration of the item in which you have such an interest, taking no part in any discussion or decision thereon; and(c) not seek to influence improperly any decision on the matter in which you have such an interest. <p>If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the nature of the interest but merely that you have a disclosable pecuniary interest of a sensitive nature. You must still follow (b) and (c) above.</p> |
| 4. | <p><u>Part 2 Reports</u> Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.</p> |
| 5. | <p><u>Substitute Members (Committee Meetings only)</u> Members are reminded that, in accordance with Standing Order 35, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.</p> |

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AUDIT & PERFORMANCE REVIEW COMMITTEE

(Devon and Somerset Fire and Rescue Authority)

12 September 2016

Present:-

Councillors Radford (Chair), Coles, Dyke (vice Edmunds), Healey, Randall Johnson and Way

Apologies:-

Councillors Edmunds and Riley

* **APRC/9 Minutes**

RESOLVED that the Minutes of the meeting held on 28 June 2016 be signed as a correct record.

* **APRC/10 Audit Findings for the Devon & Somerset Fire & Rescue Authority for the year ended 31 March 2016**

The Committee considered a document prepared by Grant Thornton (the Authority's external auditor), as presented by Mr. Peter Barber, on the external audit findings and the external auditor's opinion on the Authority's financial statements for the year ended 31 March 2016.

The audit work was substantially complete with only two third-party confirmation of investments outstanding which were anticipated imminently. The draft financial statements presented for audit were free from material error. The draft accounts had been produced to a very good standard and the audit facilitated by good supporting working papers and excellent assistance from the Service finance team. No issues had been identified with the Annual Governance Statement (Annual Statement of Assurance), submitted along with the financial statements (see also Minute *APRC/11 below). The audit work had not identified any significant issues with controls in place to mitigate against significant risks although the Authority was recommended to review its processes for asset devaluation.

The external audit work had also concluded that, in all significant aspects, the Authority had in place proper arrangements to secure value for money through economic, efficient and effective use of its resources. It was anticipated that the Authority would be issued with an unqualified audit opinion on its financial statements for 2015-16.

RESOLVED

- (a). that the final Authority Statement of Accounts for the 2015-16 financial year, as included with the agenda for this meeting, be approved and published on the Authority website;
- (b). that the Audit & Performance Review Committee Chair and Treasurer be authorised, on behalf of the Authority, the Letter of Representation to the external auditor (Grant Thornton) on the Authority's 2015-16 financial statements;
- (c). that the thanks of the Committee to those officers involved in production of the Authority's financial statements for 2015-16 financial year be placed on record;

- (d). that, subject to (a) to (c) above, the external audit findings and external auditor's opinion on the Authority's financial statements for the year ended 31 March 2016 be noted.

* **APRC/11 2015-16 Annual Statement of Assurance**

The Committee considered a report of the Area Manager (Organisational Assurance) (APRC/16/15) to which was appended the final 2015-16 Annual Statement of Assurance for the Authority. The accorded with relevant legislative and best practice requirements (including the Accounts and Audit Regulations, the Fire and Rescue National Framework and the CIPFA/SOLACE good governance framework).

The Committee had approved the document in draft form at its meeting on 28 June 2016 (Minute *APRC/6 refers) after which it had been submitted for external verification with the Authority's financial statements for 2015-16. The external auditor (Grant Thornton) had not identified any issues with the Annual Statement of Assurance.

RESOLVED

- (a). that the final Authority Annual Statement of Assurance for 2015-16 be approved and published on the Authority website;
- (b). that the Audit & Performance Review Committee Chair and Chief Fire Officer be authorised to sign the 2015-16 Annual Statement of Assurance on behalf of the Authority;
- (c). that the thanks of the Committee to those officers involved in production of the Authority's 2015-16 Annual Statement of Assurance be placed on record;
- (d). that, subject to (a) to (b) above, the report be noted.

(SEE ALSO MINUTE *APRC/10 ABOVE).

* **APRC/12 Audit & Review 2016-17 Progress Report**

The Committee considered a report of the Area Manager (Organisational Assurance) (APRC/16/16) on progress to date against the approved 2016-17 internal audit plan. The internal audit plan was delivered in partnership between the Service internal audit team and the Devon Audit Partnership.

The focus of the 2016-17 internal audit plan was the development and implementation of an organisational control self-assessment framework. The framework had been piloted successfully with feedback being used to refine the process prior to organisational implementation.

An assurance tracking system to manage recommendations and actions from a number of sources (e.g. internal and external audit; Annual Statement of Assurance) had been developed, aligned to the corporate planning process to ensure outstanding recommendations were reviewed alongside departmental plans. This refinement in process had resulted in a reduction in the number of outstanding recommendations from 112 in April 2015 to 28 as at August 2016, with the remaining overdue actions being linked to longer-term project work still ongoing. Further reports against the agreed Audit Plan would be made to future meetings.

RESOLVED

- (a). that the appreciation of the Committee to all staff involved in securing the significant reduction on overdue audit recommendations be placed on record;
- (b). that, subject to (a) above, the report be noted.

(SEE ALSO MINUTE APRC/13 BELOW).

* **APRC/13 European Foundation for Quality Management - Update**

The Committee received, for information, a report of the Area Manager (Organisational Assurance) (APRC/16/17) on progress towards securing European Foundation for Quality Management (EFQM) accreditation. The report outlined the benefits of the EFQM excellence model to the organisation and the assessment approach. This would commence in November with the Committed to Excellence (C2E) assessment, with the Recognised for Excellence (R4E) assessment initially scheduled for mid- to late-2017. The precise date for this would, to a degree, be dependent on the outcome of the C2E assessment.

The Area Manager (Organisational Assurance) reported that the process would provide a recognised, accredited external assessment for the organisation in support of the Service's refined approach to internal audit. The costs associated with the external assessment, in the region of £5,000, would be more than met by the savings (circa £40,000) stemming from the reduction in resource previously allocated to the internal audit function.

* **APRC/14 Corporate Risk Register**

The Committee considered a report of the Area Manager (Organisational Assurance) (APRC/16/18) on the status of risks held in the Corporate Risk Register, actions being taken to mitigate these risks and the management strategy in place designed to ensure that risks were managed appropriately and proportionately.

Following a debate on the content of the report and the frequency for submission of future reports, Councillor Coles **MOVED** (with Councillor Randall Johnson seconding):

“that a report on the Corporate Risk Register be submitted at least twice annually (or, if circumstances so dictate, more frequently) and that the current six risks on the register be the apportioned between the next two reports to the Committee, with further detail provided.”

The motion was put to the vote whereupon it was

RESOLVED

- (a). that a report on the Corporate Risk Register be submitted at least twice annually (or, if circumstances so dictate, more frequently) and that the current six risks on the register be the apportioned between the next two reports to the Committee, with further detail provided;
- (b). that, subject to (a) above, the report be noted.

APRC/15 Devon & Somerset Fire & Rescue Service Performance Report

The Committee considered a report of the Chief Fire Officer (APRC/16/19) to which was appended a document setting out performance of the Devon & Somerset Fire & Rescue Service for the first quarter of the current financial year (April to June 2016) against those measures contained within “Our Plan: Creating Safer Communities”, the current iteration of the corporate plan and which in turn was aligned to the three organisational priorities of staff safety, community safety and organisational effectiveness and efficiency.

In summary, the performance figures showed that the prevention and protection activities of the Service had resulted in a significant decrease in the number of fire incidents and that for the first time attendance at medical emergencies exceeded the number of fire incidents attended. The information from performance monitoring would be used to inform future iterations of the corporate plan, which incorporated integrated risk management planning.

In debating the report, the Committee commented in particular on the positive benefits of integrated, multi-agency community safety initiatives (such as the Integrated Care in Exeter – ICE - Project) and the role the Authority might play in promoting more such approaches. In this context, Councillor Healey **MOVED** (with Councillor Randall Johnson seconding):

“that the Authority be asked to consider the scope for widening its community partnership activities and involvement to further promote community safety”.

The motion was put to the vote and declared **CARRIED**, unanimously, whereupon it was

RESOLVED

- (a). that the Authority be asked to consider the scope for widening its community partnership activities and involvement to further promote community safety; and
- (b). that, subject to (a) above, the report be noted.

*** DENOTES DELEGATED MATTER WITH POWER TO ACT**

The Meeting started at 10.00 am and finished at 12.03 pm

Audit and Performance Review Committee Update Devon and Somerset Fire & Rescue Authority

Page 5
Year ended 31 March 2017
January 2017

Peter Barber

Associate Director

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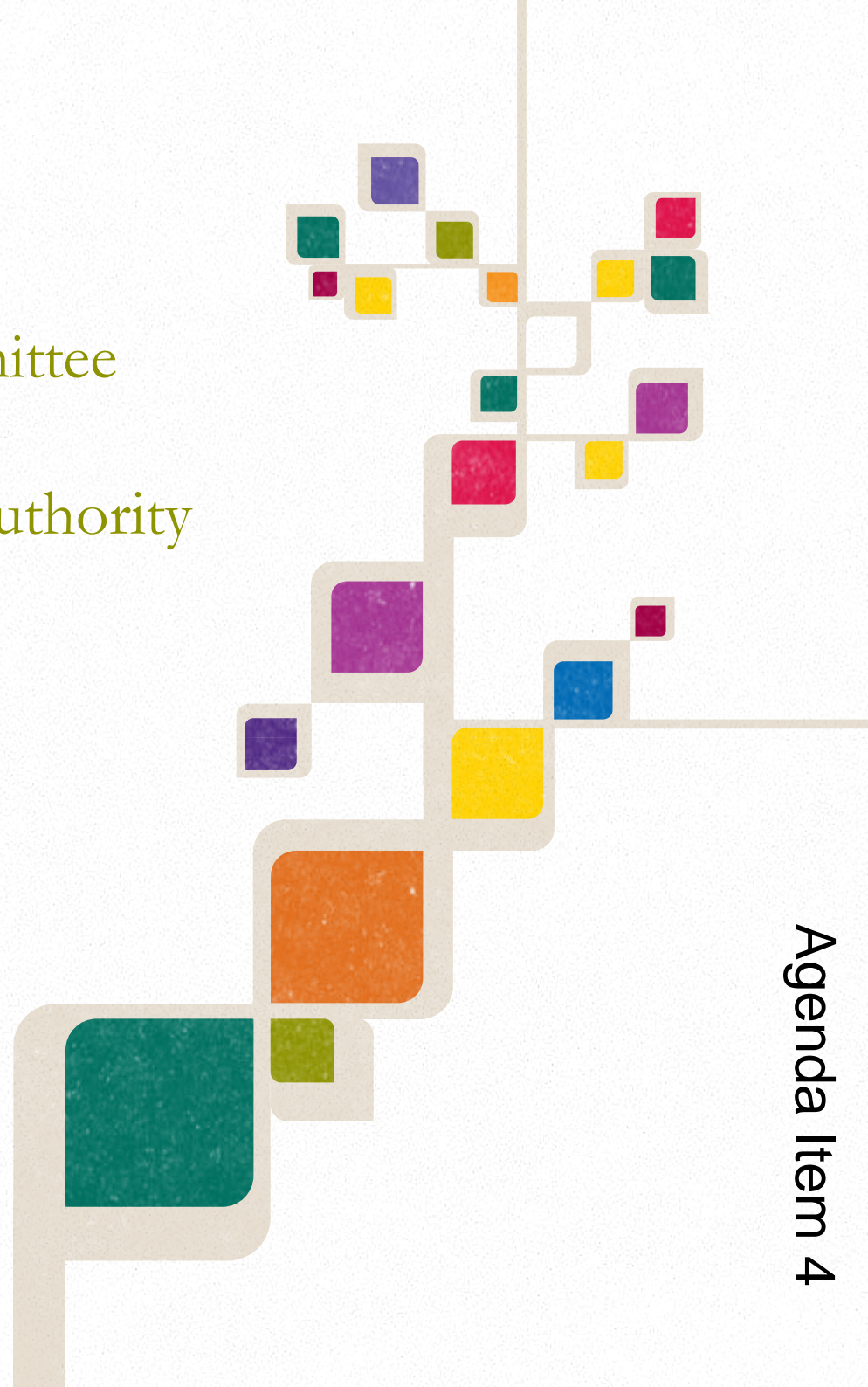
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Mark Bartlett

Manager

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Introduction

This paper provides the Audit and Performance Review Committee with a report on progress in delivering our responsibilities as your external auditors.

Members of the Audit and Performance Review Committee can find further useful material on our website www.grantthornton.co.uk, where we have a section dedicated to our work in the public sector. Here you can download copies of our publications:

Page 6

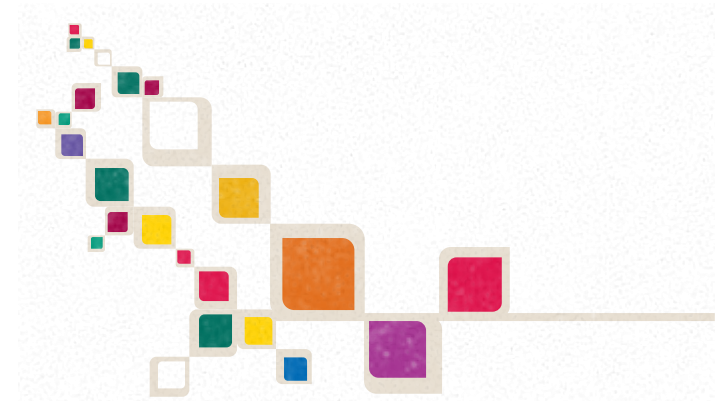
- Advancing closure – the benefits for local authorities (July 2016)
<http://www.grantthornton.co.uk/en/insights/advancing-closure-the-benefits-to-local-authorities/>
- Brexit – a public sector perspective (July 2016)
<http://www.grantthornton.co.uk/en/insights/brexit--a-public-sector-perspective/>

If you would like further information on any items in this briefing, or would like to register with Grant Thornton to receive regular email updates on issues that are of interest to you, please contact either your Engagement Lead or Engagement Manager.

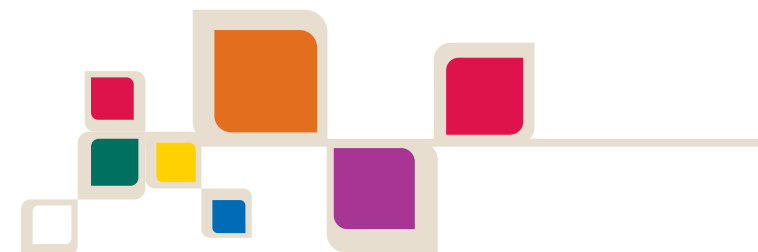
Peter Barber Engagement Lead T 0117 305 7897 M 07880 456122 peter.a.barber@uk.gt.com

Mark Bartlett Audit Manager T 0117 305 7896 M 07880 456123 mark.bartlett@uk.gt.com

The contents of this report relate only to the matters which have come to our attention, which we believe need to be reported to you as part of our audit process. It is not a comprehensive record of all the relevant matters, which may be subject to change, and in particular we cannot be held responsible to you for reporting all of the risks which may affect your business or any weaknesses in your internal controls. This report has been prepared solely for your benefit and should not be quoted in whole or in part without our prior written consent. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.

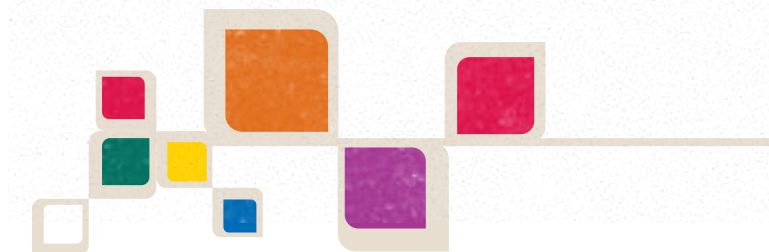


Progress to date



| 2016/17 work | Planned Date | Complete? | Comments |
|---|--------------------------------|--------------------|---|
| <p>Fee Letter</p> <p>We are required to issue a 'Planned fee letter for 2016/17' by the end of April 2016.</p> | <p>April 2016</p> | <p>Yes</p> | <p>The 2016/17 fee letter was issued in April 2016.</p> <p>The 2016/17 work programme and fees is accessible from the Public Sector Audit Appointments (PSAA) website www.psaa.co.uk.</p> <p>Our fee letter set out the scope of our 2016/17 work and included an outline timetable</p> |
| <p>Accounts Audit Plan</p> <p>We are required to issue a detailed accounts audit plan to the Authority setting out our proposed approach in order to give an opinion on the Authority's 2016/17 financial statements.</p> | <p>April 2017</p> | <p>No</p> | <p>The Audit Plan will presented to your April meeting.</p> |
| <p>Interim accounts audit</p> <p>Our interim fieldwork visits include:</p> <ul style="list-style-type: none"> • updating our review of the Fire Authority's control environment • updating our understanding of financial systems • review of Internal Audit reports on core financial systems • early work on emerging accounting issues • early substantive testing • proposed Value for Money conclusion. | <p>January – February 2017</p> | <p>In progress</p> | <p>We will build on our knowledge of the Authority following our audits over the last three years. Issues arising from our interim work will be set out in the Audit Plan.</p> <p>Our interim audit started on site on w/c 9 January 2017.</p> |
| <p>Final accounts audit</p> <p>Including:</p> <ul style="list-style-type: none"> • audit of the 2016/17 financial statements • proposed opinion on the Fire Authority's accounts • proposed Value for Money conclusion. | <p>July – September 2017</p> | <p>Not started</p> | <p>We will undertake work on your draft financial statements to provide an opinion by the statutory deadline. The final accounts audit is scheduled to start on 3 July 2017.</p> |

Progress to date



Page 8

| 2016/17 work | Planned Date | Complete? | Comments |
|--|----------------------------|--------------------|--|
| <p>Value for Money (VfM) conclusion</p> <p>The scope of our work to inform the 2016/17 VfM Conclusion requires conclusions on whether:</p> <p><i>"In all significant respects, the audited body had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people".</i></p> <p>The Code requires auditors to satisfy themselves that; "the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources".</p> <p>The three sub criteria for assessment to be able to give a conclusion overall are:</p> <ul style="list-style-type: none"> • Informed decision making • Sustainable resource deployment • Working with partners and other third parties | <p>January – July 2017</p> | <p>In progress</p> | <p>The results of our initial risk assessment will be presented in our audit plan to your April meeting.</p> |
| <p>Annual Audit Letter</p> <p>We will summarise all the work completed as part of our 2016/17 audit within one letter which will be issued after the opinion.</p> | <p>October 2017</p> | <p>Not started</p> | |
| <p>Other activities</p> <ul style="list-style-type: none"> • We held Faster Close workshops in Bristol and Exeter during October 2016. The workshops were aimed at local authority practitioners and considered the main factors for authorities to consider in accelerating their financial reporting procedures to produce their year-end accounts. The Exeter workshop on 19 October was attended by members of the Authority's Finance team. | | | |

Fire Sector Accounting and other issues

Page 9



CFOA Members vote to change the Articles of Association

CFOA Members have voted on proposals to change the Articles of Association which will change the structure of the Association.

Page 10

The proposals intend to:

- strengthen the professional / operational leadership of the Fire and Rescue Service
- improve national co-ordination
- reduce duplication; increase efficiency
- support local service delivery
- provide increased influence for Fire and Rescue Authorities and their Services.

The proposals have been approved and the CFOA Board will now begin the process of implementing the changes on behalf of the membership. Key changes include:

- Removal of the term CFOA Board to be replaced with CFOA Trustees,
- Replacing the CFOA President's role as Chair of the CFOA Board with the new role of Chair of Trustees.

- Addition of the role of National Fire Chiefs Council (NFCC) Chair
- Addition of the section on NFCC
- Changing the name of Ordinary membership to Individual membership
- Addition of Professional Partner (PP) to categories of membership
- Changes to reflect the intention that most individual membership subscriptions will be paid for by the relevant Fire Authority as part of the PP package however leaving the option for an individual to chose to pay their own subscription if a service choses not to be a PP
- Appointment process for Trustees
- Election process for the Vice President Elect removed. Trustees have the powers to determine the election process which provides the flexibility that may be required for future elections.

CFOA will now invite nominations from Chief Fire Officers for the role of Chair of the National Fire Chiefs Council. The Chair will work alongside Dave Etheridge as he takes on the role of President.

Members have also approved a new Code of Ethics and Disciplinary and Appeals Procedure which provides evidence of their commitment to both professionalism and integrity.

CFOA responds to Home Office workforce statistics

The Chief Fire Officers Association (CFOA) has responded to new statistics released by the Home Office which primarily focuses on the make up of English fire and rescue services workforce; focussing on age, religion, ethnicity and sexual orientation.

Page 11

CFOA is pleased to see more transparency across fire and rescue services and more information available to the public. However, the Association has highlighted austerity measures which led to fire budget cuts of more than £300 million during the last six years (28% of government funding), leading to little recruitment taking place during this period, impacting on progressing workforce diversity.

In addition, the report shows the number of operational staff has fallen by almost a fifth during the last five years, highlighting the scale of reductions across fire and rescue services' workforce.

The figures show in 2015/2016 that:

- Firefighters in England were predominantly male (95%) white (96%) and aged 36 or older (73%)
- 5% of firefighters were women. This was 4.7% in the previous year and 4.1% five years ago

- Of those who stated an ethnicity, 3.8% were from an ethnic minority group (doesn't include all FRSs)
- 3% of firefighters were bisexual, gay or lesbian (doesn't include all FRSs)

Ann Millington, CFOA's Director of People & Organisational Development commented: "All fire and rescue services have undertaken work to change and challenge the views that it is a male profession.

"A lot of work has also been done to encourage more female firefighters along with people from a range of ethnicities and backgrounds to join; helping to ensure fire services are as representative as possible for the communities they serve. Despite austerity measures, services have continued to work on improving diversity through work programmes aimed to change culture and improve development opportunities for staff."

Ann Millington added: "As we widen our role to further expand our health and community work, we need diversity of ideas and skills, along with people who can help us integrate our services with our partners and the communities we serve. We are working together and with the Home Office to attract people to our sector.

Full details can be found at: <https://www.gov.uk/government/collections/fire-statistics#fire-and-rescue-authorities-operational-statistics-latest-version>

"We want people to recognise that we can offer a career and a great place to work, while creating equal opportunities for people from different backgrounds; ultimately having a positive impact on the diverse communities we serve."

Dave Etheridge, CFOA's President said: "These figures provide an accurate picture of fire and rescue services at the current time, but also reflect almost seven years of austerity when recruitment was at an all time low and budgets were substantially reduced. A number of services are now recruiting and we will hopefully see a positive change in these statistics in the coming years.

"However the changes are likely to be relatively small to begin with due to building up recruitment levels. We are working hard to ensure we proactively encourage and work with a range of different people to ensure diversity, while breaking myths of what the role of a firefighter entails."

Technical Matters

Page 12



Code of Practice on Local Authority Accounting in the United Kingdom 2016/17

This is the seventh edition of the Code to be prepared under International Financial Reporting Standards (IFRS), which have been adopted as the basis for public sector accounting in the UK. The 2016/17 Code has been developed by CIPFA/LASAAC and has effect for financial years commencing on or after 1 April 2016.

Local authorities in the United Kingdom are required to keep their accounts in accordance with 'proper (accounting) practices'. This is defined, for the purposes of local government legislation, as meaning compliance with the terms of the Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

The Code includes changes resulting from the 'Telling the Story' review on improving the presentation of local authority financial statements. These include new formats and reporting requirements for the Comprehensive Income and Expenditure Statement and the Movement in Reserves Statement and the introduction of the new Expenditure and Funding Analysis.

Amendments arising from the narrow scope amendments to International Financial Reporting Standards including changes from the following amended standards:

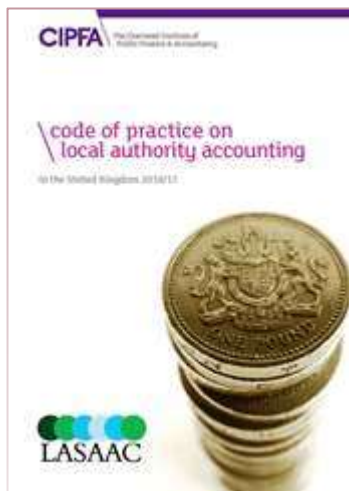
IAS 1 Presentation of Financial Statements under the International Accounting Standards Board Disclosure Initiative

IAS 24 Related Party Disclosures in relation to key management personnel as a result of the Annual Improvements to IFRSs 2010 – 2012

IFRS 11 Joint Arrangements Accounting for Acquisitions of interest in Joint Operations

IFRS 8 Operating Segments as a result of the Annual Improvements to IFRSs 2010 – 2012.

An update to the Statements Reporting Reviews of Internal Controls Section of the Code for the changes to the Delivering Good Governance in Local Government: Framework (2016) published by CIPFA and SOLACE.





Accounting and audit issues

Flexible use of capital receipts

DCLG has issued a [Direction and Statutory Guidance](#) on the flexible use of capital receipts to fund the revenue costs of reform projects. The direction applies from 1 April 2016 to 31 March 2019.

The Direction sets out that expenditure which 'is incurred by the Authorities that is designed to generate on going revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners' can be treated as capital expenditure.

Capital receipts can only be used from the disposals received in the years in which the flexibility is offered rather than those received in previous years.

Authorities must have regard to the Statutory Guidance when applying the Direction.

Grant Thornton Publications

Page 15



Advancing closure: the benefits to local authorities

With new regulation bringing forward the required publishing date for accounts local authorities must consider the areas needed to accelerate financial reporting.

Page 16

In February 2015, regulations were laid before parliament confirming proposals to bring forward the date by which local authority accounts must be published in England. From 2017-18, authorities will need to publish their audited financial statements by 31 July, with Wales seeking to follow a similar approach over the next few years.

Many local government bodies are already experiencing the benefits of advancing their financial reporting processes and preparing their accounts early, including:

- raising the profile of the finance function within the organisation and transforming its role from a back office function to a key enabler of change and improvement across the organisation;
- high quality financial statements as a result of improved quality assurance arrangements;
- greater certainty over in-year monitoring arrangements and financial outturn position for the year, supporting members to make more informed financial decisions for the future;
- improved financial controls and accounting systems, resulting from more efficient and refined financial processes; and
- allowing finance officers more time to focus on forward looking medium term financial planning and transformational projects, to address future financial challenges.
- While there is no standard set of actions to achieve faster close there are a number of consistent key factors across the organisations successfully delivering accelerated closedown of their accounts, which our report explores in further details:
- Enabling sustainable change requires committed leadership underpinned by a culture for success
- Efficient and effective systems and processes are essential
- Auditors and other external parties need to be on board and kept informed throughout

Grant Thornton reports



<http://www.grantthornton.co.uk/en/insights/advancing-closure-the-benefits-to-local-authorities/>

Integrated Reporting

Looking beyond the report

The move away from reporting based on historic financial information is beginning to gain momentum and Integrated Reporting is now mandatory in some countries.

In the UK, CIPFA proposed in their consultation document that the narrative report from 2017/18 reflects elements of the International Integrated Reporting Council's framework whilst the Treasury is encouraging public sector organisations to adopt Integrated Reporting.

Integrated reporting: Looking beyond the report was produced by our global Integrated Reporting team, based in the UK, New Zealand and South Africa, to help organisations obtain the benefits of Integrated Reporting.

The International Integrated Reporting Council (IIRC) describes Integrated Reporting as *"enhancing the way organisations think, plan and report the story of their business."*

At Grant Thornton, we fully agree with this and, in our view, the key word is 'enhancing' because a lot of the elements to support effective Integrated Reporting are likely to be in place already.

But anyone focussing purely on the production of the report itself will not reap the full benefits that effective Integrated Reporting can offer.

Instead, think of Integrated Reporting as demonstrating "integrated thinking" across your entire organisation, with the actual report being an essential element of it.

Our methodology is based on six modules which are designed to be independent of each other.

1. **Secure support** – effective Integrated Reporting needs leadership from the top.
2. **Identify stakeholders** – who are they and how can you engage with them?
3. **Identify the capitals for your organisation** – what resources do you use to create value?
4. **What do you have – and what do you need?** – do you have the data you need and is it accurate?
5. **Set limits and create boundaries** – make sure your report is focussed.
6. **Review and improve** – Integrated Reporting is a continuous learning process.

Our approach to Integrated Reporting is deliberately simple; experience has shown us that this works best. Things are often only complicated because people made them that way.

Our experienced, independent teams can help you keep focused throughout the entire Integrated Reporting process and can support you, no matter what stage you are at. Please speak to your Engagement Lead if you would like to discuss this further.

Grant Thornton publications



Integrated reporting
Looking beyond the report
2017-2018



Brexit

Planning can help organisations reduce the impact of Brexit

Several months have passed since the referendum to leave the European Union (EU), during which there has been a flurry of political activity, including the party conference season.

After many years of relative stability, organisations will need to prepare themselves for a period of uncertainty and volatility and will need to keep their risk registers under constant review. The outcome of the US Presidential election in November 2016 has added to this uncertainty.

The High Court ruling that Parliament should have a say before the UK invokes Article 50 of the Lisbon Treaty – which triggers up to two years of formal EU withdrawal talks – will not, in our view, impact on the final outcome. There appears to be a general political consensus that Brexit does mean Brexit, but we feel there could be slippage beyond the original timetable which expected to see the UK leave the EU by March 2019.

2017 elections in The Netherlands (March), France (April/May), and Germany (October/November) will complicate the Brexit negotiation process and timeline at a time when Brexit is more important for the UK than it is for the remaining 27 Member States

The question still remains, what does Brexit look like?

While there may be acceptance among politicians that the UK is leaving the EU, there is far from any agreement on what our future relationship with the continent should be.

So, what do we expect based on what has happened so far?

Existing EU legislation will remain in force

We expect that the Government will introduce a “Repeal Act” (repealing the European Communities Act of 1972 that brought us into the EU) in early 2017.

As well as undoing our EU membership, this will transpose existing EU regulations and legislation into UK law. We welcome this recognition of the fact that so much of UK law is based on EU rules and that trying to unpick these would not only take many years but also create additional uncertainty.

Taking back control is a priority

It appears that the top priority for government is 'taking back control', specifically of the UK's borders. Ministers have set out proposals ranging from reducing our dependence on foreign doctors or cutting overseas student numbers. The theme is clear: net migration must fall.

Grant Thornton update

Leaving the Single Market appears likely

The tone and substance of Government speeches on Brexit, coupled with the wish for tighter controls on immigration and regulation, suggest a future where the UK enjoys a much more detached relationship with the EU.

Potential existing examples for the UK's future relationship, such as the 'Norwegian' or 'Swiss' models, seem out of the question. The UK wants a 'bespoke deal'.

Given the rhetoric coming from Europe, our view is that this would signal an end to the UK's membership of the Single Market. With seemingly no appetite to amend the four key freedoms required for membership, the UK appears headed for a so-called 'Hard Brexit'. It is possible that the UK will seek a transitional arrangement, to give time to negotiate the details of our future trading relationship.

Brexit

This is of course, all subject to change, and, politics, especially at the moment, moves quickly.

Where does this leave the public sector?

After a relatively stable summer, we expect there will be increased volatility as uncertainty grows approaching the formal negotiation period.

Page 19 Planning can help organisations reduce the impact of Brexit

The chancellor has acknowledged the effect this may have on investment and signalled his intention to support the economy, delaying plans to get the public finances into surplus by 2019/20.

We expect that there will be some additional government investment in 2017, with housing and infrastructure being the most likely candidates.

Clarity is a long way off. However, public sector organisations should be planning now for making a success of a hard Brexit, with a focus on:

Staffing – organisations should begin preparing for possible restrictions on their ability to recruit migrant workers and also recognise that the UK may be a less attractive place for them to live and work. Non-UK employees might benefit from a degree of reassurance as our expectation is that those already here will be allowed to stay. Employees on short term or rolling contracts might find it more difficult to stay over time.

Financial viability – public sector bodies should plan how they will overcome any potential shortfalls in funding (e.g. grants, research funding or reduced student numbers).

Market volatility – for example pension fund and charitable funds investments and future treasury management considerations.

International collaboration – perhaps a joint venture or PPP scheme with an overseas organisation or linked research projects.

Grant Thornton update

For regular updates on Brexit, please see our website:

<http://www.grantthornton.co.uk/en/insights/brexit-planning-the-future-shaping-the-debate/>



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The Annual Audit Letter for Devon and Somerset Fire and Rescue Authority

Year ended 31 March 2016

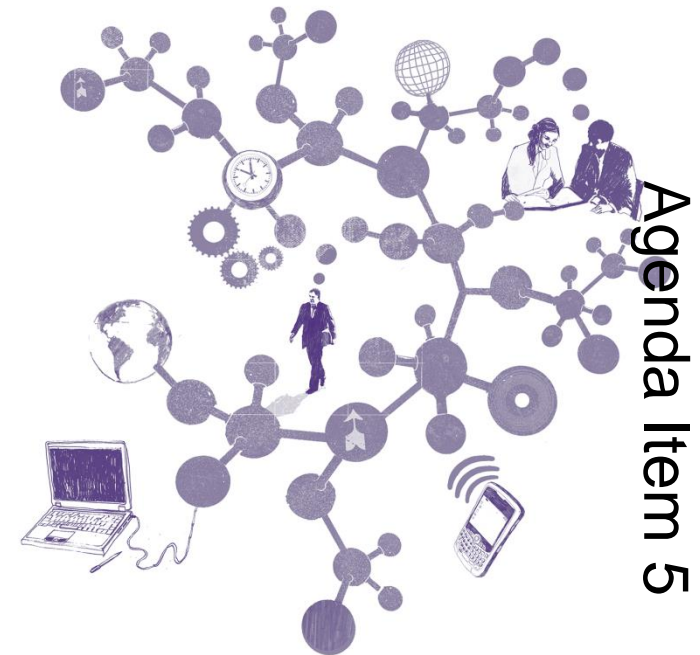
20 October 2016

Page 21

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Contents

| Section | Page |
|-------------------------------|-------------|
| 1. Executive summary | 3 |
| 2. Audit of the accounts | 4 |
| 3. Value for Money conclusion | 9 |
| 4. Working with the Authority | 12 |
| Appendices | |
| A Reports issued and fees | 13 |

Executive summary

Purpose of this letter

Our Annual Audit Letter (Letter) summarises the key findings arising from the work that we have carried out at Devon and Somerset Fire and Rescue Authority (the Authority) for the year ended 31 March 2016.

This Letter is intended to provide a commentary on the results of our work to the Authority and its external stakeholders, and to highlight issues that we wish to draw to the attention of the public. In preparing this letter, we have followed the National Audit Office (NAO)'s Code of Audit Practice (the Code) and Auditor Guidance Note (AGN) 07 – 'Auditor Reporting'.

We reported the detailed findings from our audit work to the Authority's Audit and Performance Review Committee as those charged with governance in our Audit Findings Report on 12 September 2016

Our responsibilities

We have carried out our audit in accordance with the NAO's Code of Audit Practice, which reflects the requirements of the Local Audit and Accountability Act 2014 (the Act). Our key responsibilities are to:

- give an opinion on the Authority's financial statements (section two)
- assess the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources (the value for money conclusion) (section three).

In our audit of the Authority's financial statements, we comply with International Standards on Auditing (UK and Ireland) (ISAs) and other guidance issued by the NAO.

Our work

Financial statements opinion

We gave an unqualified opinion on the Authority's financial statements on 22 September 2016.

Value for money conclusion

We were satisfied that the Authority put in place proper arrangements to ensure economy, efficiency and effectiveness in its use of resources during the year ended 31 March 2016. We reflected this in our audit opinion on 22 September 2016.

Certificate

We certified that we had completed the audit of the accounts of Devon and Somerset Fire and Rescue Authority in accordance with the requirements of the Code on 22 September 2016.

Working with the Authority

We are really pleased to have worked with you over the past year. We have continued our positive and constructive relationship. Together we have delivered some great outcomes.

We would like to record our appreciation for the assistance and co-operation provided to us during our audit by the Authority's staff.

Grant Thornton UK LLP
October 2016

Audit of the accounts

Our audit approach

Materiality

In our audit of the Authority's accounts, we use the concept of materiality to determine the nature, timing and extent of our work, and in evaluating the results of our work. We define materiality as the size of the misstatement in the financial statements that would lead a reasonably knowledgeable person to change or influence their economic decisions.

We determined materiality for our audit of the Authority's accounts to be £1,36,000, which is 1.75% of the Authority's gross revenue expenditure. We used this benchmark, as in our view, users of the Authority's accounts are most interested in how it has spent the income it has raised from taxation and grants during the year.

We also set a lower level of specific materiality for certain areas such as senior officer remuneration, auditors' remunerations and members' allowances.

We set a lower threshold of £78,000, above which we reported errors to the Audit and Performance Review Committee in our Audit Findings Report.

The scope of our audit

Our audit involves obtaining enough evidence about the amounts and disclosures in the financial statements to give reasonable assurance that they are free from material misstatement, whether caused by fraud or error.

This includes assessing whether:

- the Authority's accounting policies are appropriate, have been consistently applied and adequately disclosed;
- significant accounting estimates made by management are reasonable; and
- the overall presentation of the financial statements gives a true and fair view.

We also read the narrative report and annual governance statement to check they are consistent with our understanding of the Authority and with the accounts on which we give our opinion.

We carry out our audit in line with ISAs (UK and Ireland) and the NAO Code of Audit Practice. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach was based on a thorough understanding of the Authority's business and is risk based.

We identified key risks and set out overleaf the work we performed in response to these risks and the results of this work.

Audit of the accounts

These are the risks which had the greatest impact on our overall strategy and where we focused more of our work.

| Risks identified in our audit plan | How we responded to the risk |
|--|--|
| <p>The revenue cycle includes fraudulent transactions</p> <p>Under ISA (UK&I) 240 there is a presumed risk that revenue may be misstated due to the improper recognition of revenue.</p> <p>This presumption can be rebutted if the auditor concludes that there is no risk of material misstatement due to fraud relating to revenue recognition</p> | <p>Having considered the risk factors set out in ISA240 and the nature of the revenue streams at Devon and Somerset Fire and Rescue Authority, we determined that the risk of fraud arising from revenue recognition can be rebutted, because:</p> <ul style="list-style-type: none"> • there is little incentive to manipulate revenue recognition • opportunities to manipulate revenue recognition are very limited; and • the culture and ethical frameworks of local authorities, including Devon and Somerset Fire and Rescue Authority, mean that all forms of fraud are seen as unacceptable. |
| <p>Management over-ride of controls</p> <p>Under ISA (UK&I) 240 it is presumed that the risk of management over-ride of controls is present in all entities.</p> | <p>As part of our audit work we have:</p> <ul style="list-style-type: none"> • tested journal entries • reviewed accounting estimates, judgements and decisions made by management • reviewed unusual significant transactions <p>We did not identify any issues to report</p> |

Audit of the accounts (continued)

These are the risks which had the greatest impact on our overall strategy and where we focused more of our work.

| Risks identified in our audit plan | How we responded to the risk |
|---|--|
| <p>Valuation of property, plant and equipment</p> <p>The Authority has revalued all of its assets in the year. The Code requires that the Authority ensures that the carrying value at the balance sheet date is not materially different from the current value. This represents a significant estimate by management in the financial statements.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 26</p> | <p>As part of our audit work we have:</p> <ul style="list-style-type: none"> • Reviewed management's processes and assumptions for the calculation of the estimate. • Reviewed the competence, expertise and objectivity of any management experts used. • Reviewed the instructions issued to valuation experts and the scope of their work • Discussed with the Authority's valuer the basis on which the valuation was carried out, challenging the key assumptions. • Reviewed and challenged the information used by the valuer to ensure it was robust and consistent with our understanding. • Tested revaluations made during the year to ensure they were input correctly into the Authority's asset register • Applied market indices to carry out our own desktop valuation and comparison of this to the valuation expert's valuation • Evaluated the assumptions made by management for those assets not revalued during the year and how management satisfied themselves that these were not materially different to current value. <p>We did not identify any issues to report</p> |
| <p>Valuation of pension fund net liability</p> <p>The Authority's pension fund asset and liability as reflected in its balance sheet represent significant estimates in the financial statements.</p> | <p>As part of our audit work we have:</p> <ul style="list-style-type: none"> • Documented the key controls that were put in place by management to ensure that the pension fund liability was not materially misstated. • Walked through the key controls to assess whether they were implemented as expected and mitigate the risk of material misstatement in the financial statements. • Reviewed the competence, expertise and objectivity of the actuary who carried out the Authority's pension fund valuation. • Gained an understanding of the basis on which the IAS 19 valuation was carried out, undertaking procedures to confirm the reasonableness of the actuarial assumptions made. • Reviewed the consistency of the pension fund asset and liability and disclosures in notes to the financial statements with the actuarial report from your actuary. <p>We did not identify any issues to report</p> |

Audit of the accounts (continued)

These are the risks which had the greatest impact on our overall strategy and where we focused more of our work.

| Risks identified in our audit plan | How we responded to the risk |
|--|---|
| <p>Operating expenses</p> <p>Creditors understated or not recorded in the correct period (Operating expenses understated)</p> | <p>As part of our audit work we have:</p> <ul style="list-style-type: none"> documented our understanding of processes and key controls over the transaction cycle walked through the key controls to assess the whether those controls were in line with our documented understanding substantively tested a sample of operating expenses to ensure they have been accurately accounted for and in the correct period. reviewed for unrecorded liabilities, review of payments made after the year end. reviewed creditors / liability balances for unusual amounts, including testing of accruals and review of estimation techniques. <p>We did not identify any issues to report</p> |
| <p>Employee remuneration</p> <p>Employee remuneration accruals understated (Remuneration expenses not correct)</p> | <p>As part of our audit work we have:</p> <ul style="list-style-type: none"> documented our understanding of processes and key controls over the transaction cycle walked through the key controls to assess the whether those controls were in line with our documented understanding substantively tested employees for accuracy of payment and the agreement of employee remuneration disclosures to supporting documentation. Reviewed the year end payroll reconciliation to ensure that information from the payroll system can be agreed to the ledger and the financial statements. Completed a monthly trend analysis of employee costs for the year to identify any unusual or irregular movements. <p>We did not identify any issues to report</p> |
| <p>Firefighters Pensions Benefit Payments</p> <p>Benefits improperly computed/ claims liability understated</p> <p>Payments to retiring officers are low in volume but high in value and the service is reliant on effective controls both within and outside the organisation to ensure that payments made are valid and accurate.</p> | <p>As part of our audit work we have:</p> <ul style="list-style-type: none"> documented our understanding of processes and key controls over the transaction cycle walked through the key controls to assess the whether those controls were in line with our documented understanding Agreed the pension disclosures in the financial statements to supporting evidence Substantively tested a sample of new recurring Fire Fighter Pension benefit payments and one off lump sums covering the period 1 April 2015 to 31 March 2016 to ensure that they have been accurately accounted for and in the correct period. <p>We did not identify any issues to report</p> |

Audit of the accounts

Audit opinion

We gave an unqualified opinion on the Authority's accounts on 22 September 2016, in advance of the 30 September 2016 national deadline.

The Authority made the accounts available for audit in line with the agreed timetable, and provided a good set of working papers to support them. The finance team responded promptly and efficiently to our queries during the course of the audit.

The key messages arising from our audit of the Authority's financial statements were:

- draft accounts were produced to a very good standard
- the audit was facilitated by good supporting working papers and excellent assistance from the finance team

Issues arising from the audit of the accounts

We reported the key issues from our audit of the accounts of the Authority to the Authority's Audit and Performance Review Committee on 12 September 2016.

Annual Governance Statement and Narrative Report

We are also required to review the Authority's Annual Governance Statement and Narrative Report. It published them on its website with the draft accounts in line with the national deadlines.

Both documents were prepared in line with the relevant guidance and were consistent with the supporting evidence provided by the Council/Authority and with our knowledge of the Council/Authority.

Other statutory duties

We also have additional powers and duties under the Act, including powers to issue a public interest report, make written recommendations, apply to the Court for a declaration that an item of account is contrary to law, and to give electors the opportunity to raise questions about the Authority's accounts and to raise objections received in relation to the accounts.

We were not required to invoke our additional powers and duties during the completion of this audit.

Value for Money conclusion

Background

We carried out our review in accordance with the NAO Code of Audit Practice (the Code), following the guidance issued by the NAO in November 2015 which specified the criterion for auditors to evaluate:

In all significant respects, the audited body takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for taxpayers and local people.

Key findings

Our first step in carrying out our work was to perform a risk assessment and identify the key risks where we concentrated our work.

The key risks we identified and the work we performed are set out on pages 10 and 11.

Overall VfM conclusion

We are satisfied that in all significant respects the Authority put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2016.

Value for Money

Value for money risks

| Risk identified | Work carried out | Findings and conclusions |
|---|--|---|
| <p>The Authority continues to face financial pressures with further cuts being made in central government funding with a 25% cut over the next four years if the Authority accepts the four year settlement offered by the Government</p> | <p>We reviewed the Authority's latest Medium Term Financial Plan and the 2016/17 budget, considering the assumptions that underpin the figures within them.</p> | <p>The Authority set a balanced budget for the 2016/17 financial year, with a Council Tax increase of 1.99% being agreed. Budgeted savings within this were £3.2m, consisting of £988k from non staff budget lines, £511k from support staff and £1,723k from operational posts.</p> <p>The current MTFP runs to 2019/2020 with the savings requirement over that period being £3.7m based on council tax increases of 1.99% each year or £6.4m if Council Tax is frozen. The strategic approach to these savings are also set out in the presentation. This was the position at the time of the budget setting in February 2016, which had developed from the presentation to a members forum on 14/1/16 which referred to a potential gap of £7.9m between 17/18 and 19/20. The MTFP is based on detailed modelling assumptions in the Financial Planning Model. These include inflation, pay and pension increases as well as anticipated reductions in grant funding. These assumptions have been reviewed and appear to be reasonable. The MTFP can change over time and is updated regularly as a result of updated information on grant settlements, savings strategy and new cost pressures identified.</p> <p>The Authority is planning to apply for the 4 year funding settlement on offer from the government, which will allow it to plan with more certainty over the medium term. An efficiency plan has been developed and is going to the Resources Committee on 1/9/16. This presents an updated position on the funding position to 2019/2020, with the savings required over 2017/18 to 2019/2020 being £6.6m when allowing for a 1.99% council tax increase each year. 2017/18 has savings assumptions of £2,398k meaning that further savings of £1,349k still need to be identified. The Authority intend to use earmarked reserves to cover this gap in 2017/18 with forecast savings identified in 2018/19 and 2019/2020 replenishing the reserves by the end of that period.</p> <p>Budgets and the savings included within them are monitored monthly with quarterly reporting to members, allowing for appropriate actions to be taken in response to any slippage in savings.</p> <p>On that basis we concluded that the risk was sufficiently mitigated and the Authority has proper arrangements</p> |
| <p>The Authority is in the process of updating its Integrated Risk Management Plan (IRMP).and its Asset Strategy.</p> | <p>We reviewed the Authority's IRMP and the enabling strategies that underpin it to establish how the Authority is identifying, monitoring and managing these risks.</p> | <p>The Authority approved its updated Integrated Risk Management Plan 'Creating Safer Communities Our Plan 2016-2021' in February 2016. This is a high level document and is underpinned by more detailed enabling strategies. The Asset Strategy currently in place is for 2015-2020 and an updated Asset Strategy covering 2016-2020 is already in draft. Service Level Agreements that flow from the Asset Strategy are also being updated so that they align with the IRMP.</p> <p>There is strong evidence of the work being done within the Authority to align the detailed strategies to the overarching IRMP</p> <p>On that basis we concluded that the risk was sufficiently mitigated and the Authority has proper arrangements</p> |

Value for Money (continued)

Value for money risks (continued)

| Risk identified | Work carried out | Findings and conclusions |
|---|--|--|
| <p>The Authority is experiencing high levels of staff sickness during a period where there have been reductions in staffing levels as the Authority reacts to reductions in government grant funding.</p> | <p>We will review the Authority's workforce plans and the sickness action plan to establish how the Authority is managing and monitoring its workforce issues.</p> | <p>Absence Management is a standing item on the agenda for the Human Resources Management and Development Committee with the Committee receiving written reports to every meeting.</p> <p>During 2015/16 the Authority did see an improvement in long term sickness compared to 2014/15 after an initial continued increase. The average number of days sickness for all in 2015/16 was 9.10%, compared to 9.74% in 2014/15 (a drop of 6.6%). The rate remains significantly higher than the 7.6% for 2013/14.</p> <p>The Quarter 4 Performance Report also set out the actions being taken:</p> <ul style="list-style-type: none"> • Removal of Sick Pay Review panels • Provision of further information to help managers to review the situation of each employee on long-term sickness absence and provide appropriate support • More contact and discussion with employees who are off work due to sickness • Better access to restricted duties • Exploring ways to speed up any medical delays by, where appropriate and with a business case, providing private medical assistance. <p>In addition the Authority is working to develop a fitness, health and wellbeing culture with the aim of improving fitness levels amongst staff. They have prepared an outline business case for fire-fighter fitness to create a fitness culture against the backdrop of an aging workforce.</p> <p>It appears that the Authority's actions are starting to have some impact but there are further changes impacting the sector and the Authority (responsibility changing from DCLG to the Home Office), reviews of working arrangements and equipment and reductions in middle management and support staff and enhanced collaboration with other blue light services. The uncertainty associated with these changes means that this will be a continued area of focus for the Authority, however we are satisfied that the risk is sufficiently mitigated and that the Authority has proper arrangements for VFM conclusion purposes.</p> <p>On that basis we concluded that the risk was sufficiently mitigated and the Authority has proper arrangements</p> |

Working with the Authority

Our work with you in 2015/16

We are really pleased to have worked with you over the past year. We have established a positive and constructive relationship. Together we have delivered some great outcomes.

An efficient audit – we delivered the accounts audit 8 days before the deadline. Our audit team are knowledgeable and experienced in your financial accounts and systems. Our relationship with your team provides you with a financial statements audit that continues to finish on schedule releasing your finance team for other important work.

We have shared with you our insights on advanced closure of local authority accounts, in our publication "Transforming the financial reporting of local authority accounts", sharing the lessons learned from our local government bodies who have advanced their financial reporting processes and closed their accounts early. We are holding a workshop on this topic in October which is being attended by members of your finance team

Understanding your operational health – through the value for money conclusion we provided you with assurance on your operational effectiveness.

We provided regular audit and governance committee updates covering emerging issues and developments of relevance to the Authority, including those from the National Audit Office (NAO) and CIPFA.

Thought leadership– we have shared our insights via our national publications. Areas we covered included:

- Innovation in public financial management
- Knowing the Ropes – Cross sector Audit Committee Effectiveness Review
- Making devolution work – A practical guide for local leaders
- Reforging local government – Our summary findings from financial health checks and governance reviews

We have also shared with you our publication on Building a successful joint venture and will continue to support you as you consider greater use of alternative delivery models for your services. You attended our income generation workshop in October.

Providing training – we provided your teams with training on financial accounts and annual reporting. The joint training with CIPFA was attended by members of your finance team.

Support outside of the audit – our employer solutions team provided you with pensions advice.

We will also continue to work with you and support you over the next financial year, including:

- An efficient audit – continuing to deliver an efficient audit and providing advice and support as you move towards the faster close deadlines
- Support outside of the audit – we will continue to introduce our advisory team where we believe this is of benefit to you. We will also continue to provide you with relevant publications and our thought leadership pieces, and hold informed, insightful conversations with you.

Appendix A: Reports issued and fees

We confirm below our final fees charged for the audit and provision of non-audit services

Fees

| | Planned £ | Actual fees £ | 2014/15 fees £ |
|-----------------------------------|---------------|------------------|-------------------|
| Statutory audit of Authority | 33,820 | 33,820 | 45,093 |
| Total fees (excluding VAT) | 33,820 | 33,820 | 45,093 |

Fees for other services

| Service | Fees £ |
|-------------------------------|--------------|
| Non-audit services | |
| • Provision of pension advice | 6,500 |

Page 33

Reports issued

| Report | Date issued |
|-----------------------|----------------|
| Audit Plan | April 2016 |
| Audit Findings Report | September 2016 |
| Annual Audit Letter | October 2016 |



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Agenda Item 6

| | |
|--|---|
| REPORT REFERENCE NO. | APRC/17/1 |
| MEETING | AUDIT & PERFORMANCE REVIEW COMMITTEE |
| DATE OF MEETING | 18 JANUARY 2017 |
| SUBJECT OF REPORT | AUDIT & REVIEW 2016-17 PROGRESS REPORT |
| LEAD OFFICER | Audit and Review Manager |
| RECOMMENDATIONS | <i>That the report be noted.</i> |
| EXECUTIVE SUMMARY | <p>This report sets out progress to date against the approved 2016-17 Internal Audit Plan.</p> <p>Internal Audit activities across the Service are managed through a shared service agreement that sees the Audit & Review Team and the Devon Audit Partnership (DAP) work together to deliver the Internal Audit Plan.</p> <p>The report also provides the results from the Service's self-assessment and the assurance statements for the audits completed since the last meeting of the Committee in September 2016.</p> |
| RESOURCE IMPLICATIONS | Nil. |
| EQUALITY RISKS AND BENEFITS ASSESSMENT (ERBA) | Not applicable. |
| APPENDICES | None |
| LIST OF BACKGROUND PAPERS | <p>Audit & Review 2016-17 Plan</p> <p>Audit & Review Service Policy</p> |

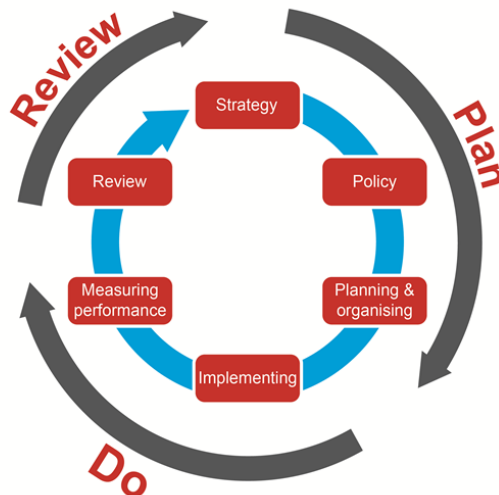
1. **INTRODUCTION**

- 1.1 The 2016/17 Internal Audit Plan was approved by the Audit & Performance Review Committee at its meeting held on the 11 April 2016. The Plan sets out the combined scope of internal audit work to be completed by the Audit & Review Team and the Devon Audit Partnership.
- 1.2 The Audit & Review Team and the Devon Audit Partnership are accountable for the delivery of the Plan and the policy includes the requirement to report progress to this Committee at least three times per year.
- 1.3 This report provides the results from the Service's self-assessment and the assurance statements for the audits completed since the last meeting of the Committee in September 2016.

2. **PROGRESS AGAINST THE 2016-17 PLAN**

Control Self-Assessment Framework

- 2.1 The majority of the 2016-17 Internal Audit Plan has been assigned to the development and roll out of an organisational Control Self-Assessment Framework.
- 2.2 The Audit & Review Team is pleased to report that the Organisational Control Self-Assessment Framework and supporting self-assessment tool have now been designed and rolled out.
- 2.3 The framework has been aligned to the principals of the EFQM Excellence Model, the HSG65 model and importantly the organisations own Plan, Do, Review Model. The framework has been designed to support managers embed a consistent control framework within their service area.



- 2.4 A meeting has been held with the Authority's External Auditors, Grant Thornton, in November 2016 to review the self-assessment framework and Internal Audit strategy.

DSFRS Organisational Control Self-Assessment Results

- 2.5 The Control Self-Assessment has been completed with Senior Managers from across the organisation. The Organisational Assurance Team held facilitated workshops to enable managers to self-assess against a series of control questions and/or statements.

- 2.6 The results have been analysed by sub section, allowing each of the 20 sub sections to be ranked according to their overall assurance score and presented in a Service Management Assurance Dashboard.
- 2.7 The results from the self-assessment have been collated into an action plan that has fed into the corporate planning process. Agreed management actions will be monitored through the Service's Assurance tracking process alongside the outcomes of External Audits, Internal Audits, EFQM assessments and Peer Reviews.
- 2.8 The results from the self-assessment will also be used to inform the strategic and annual Internal Audit planning process.

Key Financial Audit Work

- 2.9 The Devon Audit Partnership (DAP) leads on the key financial audit work. The following progress has been made against the 2016-17 Internal Audit Plan:

| Audit Area | Progress/Assurance |
|----------------------|---|
| Budgetary Management | Final Report issued – High Standard The risks associated with the budgetary control systems and processes of the Fire Service were found to be well controlled. The budget holders are responsible for the budget setting and subsequent monitoring with challenge and support being provided by the Executive Board and the Finance Team. |
| Payroll | Scheduled for completion in Quarter 4 |
| Pensions | Scheduled for completion in Quarter 4 |

ICT Audit Work (carried forward from 2015-16)

- 2.10 DAP lead on the ICT audit work. The following audit was carried forward from the 2015-16 Internal Audit Plan:

| Audit Area | Progress / Assurance |
|--|--|
| 2015-16 Business Continuity Management | Final Report issued – Improvements Required A generally sound framework was found to be in place. However, some key improvements were found to be required in relation to the annual maintenance cycle, the configuration of the Service's SharePoint platform and the level of engagement by and with the ICT Department. Firstly, the business continuity plans of all departments should be updated. This will enable a prioritised recovery schedule for all systems to be discussed and agreed with the Service's ICT Department. |

| Audit Area | Progress / Assurance |
|------------|---|
| | Once the above action has been implemented, the ICT Department should complete its business continuity plan to bring it into line with the rest of the Service. |

2.11 All agreed actions are captured and monitored through the assurance tracking process.

3. AUDIT & REVIEW RECOMMENDATIONS

3.1 The Audit & Review Team has designed and rolled out an Assurance Tracking system for managing all recommendations and agreed actions coming out of key assurance activities. The system tracks recommendations at the following assurance levels:

- External Audit
- Annual Statement of Assurance
- Internal Audit (Audit & Review and Devon Audit Partnership)
- Operational Assurance

3.2 The Assurance Tracker has been made available to all employees through the Service Information Point (SIP).

3.3 On a monthly basis all outstanding High and High / Medium recommendations are reported to the Service Leadership Team (SLT) for review.

3.4 A quarterly update procedure has been embedded that sees the export and distribution of outstanding recommendations to service managers to provide an update. This has been aligned to the Corporate Planning process to ensure outstanding recommendations are reviewed alongside departmental plans.

3.5 As at December 2016, the Assurance Tracker has 25 open 'High' or 'High / Medium' Internal Audit recommendations, including the actions recorded on the Annual Statement of Assurance.

4. CONCLUSION & RECOMMENDATIONS

4.1 Based on the work completed to date in 2016/17 and knowledge from previous years, the systems in operation within Devon & Somerset Fire & Rescue Service continue to demonstrate a good level of internal control.

4.2 Both the Audit & Review Team and the Devon Audit Partnership would wish to use this report to thank all staff who have worked with them in delivering the audit programme and the willingness to positively engage in the audit process.

4.3 The progress made against the agreed Audit Plan will be reported back to this Committee at regular intervals.

PAUL HODGSON
Audit & Review Manager

Agenda Item 7

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| REPORT REFERENCE NO. | APRC/17/2 |
| MEETING | AUDIT & PERFORMANCE REVIEW COMMITTEE |
| DATE OF MEETING | 18 JANUARY 2017 |
| SUBJECT OF REPORT | EUROPEAN FOUNDATION QUALITY MANAGEMENT (EFQM) – COMMITTED TO EXCELLENCE (C2E) OUTCOMES AND NEXT STEPS |
| LEAD OFFICER | Area Manager – Organisational Assurance |
| RECOMMENDATIONS | <i>That the report be noted.</i> |
| EXECUTIVE SUMMARY | The paper set out the next steps for EFQM progression by incorporating planned activities into relevant departmental plans. |
| RESOURCE IMPLICATIONS | Contained from within existing resources. |
| EQUALITY RISKS AND BENEFITS ASSESSMENT (ERBA) | Not applicable. |
| APPENDICES | A. EFQM Committed to Excellence Feedback Report. B. C2E Areas for Improvement |
| LIST OF BACKGROUND PAPERS | Nil. |

1. BACKGROUND

- 1.1 The Devon & Somerset Fire & Rescue Service (hereinafter referred to as “the Service”) successfully undertook an EFQM Committed to Excellence (C2E) Assessment in November 2016. The C2E assessment was carried out by 2 experienced assessors from the British Quality Foundation (BQF) who awarded the Service with C2E 2* (the highest award for this level of assessment).
- 1.2 The full feedback report has been included at Appendix A of this report.
- 1.3 The C2E report identified key strengths and areas for improvement against the 9 sections of the EFQM Excellence Model.
- 1.4 The objective of this report is to set out the approach for how the Service is to take forward the areas for improvement in readiness for the Recognised for Excellence (R4E) assessment, currently planned for mid-2017.

2. C2E AREAS FOR IMPROVEMENT

- 2.1 The Service’s Organisational Assurance Team has collated all of the identified C2E areas for improvement in the table presented in Appendix B.
- 2.2 The areas for improvement have been themed, combined (where appropriate) and prioritised based upon the impact on the R4E assessment.
- 2.3 It should be noted that, unless the Service addresses the issues in their entirety, a high R4E rating will be virtually impossible to achieve. It should also be emphasised that the R4E awards are not driving the direction taken but the improvements set out are fundamentally the right things to do to take the Service forward.
- 2.4 Furthermore, it should also be noted that many of the areas for improvement are directly linked or further evidenced in the outcomes of:
 - the last Peer review
 - the findings from the recent Internal Self-Assessment
 - the 2015-16 Annual Statement of Assurance

3. NEXT STEPS

- 3.1 The key areas for improvement have been extracted from the C2E report and themed in the table presented at the end of the report.
- 3.2 The Organisational Assurance Team has proposed that the C2E areas for improvement are taken forward as follows:
 - Agree the service leads for the improvement activity
 - Ensure that the improvement activity is captured in the department/service plans currently being prepared - these plans will then be signed off at director level.
 - Capture the areas for improvement on the Assurance Tracker and include in the quarterly monitoring process - to be completed by the EFQM oversight team.

- 3.3 The Organisational Assurance Team is to work with the British Quality Foundation to identify a realistic timescale for the Service to progress the R4E assessment. Initial indications are that the R4E could be scheduled for mid-2017, which should provide ample time for completion of the work but this can be agreed with the Service Leadership Team.
- 3.4 The progress of the areas for improvement identified in the C2E will be an important factor for the R4E assessment.
- 3.5 The Organisational Assurance Team is currently in the process of producing a communications plan for the C2E results and supporting action plan across the organisation. It is important that the Service celebrates success with its staff and engages with staff when developing improvement actions.

4. RECOMMENDATION

- 4.1 That the report be noted.

NICK MANNING
Area Manager – Organisational Assurance

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Committed to Excellence Assessment

Feedback Report for

Devon and Somerset Fire
and Rescue Service



Executive Summary

The assessment of Devon and Somerset Fire and Rescue Service (DSFRS) has been conducted over an intensive one-day site visit. During this time, the Assessor Team of Diane Dibley and Gail Nicolson have interviewed approximately 28 key employees. This summary has been structured around the 5 key themes discussed during the day with some statements about the organisation's current operating environment by way of an introduction.

Current Operating Environment

Devon and Somerset Fire and Rescue Service is operating in a challenging environment. Recent changes to public policy and a reduction in budget have meant that DSFRS have had to review their business model and design new more effective ways of working. DSFRS has been proactive in reacting to these changes and has put in place a strategy to meet their budget saving targets while maintaining the quality of their service. As part of this strategy there is more emphasis on collaborating with other public sector organisations, which was clearly demonstrated by the fact that they now attend more emergency medical services calls than fires.

Strategy & Key Results

DSFRS has a forward looking strategy based on understanding the environment and area in which they operate as well as on stakeholders needs. The leadership team invests time in engaging with relevant groups and forums in order to gain insight to inform DSFRS strategy as well as influence national strategy and plans. This investment allows the organisation to operate with a degree of agility as changes are foreseen. The organisational structure is reviewed to ensure that it is fit for purpose to deliver the agreed strategy. In addition, the capabilities of the service are being reviewed and refined to ensure DSFRS is in the best position for future sustainability and to meet ongoing challenges.

Strategy and plans are communicated across the service however, people reported wanting communications to be more tailored for the audience. This may be achieved by having for example a small review panel to comment on important communications before they are released. There was also a perceived gap for people between strategy and personal objectives with limited understanding or visibility of the thread between the two. A clear explanation of the cascade may help to address this.

The approach to measurement has been reviewed and refined and a new basket of measures, many of these outcomes, has been developed to be more expressly linked to the DSFRS strategy and objectives. This is currently still a new approach. Past approaches to measurement have allowed trends to be developed. This is more difficult with outcome measures and DSFRS may wish to consider how they can be more creative in developing trend or ensuring a balance between measures that can be trended and outcomes. For example, a measure may be the percentage of projects completed against expected. This could become a trend whereas completion of a project might be a desired outcome.

Customer Management

There is a very clear understanding and intricate segmentation of the DSFRS customer base with services and approaches developed to respond to the needs of each of group. Where appropriate, customers and other stakeholders are involved in what is required and service development.

DSFRS works collaboratively with other agencies and services in order to ensure they optimise the contribution to customers and deliver added value wherever possible. Customer results are good but the service is not complacent and is continuously looking for ways to improve. This includes being innovative and creative and a clear example was demonstrated during the visit of the Freaky House and the results that had come from this.

Learning from good practice does take place. There is potentially though an opportunity to be more systematic in the approach to good practice learning with a benchmarking strategy and a formal method of capturing and making learning available.

People Management

DSFRS is clearly a people focussed organisation, throughout the site visit people commented at how people were pivotal to the organisation and the element that made it special to work there.

DSFRS has a clear understanding of its resourcing requirements both in terms of numbers, skills and competencies, their academy produces a prospectus which outlines the training needs for operational staff at each of its stations.

Employee's performance is managed through the Personal Performance and Development system (PPD). It was felt by some employees that this process has lost its effectiveness and therefore DSFRS has reviewed their approach and designed a new simpler system which is more focussed on having conversation than paper work. This new approach is to be rolled out across the organisation over the coming year.

The staff survey is another key approach which DSFRS has recently reviewed. The survey has been simplified to 9 key questions and followed by focused surveys to gain detailed feedback on specific topics. Overtime this survey will enable them to identify improvements and monitor performance.

There are a number of new approaches and initiatives being deployed and it will take a little while for these to be embedded and for DSFRS to be confident that they are working as planned. Operational communications are clearly a strength however challenges remain communicating business information, with some feeling that they are receiving information overload while at the same time they feel that strategic plans are not effectively translated into operational actions.

Process Management

Service delivery processes and procedures have historically been mapped and audited. However, the Service has taken a new approach to defining and documenting processes (services) in order to ensure the processes are better managed, understood and serve the operations rather than be a mechanistic exercise. It also means the business is rigorously looking at what it does and not just writing procedures "because that's how we have always done things".

The new approach involves all stakeholders in the process of mapping the process, has process owners clearly identified and measures of effectiveness that will be used to review. This approach is currently in the early stages of deployment but will refer to operational and support processes.

Improvements to processes have happened and will continue to do so. There is an opportunity to consider process benchmarking outside of the fire service environment for some processes in order to identify best-in-class performance and drive further improvements in DSFRS.

Sustainability

DSFRS has an Environmental Strategy to guide their activities managing their impact on the environment as well as facilities and assets. This strategy has guided the organisation to invest in a variety of new technologies to reduce their negative impact on the environment. For example, smaller vehicles which have been added to their fleet, which are more fuel efficient. When equipment comes to the end of life for DSFRS they ensure that it is recycled or donated to other services abroad who could benefit from the equipment.

Employees of DSFRS are involved with community activities although there is no overarching strategy to these activities. However, there is a clear awareness amongst employees that by engaging with the community outside of the Service's tradition remit can help the organisation to achieve their strategic goals.

DSFRS procurement policy is focussed on getting the best value for money rather than the cheapest deal, which helped ensure that returns on investment are maximised.

Special Thanks

The Assessor Team would like to thank Paul Hodgson and Bill Harvison for arranging the assessment day.

Detailed Feedback

1. Leadership

Strengths

- The Mission, Vision, Values and direction are reviewed and refined and Senior Leaders brief others to cascade the messages across the service as well as go out to communicate these themselves.
- The organisational structure and management system is regularly reviewed and elements refined as appropriate in order to ensure the Service is compliant and in the best shape to deliver.
- Leaders work collaboratively with other agencies and bodies to add capability to the business and to gain insight in the needs and requirements of the communities they service in order to add value and react with agility as required.
- Collaborative working and engaging in forums, projects, etc. allows leaders in DSFRS to not only gain insight useful to the service but also to help influence national policies and strategies.
- The DSFRS Leadership team continue to look at how they can best support and recognise people across the service and a number of approaches are being refined to help this e.g. approach to appraisals.

Areas for Improvement

- Whilst people recognise that the organisational direction etc. is communicated by the leadership team they would like this to be more tailored for the audience in order to make this more understandable.
- There are some variances on the experience of leadership for things like support, recognition and undertaking of PPDs. Some people believe there is insufficient leadership/management training.
- Some people do not believe leaders are interested in ideas as they have put ideas in and either there has been no response or responses have taken a long time, this impacts willingness to engage.
- There is a belief that there is insufficient local empowerment, e.g. to make decisions to use local resources, and that more of this would make the organisation more efficient and speed up decision making.

2. Strategy

Strengths

- Significant investment is made in ensuring that DSFRS has input into strategy development from all appropriate stakeholders.
- Strategy is also developed taking account of performance data, outputs from assessment and audits etc.
- The strategy development process has recently been reviewed and refined as one of the first to undergo the new approach to service descriptions.
- The Services capabilities are explored together with those of partners to determine how these might be used or combined to deliver the strategy.
- The basket of measures used to monitor strategy implementation have been reviewed and refined and a new set of outcome measures that will better linked and monitor strategy.
- Communication of strategy and plans is undertaken in a number of ways and some measures of effectiveness are undertaken.

Areas for Improvement

- Whilst there is good practice data used to inform strategy and plans DSFRS could be more structured in the approach to collecting, collating and using this to develop a benchmarking strategy and process.
- There is communication of strategy and plans across the business but there remains a disconnect for people between the top level strategy and the individual/team objectives.
- A number of approaches are still relatively new and are not yet embedded or are not fully deployed.
- Whilst there is some implicit ownership of strategies and policies, making this more explicit and known across the organisation would enable people to know who to approach regarding changes and suggestions etc.

3. People

Strengths

- Efforts are being made to understand the resourcing levels required and the skills and competencies required within DSFRS to enable it to achieve its strategic priorities.
- Recruitment processes are being reviewed to encourage a more diverse workforce to join the service. New technologies are also being investigated in order to make the recruitment processes more efficient and fair.
- Following a detailed review of the process, the Staff Survey has now been simplified to 9 key questions. In this format, the survey has been conducted once with the intention of it being a biannual event. This survey will also be supplemented by smaller surveys focussed on specific topics.
- Some training is now being delivered using an E-Learning platform. This has allowed the organisation to maximise the benefits of time spent in the classroom which is of particular importance for part time employees.

Areas for Improvement

- Whilst there is some understanding of the resources and skills required there is further work to be done to ensure that workforce planning is fully effective.
- The relative newness of a number of changes means that they need to be embedded and progressed through review and refinement processes to ensure that they are delivering what was intended.
- There was a general view that messages could be more effectively filtered so that only relevant employees receive particular communications to avoid clogging up employee's inboxes.
- During the visit some people reported that some of the DSFRS people policies were fit for purpose for full time employees but were not relevant for retained staff and DSFRS may benefit from further review of policies to ensure they address all colleagues.
- Employee's performance is managed through the Personal Performance and Development system. It was felt by some employees that this process has lost its effectiveness and therefore DSFRS has reviewed their approach and designed a new simpler system which is more focussed on having conversation than paper work. This new approach is to be rolled out across the organisation over the coming year.
- During the focus group discussions it was voiced that the alignment between organisational, team and personal objectives was not clear.

4. Partnerships & Resources

Strengths

- Partnerships are of strategic importance to DSFRS, due to the financial pressures within the public sector DSFRS is working in collaboration with other agencies to deliver services in more cost effective and efficient ways. Leaders within the organisation are participating in a number of initiatives to increase partnership working.
- DSFRS has a clear strategy in order to meet their money saving targets, robust processes are in place to track their progress towards these targets.
- DSFRS has shown a clear commitment to the environment by maintaining a district budget for green technologies even during times when budgets have been strained.
- Environmental impact is considered in the design of new facilities.

Areas for Improvement

- Electricity monitors are to be installed in stations so that energy usage can be monitored and controlled by all facilities.
- Knowledge management remains a challenge for business; email is used to cascade information across the organisation sometimes because there is not an easily accessible central point for it to be stored.
- The current environmental strategy is a number of years old and could be refreshed in time.

5. Processes, Products & Services

Strengths

- The approach to process management has been reviewed and refined and a new approach to defining these will ensure they are well described and managed including identifying measures to monitor process efficiency and effectiveness.
- Many people are involved in process improvements through a number of ways but systematically through the new approach to process management.
- Input from a range of stakeholders is used to support service development and add value to customers. There is continual search for how innovation and creativity can support the value add including the vehicles used, contact and engaging the public.
- There is close working with partners and other agencies in order to deliver strategy and service. There is increasing collaboration to extend the benefits to all stakeholders.
- Measures of effectiveness of the Service are used and recently these have been reviewed and refined. Perception measures from different customer groups are also used to measure the quality of the service.
- Customer complaints processes exist and are reviewed and refined to ensure they are user friendly.
- Whilst the Service by nature of the role it performs is in constant contact with the public, everyone across the organisation is looking at how they can be increasingly effective e.g. the Freaky House.

Areas for Improvement

- The approach to managing processes is not yet fully deployed.
- Whilst feedback is sought there is felt to be further opportunities to gain more feedback to add value to that already collected.

6. Customer Results

Strengths

- There is a good range of customer measures used to monitor perceptions and service effectiveness. DSFRS are able to demonstrate how they used the results in order to influence strategy as well as service effectiveness.
- Performance for customer results is generally positive.
- Where targets are set performance against these is generally positive.
- DSFRS has a clear understanding of what drives the customer satisfaction with the service and there is some confidence that good performance can be sustained in the future.

Areas for Improvement

- There is scope to improve the response rates for some feedback approaches in order to add increasing value.
- Comparators are difficult to obtain however, DSFRS may consider how they can gain some e.g. for relationship management, complaints management etc., potentially from other industries, in order to put their own performance in context.

7. People Results

Strengths

- The Staff Survey is the primary approach used to measure employee perceptions. The structure of the survey was reviewed in 2016.
- DSFRS are meeting their performance targets in terms of reducing their head count and are now in a position to recruit again while still meeting their financial targets.
- Action Plans are used to track the completion of improvements resulting from staff feedback; in particular, the Academy was able to demonstrate a robust reporting system in which the impact of each intervention is analysed and reviewed the following year to identify any further improvements.
- The academy recently cleansed its database and now they have reliable data to monitor its performance and the training completed by staff at its facilities.
- DSFRS uses peer reviews with other fire services to gain feedback on performance and insights into improvement areas.

Areas for Improvement

- A variety of communication platforms are used internally; further analysis of the methods could help to identify the most effective methods for different messages which could help to maximise the impact of communication going forward.
- It is too early to establish meaningful trends for the revised Staff Survey however this will come with time.
- Staff feedback from the discussion group held during the site visit showed that while their suggestions for improvements were acknowledged the decision-making processes is so long that they felt their suggestions were not acted upon.

8. Society Results

Strengths

- DSFRS has an Environmental Strategy to guide their activities to managing their impact on the environment, their facilities and assets. This strategy has guided the organisation to invest in a variety of new technologies to reduce their negative impact on the environment. For example, the smaller vehicles which have been added to their fleet are more fuel efficient. When equipment comes to the end of life for DSFRS they ensure that it is recycled or donated to other services abroad who could benefit from the equipment.
- Since launching their environmental strategy they have had to change the primary measure to evaluate success. Initially they were measuring the total tonnes of carbon which the organisation emitted, but it was acknowledged that this measure was too positively correlated with the organisations performance. Therefore the service decided instead to measure the amount of carbon or resources which were saved by their interventions instead. For example they would calculate the amount of energy which would be saved by insulating a building. This has proved to be a more meaningful measure of effectiveness.
- DSFRS has signed up for the Euro 6 standard of filtration for CO2 emission from fuel appliances therefore DSFRS has invested in filtration systems to minimise the emissions of its fleet and closely monitors these.
- Community activities have been closely aligned to customer results. There is a clear understanding that by engaging with communities beyond the Service's normal setting can help them to identify at risk members of the community.

Areas for Improvement

- DSFRS's environmental strategy is a number of years old now and could be refreshed. It was felt that going through this exercise would raise the profile of the environmental strategy in the organisation.
- There is no overarching strategy guiding activities in the community which go beyond the services traditional remit.
- DSFRS does not report its environmental performance externally, even though this information may be of interest to some its external stakeholders.
- DSFRS does not benchmark its environmental strategy internally or externally, which could be considered in the future.

9. Business Results

Strengths

- Historically, DSFRS has measured good scope of Business Results and recently they have reviewed and refined the basket of measures in order to be increasingly useful in management of the business.
- Most results are showing positive trends or sustained good performance over some years.
- There are some targets set and performance against these is good.
- DSFRS are able to compare performance of many business results against other Services. DSFRS are comparing well in many areas.

- There is a clear understanding with DSFRS of the drivers of good results giving the assessors confidence that performance levels can be sustained in the future.

Areas for Improvement

- Whilst comparisons exist, these are perceived to be of little use because of the variances in what is compared and collected. Identifying some comparators for particular processes or activities, potentially from outside the fire service, may help drive future performance as well as frame the DSFRS performance.
- As the new measures are introduced, DSFRS may wish to consider how they can continue to build trend information to drive decision making.

Scoring Summary

- The scoring reflects the standard methodology applied in all other EFQM Assessments.
 - The maximum possible score is 600 points
 - Scores by criteria are presented within a 10 point band e.g. 51 to 60
 - The Overall Score is presented as a 50 point range e.g. 201 to 250
- To achieve EFQM Committed to Excellence 2 Star, you must score over 200 points.

| | Scoring Band |
|--------------------------------|------------------|
| Leadership | 21 to 30 |
| Strategy | 31 to 40 |
| People | 21 to 30 |
| Partnership & Resources | 21 to 30 |
| Processes, Products & Services | 31 to 40 |
| Customer Results | 40+ |
| People Results | 21 to 30 |
| Society Results | 11 to 20 |
| Business Results | 31 to 40 |
| Overall | 251 – 300 |

- Scores by criteria are presented within a 10 point band e.g. 11 to 20
- The Overall Score is presented as a 50 point range e.g. 201 to 250

Outcome

Congratulations – you have achieved **EFQM Committed to Excellence 2 Star**.



EFQM

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TABLE 1 – C2E AREAS FOR IMPROVEMENT

| Theme | Report Section | Area for Improvement | Impact on R4E | Captured in Service Plans | Service Lead |
|--|--------------------------------|--|---------------|---------------------------|--------------|
| Golden Thread- Lack of top to bottom messaging and performance management to ensure delivery. | Strategy | There is communication of strategy and plans across the business but there remains a disconnect for people between the top level strategy and the individual/team objectives. | High | Currently being reviewed | To be agreed |
| | People | During the focus group discussion it was voiced that the alignment between organisational, team and personal objectives was not clear. | | | |
| Communications / Strategy | Leadership | Whilst people recognise that the organisational direction etc is communicated by the leadership team they would like this to be more tailored for the audience in order to make this more understandable. | High | Currently being reviewed | To be agreed |
| Process Management | Processes, Products & Services | The approach to managing processes is not yet fully deployed. | High | Currently being reviewed | To be agreed |
| Benchmarking | Strategy | Whilst there is good practice data used to inform strategy and plans DSFRS could be more structured in the approach to collecting, collating and using this to develop a benchmarking strategy and process. | High | Currently being reviewed | To be agreed |
| | Customer Results | Comparators are difficult to obtain however, DSFRS may consider how they can gain some e.g. for relationship management, complaints management etc, potentially from other industries, in order to put their own performance in context. | | | |
| | Business Results | Whilst comparisons exist these are perceived to be of little use because of the variances in what is compared and collected. Identifying some comparators for particular processes or activities, potentially from outside the fire service, may help drive future performance as well as frame the DSFRS performance. | | | |

| Theme | Report Section | Area for Improvement | Impact on R4E | Captured in Service Plans | Service Lead |
|---------------------------------|----------------|---|---------------|---------------------------|--------------|
| Workforce Planning | People | Whilst there is some understanding of the resources and skills required there is further work to be done to ensure that workforce planning is fully effective. A workforce plan needs to be developed | High | Currently being reviewed | To be agreed |
| Staff Survey | People Results | It is too early to establish meaningful trends for the revised Staff Survey however this will come with time. | High | Currently being reviewed | To be agreed |
| Improvement Framework | Leadership | Some people do not believe leaders are interested in ideas as they have put ideas in and either there has been no response or responses have taken a long time, this impacts willingness to engage. | High | Currently being reviewed | To be agreed |
| | People Results | Staff feedback from the discussion group held during the site visit showed that while their suggestions for improvements were acknowledged the decision-making processes is so long and arduous that they felt their suggestions were not acted upon or lost with the system. | | | |
| Embedding Approaches | Strategy | A number of approaches are still relatively new and are not yet embedded or are not fully deployed. | High | Currently being reviewed | To be agreed |
| | People | The relative newness of a number of changes means that they need to be embedded and progressed through review and refinement. Processes to ensure that they are delivering what was intended. | | | |
| HR Policies / Policy Management | Strategy | Whilst there is some implicit ownership of strategies and policies, making this more explicit and known across the organisation would enable people to know who to approach regarding changes and suggestions etc. | High | Currently being reviewed | To be agreed |
| | People | During the visit some people reported that some of the DSFRS people policies were fit for purpose for full time employees but were not relevant for retained staff and DSFRS may benefit from further review of policies to ensure they address all colleagues. | | | |

| Theme | Report Section | Area for Improvement | Impact on R4E | Captured in Service Plans | Service Lead |
|--|--------------------------|--|---------------|---------------------------|--------------|
| Performance Management | Business Results | As the new measures are introduced DSFRS may wish to consider how they can continue to build trend information to drive decision making. | High | Currently being reviewed | To be agreed |
| Environmental | Partnerships & Resources | The current environmental strategy is a number of years old and could be refreshed in time. | High | Currently being reviewed | To be agreed |
| | Society Results | DSFRS's environmental strategy is a number of years old now and could be refreshed. It was felt that going through this exercise would raise the profile of the environmental strategy in the organisation. | | | |
| Organisational Development / Training | Leadership | There are some variances on the experience of leadership for things like support, recognition and undertaking of PPDs. Some people believe there is insufficient leadership / management training. | Medium | Currently being reviewed | To be agreed |
| Organisational Structure / Decision Making | Leadership | There is a belief that there is insufficient local empowerment, e.g. to make decisions to use local resources, and that more of this would make the organisation more efficient and speed up decision making. | Medium | Currently being reviewed | To be agreed |
| Communications | People | There was a general view that messages could be more effectively filtered so that only relevant employees receive particular communications to avoid clogging up employee's inboxes. | Medium | Currently being reviewed | To be agreed |
| | Partnerships & Resources | Knowledge management remains a challenge for business; email is used to cascade information across the organisation sometimes because there is not an easily accessible central point for it to be stored. | | | |
| | People Results | A variety of communication platforms are used internally, further analysis of the methods could help to identify the most effective methods for different messages which could help to maximise the impact of communication going forward. | | | |

| Theme | Report Section | Area for Improvement | Impact on R4E | Captured in Service Plans | Service Lead |
|---------------------------------|--------------------------------|--|---------------|---------------------------|--------------|
| Appraisal | People | Employee's performance is managed through the Personal Performance and Development system. It was felt by some employees that this process has lost its effectiveness and therefore DSFRS has reviewed their approach and designed a new simpler system which is more focussed on having conversation than paper work. This new approach is to be rolled out across the organisation over the coming year. | Medium | Currently being reviewed | To be agreed |
| Process Management | Processes, Products & Services | Whilst feedback is sought there is felt to be further opportunities to gain more feedback to add value to that already collected. | Medium | Currently being reviewed | To be agreed |
| Customer Feedback | Customer Results | There is scope to improve the response rates for some feedback approaches in order to add increasing value. | Medium | Currently being reviewed | To be agreed |
| Environmental Page 60 | Partnerships & Resources | Electricity monitors are to be installed in stations so that energy usage can be monitored and controlled by all facilities. | Medium | Currently being reviewed | To be agreed |
| | Society Results | DSFRS does not report its environmental performance externally, even though this information may be of interest to some its external stakeholders. | | | |
| | Society Results | DSFRS does not benchmark its environmental strategy internally or externally, which could be considered in the future. | | | |
| Corporate Social Responsibility | Society Results | There is no overarching strategy guiding activities in the community which go beyond the services traditional remit. | Medium | Currently being reviewed | To be agreed |
| | | | | | |

Agenda Item 8

| | |
|--|--|
| REPORT REFERENCE NO. | APRC/17/3 |
| MEETING | AUDIT AND PERFORMANCE REVIEW COMMITTEE |
| DATE OF MEETING | 18 JANUARY 2017 |
| SUBJECT OF REPORT | PEER REVIEW UPDATE |
| LEAD OFFICER | AREA MANAGER – ORGANISATIONAL ASSURANCE |
| RECOMMENDATIONS | <i>That the report be noted.</i> |
| EXECUTIVE SUMMARY | This report provides the Committee with a more detailed update on progress made in respect of the Peer Review actions. It builds on the information provided to the Authority on previous occasions. |
| RESOURCE IMPLICATIONS | Nil. |
| EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA) | N/A |
| APPENDICES | A. Peer Review Challenge - Areas to Explore |
| LIST OF BACKGROUND PAPERS | Devon & Somerset Fire & Rescue Service Peer Review Challenge Final Report. Report APRC/16/08 - Peer Review Update |

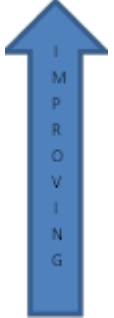
1. **INTRODUCTION**

- 1.1. Peer Review is part of the Local Government Association's approach to sector-led challenge and improvement. It aims to help councils and fire and rescue authorities strengthen local accountability, evaluate and improve services.
- 1.2. Fire Peer Challenge is a voluntary process managed and delivered by the sector, for the sector. It is a mechanism to provide fire authorities and chief officers with information that allows them to challenge their operational service delivery to ensure it is efficient, effective and robust. Peers are at the heart of the Peer Challenge process. They help services with their improvement and learning by providing a 'practitioner perspective' and 'critical friend' challenge.
- 1.3. Operationally, the peer review focused on firefighter safety arrangements including the Key Areas for Assessment (KAA) of community risk management, response and training and development. In addition, the review also covered the following three areas:
- How effective is the leadership and governance? Looking at the Authority's committee structure and how the structure adds value to both Member engagement and informed challenge/decision making.
 - How effective is the organisational capacity to meet current requirements and future needs? Looking at the arrangements in place with respect to partnership working with others, notably Police, Ambulance Service, Local Authority and Emergency Planning arrangements.
 - How well are outcomes for local citizens being achieved? Looking at performance management.
- 1.4. The peer review challenge team produced its final report in September 2014. The report highlighted 5 key areas where the Service was working well, a number of 'Strengths', together with a number of 'Areas to Explore' with the potential for improvement in each of the areas covered by the review. The Service has been working to address the 'Areas to Explore' as identified. This report now sets out a more detailed progress report as shown in Appendix A overleaf.
- 1.5. As there is likely to be some form of Home Office inspectorate in quarter three of 2017, and, in addition to the peer review, the Service will be undertaking its own performs self-assessment, EFQM and Annual Statement of Assurance reviews with results triangulated and monitored by the Corporate Governance group.

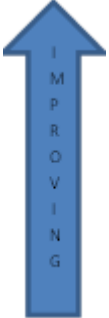
2. **PROGRESS**


- 2.1 Since the last peer review update in April 2016, this Service is better placed in preparation to respond to the anticipated inspection regime as outlined in paragraph 1.5 above.
- 2.2 The Committee is asked to note the report.

NICK MANNING
Area Manager – Organisational Assurance


| LEADERSHIP and GOVERNANCE | | |
|---|---|--|
| Areas to Explore | Direction of Travel | Actions Taken |
| <p>1. Future proof Officer/Member decision making structures</p> <p>2. Number of Committees potentially to be streamlined and more aligned to IRMP decision making process</p> <p>3. Continue to drive combination</p> <p>4. Members to continue to be fully involved in ongoing development of future plans and the IRMP</p> |  | <ul style="list-style-type: none"> • At the commencement of the current (2015-16) financial year, the Authority considered (at a Members Forum meeting) its existing Committee structure and indicated that, with the exception of commercial governance, it remained fit for purpose, effectively utilising Member skills and talents, providing relevant engagement opportunities and assisting them in discharging their responsibilities. • Members understand that integrated risk management planning is embedded, organisationally, and captured in “Our Plan”, which represents the Service’s approach to delivering its prevention, protection and response services by aligning resources to risk. “Our Plan” is subject to annual refresh to take account of a changing financial envelope and to ensure adherence to the three main strategic priorities of public safety, staff safety and organisational efficiency and effectiveness. “Our Plan” is also monitored in-year via the committee structure, with Members actively engaged in this process as well as our 2016-2020 Efficiency Plan. • Members are fully involved in determining the 2016-2020 Efficiency Plan. • The Executive Board and Service Leadership Team meet together as an Extended Leadership Team, to improve and assist with decision making. • The Executive Board has been strengthened by the addition of a further ACFO post, to ensure direction and compliance. New posts are Director of Service Improvement and Director of Service Delivery. • Within the Organisation we now have the Corporate Governance Group to monitor the compliance for public sector governance, which meets quarterly. • Introduction of Middle Manager Talent Pool to support career progression: organisational workforce planning and enabling us to identify our future leaders. |


ORGANISATIONAL CAPACITY TO MEET NEEDS

| Areas to Explore | Direction of Travel | Actions Taken |
|---|---|--|
| <p>5. Leadership Team to clarify change agenda messages</p> <p>6. Continue development for empowerment, management, coaching and succession planning</p> <p>7. Evaluate and prioritise partnerships to ensure consistent of approach.</p> <p>8. Embed project management capacity</p> |  | <ul style="list-style-type: none"> • The Organisational Structure has been reviewed and refined to ensure there is sufficient resource to meet capacity needs. • Senior Management has established Focus Point as a key communication mechanism. All Service areas are represented, attendees are provided with up to date information to cascade to their respective teams. • The Service has reviewed the forecasts of potential whole-time leavers over the next few years, therefore, a recruitment process for whole-time firefighters is commencing in January 2017. • The service is continuing to develop a positive action plan to help increase the numbers of female firefighters, as well as in management positions and other senior roles across the service. • A Coaching Policy has been formed and approved, with the support of South West Councils, Coaches have been identified and trained; this work will be adopted by the Organisational Development team. The aim is to ensure we continue organisational development, disseminate our core values, and develop our culture. • The Middle Manager Talent Pool selection process is complete, with successful candidates being equipped for future career opportunities. • The first cohort of staff to undertake the Open University, 2-year 'Systems Thinking' course are now on their final module. The second cohort are now on their second module. To help strengthen their learning they are supporting Service project work. • The Community Safety Partnership Framework has been refreshed to help the organisation promote consistency by providing guidance and clarity within the roles and partnerships. • Service Delivery staff continue to be consulted on all key projects. |

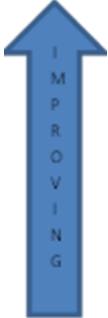
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| |  | <ul style="list-style-type: none"> • The Director of Corporate Services chairs the Programme Board. The board consists of the combined Service Leadership Team and the Executive Board. Its role is to ensure that the wide range of cross-cutting projects are prioritised and resources allocated, subject to needs and capacity. • Major projects are overseen by project boards as part of the project management framework. • The 'Improvement Framework' is currently under review to ensure all staff's new ideas for suggestions and improvement are captured and managed appropriately. • Project Lead Officers have successfully completed accredited Project Management training. • A lack of fixed term or longer term contracts has resulted in a number of project managers leaving the Service. The Programme Board is managing the risk and 1 x FTE project manager joined DSFRS in November 2016, which leaves one vacant post (Corporate Risk Register). |
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PERFORMANCE MANAGEMENT and OUTCOMES FOR LOCAL CITIZENS

| Areas to Explore | Direction of Travel | Actions Taken |
|--|--|--|
| <p>9. Adopt a consistent approach to smarter working and do not forget the people</p> <p>10. Focus, prioritise and progress planned IT and performance management improvements</p> <p>11. Continue to build the relationships between support and uniformed staff</p> |  | <ul style="list-style-type: none"> • To support the Information, Communication and Technology (ICT) demands and opportunities the Service has introduced the following posts: ICT Manager, ICT Data Architect Manager, ICT Service Development Manager and Information Technology Security Officer. • A revised ICT Strategy is being rolled out, which will move the Service to a sustainable service-driven approach. The latest highlight reports confirm that this is currently on course in respect of time, cost and quality in both Service Delivery and Service Development to meet the timescales outlined in the strategy. • An internal team led by Human Resources is reviewing the organisation's Personal Performance and Development process. The process will be revised and ready for implementation in 2017/2018. |

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| <p>12. Ensuring combination does not impact on outcomes for communities</p> | | <ul style="list-style-type: none"> • The Organisational Development team will consider the Staff Survey and Support Services Review information, which will assist them to identify and improve organisational culture. • Support and Uniformed staff continue to work together: on change boards, in project groups, within discussion forums, attending courses together and satellite working at Group Support Team locations. • Proposals around Whole-time Duty System working (both station based and officer) along with On Call staff availability continuing to be explored supporting smarter working. • The Networked Fire Control Service Project went live in April 2016. The system will enhance resilience, during spate conditions partner control rooms will have the ability to answer our 999 calls and mobilise our resources to emergencies. |
| RESPONSE, COMMUNITY RISK MANAGEMENT AND TRAINING & DEVELOPMENT | | |
| <p>Areas to Explore</p> | <p>Direction of Travel</p> | <p>Actions Taken</p> |
| <p>13. Consistent approach within Operational Assurance networks</p> <p>14. Continue using risk demand model to support community risk</p> <p>15. Improve recording of operational competence</p> <p>16. Clarify Watch based staff's future role in community safety</p> |  | <ul style="list-style-type: none"> • The Organisational Assurance team's strategy is in development. • An Operational Assurance Practitioners forum has been established. Their work includes: ensuring a consistent application of Operational Assurance systems, to discuss and debate emerging issues and trends, and to communicate experiences and best practice. • Currently Operational Assurance monitoring is carried out by Flexible Duty Officers. This helps to ensure: safety measures are in place, workplace competency is being reviewed and best practice is recognised and shared. • The Resource and Asset Modelling tool has been designed to help inform decision making around daily Integrated Risk Management Planning. • It is envisaged the tool will be utilised by Operational support staff, working alongside Control room staff, with the aim of improving operational resource management. |

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| <p>17. Member inductions with a focus on recognising emerging issues in the IRMP</p> <p>18. Improve approach to succession planning across the organisation</p> | | <ul style="list-style-type: none"> • The use of alternative appliances such as Rapid Intervention Units, may allow for greater flexibility to demands in risk, assist with crewing availability and alternating skills levels. • The training records replacement system, Profile, is now live. Profile records and reports on the Maintenance of Skills for all levels of Operational Staff (firefighters to Chief Fire Officer). • Profile requirements encourage staff to frequently train at Site Specific Risk sites, as identified as part of the Operational Risk Information System. • The Operational Licence is in its second year. The licence ensures all uniformed staff are able to carry out their duties at fires, rescues and other emergencies. The Licence's training products are role specific and cover 5 key elements: Breathing Apparatus, Extrication, Incident Command System, Driving and First Person on Scene. • The training is delivered using a blended approach of practical skills and E learning, where possible through the use of local training hubs. • The Academy team won the 'Best blended learning project - public & non-profit sector' category in the Learning Technologies awards 2016. Firefighters now have permanent 24/7 access to learning material which can be accessed from home, their primary employment or even their mobile devices whilst being operationally available. • The Community Safety team recognises the need to balance the impact of utilising Watch-based staff to deliver its prevention activities. • It uses Advocate staff to deliver its primary activities: such as carrying out Home Fire Safety Visits, attending School visits, creating and maintaining partnerships and Fire Safety Checks. • Watch-based staff continue to support localism, whilst maintaining their training needs, their requirements to collect risk information and to carry out Fire Safety Checks. • The Authority has a well-established Induction process for new Members, who receive bespoke, proportionate induction, based on the regional model. The induction process highlights the Service's approach of embedded integrated risk management planning in its overall strategy as part of 'Our Plan'. • The Organisational Development team will be taking career progression forward. |
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| PREVENTION and BUSINESS SAFETY | | |
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| Areas to Explore | Direction of Travel | Actions Taken |
| <p>19. Ensure Watch based staff have a balance between prevention/protection and response</p> <p>20. Share prevention and protection ideas to the wider community/ stakeholders / partners</p> <p>21. Fully utilise existing data to inform and drive further prevention activities</p> |  | <ul style="list-style-type: none"> • The 2015-2020 Community Safety strategy is currently under review, and will be considered in conjunction with the new structure and the service’s statutory duties. • The presence of operational personnel and appliances have a strong impact when supporting public safety events. This is considered when balancing their response needs against their involvement in Prevention and Business Safety activities. • Staff are involved in varying degrees of joint agency engagement. This includes: Local Resilience Forum work, attending Responders’ Forums and advising local events through Safety Advisory Groups. • The Service supports businesses at a national level through the Chief Fire Officers Association communities networks. This work helps to develop and support the consistency of Protection activities for the business community. • The Service supports the Primary Authority Scheme. The scheme seeks to ensure businesses with a presence in more than one Authority area get the same advice and consistent application of Regulation. • The Service works with local regulators and businesses across Devon and Somerset. The aim is to develop a co-ordinated and consistent approach to assisting businesses in meeting fire safety needs. • The Service works with other regulators and businesses, sitting on the steering group and is a partner of the Devon and Somerset ‘Better Business for All’ scheme. The scheme has been established to develop a co-ordinated and consistent approach to assisting businesses in meeting their regulatory requirements, promoting consistency and reducing bureaucracy. • The Service takes opportunities to publicise protection activities, including details of prosecutions under the Fire Safety Order. |

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| | | <ul style="list-style-type: none">• The Communities business plan encourages Local Resilience Forum partner working. The Service is committed to this plan and continues to, raise awareness and increase community resilience through running campaigns and events.• The Community Safety team will continue to build on existing community partner work, it will apply a consistent approach from the centre, and promote the sharing of existing effective practices.• Innovations such as the creation of a combined role, the 'On Call Firefighter/Police Community Support Officer' pilot is driving partner working, and strengthening localism and community engagement.• There have been improvements in the Service's software. Web based versions of Community Fire Risk Management Information System and Community Map system improve functionality and data access for service targeting.• The ICT Data Architect & Manager was appointed in March 2015 to improve data architecture and integration. An enhanced target architecture is now being incorporated into new service-development work, whilst legacy data services are being moved into the target architecture in a planned approach over a longer period to minimise service impact.• This role is enhancing our approach to data management, moving the Service closer to industry best practices, and leading a strategic approach to data integration.• The Fire Sector Federation is a not for profit non-government organisation, established to act as a forum for fire related issues. The forum brings together representatives from a range of stakeholders that make up the UK fire sector. The Chief Fire Officer has been asked to lead a piece of work, reviewing the future of Fire Safety on behalf of the forum. |
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Agenda Item 9

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| REPORT REFERENCE NO. | APRC/17/4 |
| MEETING | AUDIT & PERFORMANCE REVIEW COMMITTEE |
| DATE OF MEETING | 18 JANUARY 2017 |
| SUBJECT OF REPORT | CORPORATE RISK REGISTER |
| LEAD OFFICER | HEAD OF ORGANISATIONAL ASSURANCE |
| RECOMMENDATIONS | <i>That the report be noted.</i> |
| EXECUTIVE SUMMARY | <p>Managing risks of all kinds, both operational and strategic, is an important part of ensuring that the resources of Devon and Somerset Fire and Rescue Service are used to best advantage. Risk is inherent in most things that we do and much of the Service's activity is already assessed and managed through the application of the operational risk management procedures and good common sense.</p> <p>The Corporate Risk Register details risks and mitigation to ensure risk is managed appropriately and proportionately.</p> |
| RESOURCE IMPLICATIONS | There are no direct financial implications. However, many of the risks identified relate to financial issues. |
| EQUALITY RISKS AND BENEFITS ASSESSMENT (ERBA) | Not applicable. |
| APPENDICES | Nil. |
| LIST OF BACKGROUND PAPERS | <p>Report APRC/16/7 submitted to the Committee on 11 April 2016 (Minute APRC/31 refers).</p> <p>Report APRC/16/18 submitted to the Committee on 12 September 2016 (Minute APRC/13 refers).</p> <p>Minute DSFRA/36 - 24 February 2014</p> <p>Minute DSFRA/13/21 - 19 December 2013</p> |

1. **INTRODUCTION**

1.1 The aims of Devon & Somerset Fire & Rescue Service's (the Service) Risk Management processes are to:

- Protect the assets of the Service;
- Ensure service continuity; and
- Facilitate innovation and opportunity.

1.2 Risk management does not mean risk avoidance. It is about encouraging officers and managers to identify, understand and control risk and to learn how to accept the right level of risk.

2. **BACKGROUND**

2.1 The Service's corporate risk register captures and describes the Authority's most significant risks, with a focus on cross cutting risks and major projects. It is formally reviewed and refreshed on a regular cycle. The final stage of the process, once the risks have been reviewed by risk owners and directors, is for the Committee to consider and comment on the register.

3. **CORPORATE RISKS FOR CONSIDERATION**

3.1 The Service's risk profile has changed over the last six months. Six risks have been added to the register and three risks downgraded to operational groups and departments. No risks have increased in severity. As is normal, there have been minor changes to control measures across the risk profile. Risk owners are assigned to each issue and active mitigation in place. The more substantive changes to the corporate risk register since the previous report to the Committee in September 2016 are set out in section 4 of this report below.

4. **NEW RISKS**

4.1 Risk CR029:

Issue added May 2016 – there has been an escalation in the number of safety events and near misses related to Breathing Apparatus reported in the last 12 months. This has resulted in a Service report being sent to the Health and Safety Executive (HSE), which is the normal process once pre-set triggers are reached. The breathing apparatus management across the Service currently lacks coordination. A working group has been established and now coordinates breathing apparatus activity across the Service. A number of changes have already been implemented, including provision of more training. Safety event levels are being monitored regularly.

4.2 Risk CR030:

Issue added April 2016 – A lack of fixed term or longer term contracts has resulted in a number of project managers leaving the Service. The Programme Board is managing the risk and 1 x Full Time Equivalent (FTE) project manager has joined the Service in November 2016, which leaves one vacant post.

4.3 Risk CR035:

Issue added June 2016 – Performance information not available from the Vision DS system - due to difficulty extracting information from the mobilising system and the existing performance management system being unsupported, there is a risk of inability to react to performance trends. The resulting consequence is that data is not available to support the Service's Corporate Plan, existing systems unreliable and inability to report performance to FRA and associated committees. Ongoing activities being managed by project board and fire control.

4.4 Risk CR036:

Issue added June 2016 – lack of integrated asset tracking system. This issue also features in the Annual Statement of Assurance. The Estates Department has a standalone asset management system and the Fleet Department is working collaboratively with other fire and rescue services in pursuit of a suitable system. There is a corporate project to address this in the change and improvement plan.

4.5 Risk CR037:

Issue added July 2016 - The UK threat level is at severe, Northern Ireland is at substantial and there is an increasing number of cyber-attacks on public sector organisations. The Service's systems have not been compromised and active monitoring has identified the following data:

- Virus attacks – minimum of six per day, all bounced off firewall protection with no adverse impact on the Service's systems;
- Phishing attacks – staff reported 69 events which had breached firewall protection. As a result, the Service's systems were not compromised;
- Half of all email is classified as 'spam'.

The Service is vulnerable to systems and data being lost or corrupted for an unspecified period. There would also be uncertainty as to the subsequent financial impact of system and data recovery, potential fines or public censure for security breach together with adverse media reports adversely impacting on the Service's reputation.

This vulnerability may increase the likelihood of the Service experiencing a safety event. This is based on the number of terrorist attacks experienced across Europe, cyber-attacks targeted at public sector (in last 12 months, 2 other fire and rescues services lost system access for 5 days). The vulnerabilities include the disparate number of systems within the Service requiring password which may be weakening information security as staff keep separate unsecure records, the escalating number of information security events and breaches being reported (Data Protection and ICT systems) and Internal and external Information and Communications Technology (ICT) health check reports identifying outstanding 'patching'.

As a result of the growing threat a full time Information Technology Security Officer (ITSO) role is in place and a wider team managing information assurance since December 2016.

4.6 Risk CR038:

Issue added - Issues with the stability: spikes on the mobilising system servers, with Gartan interface and links to the Basic Input Output System (BIOS).

Because of the current performance issues of the mobilising system, the risk of system unavailability increases. This would impact on the Service's ability to mobilise efficiently, which could result in a breach of statutory duty.

Capita has invested considerably in improving the stability of the mobilising system. The Partnership has engaged with Capita, with a review of the hardware and infrastructure to further reduce the risk of a system failure. Early 2017, further improvements to the system with more secure physical links between the interface of the partnership.

5. **AMENDED RISKS**

5.1 No risks have been amended.

6. **RISKS REMOVED**

6.1 No risks have been removed.

7. **LEGAL IMPLICATIONS**

7.1 There are no direct legal implications arising from this report. Existing control measures in place are operating effectively to help the Service meet its legal requirements, and other risks also refer to controls that will reduce the risk of legal challenge.

8. **NEXT STEPS**

8.1 The next formal review of the corporate risk register will take place after the financial year end. The Register may well therefore need to be refreshed.

8.2 The Committee is asked to note this report.

NICK MANNING
Head of Organisational Assurance

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| REPORT REFERENCE NO. | APRC/17/5 |
| MEETING | AUDIT AND PERFORMANCE REVIEW COMMITTEE |
| DATE OF MEETING | 18 JANUARY 2017 |
| SUBJECT OF REPORT | DEVON AND SOMERSET FIRE AND RESCUE SERVICE PERFORMANCE REPORT: OCTOBER 2015 TO SEPTEMBER 2016 |
| LEAD OFFICER | CFO Lee Howell |
| RECOMMENDATIONS | <i>That the report be noted.</i> |
| EXECUTIVE SUMMARY | <p>Attached at Appendix A for consideration and discussion is the Devon & Somerset Fire & Rescue Authority Performance Report for the reporting period of October 2015 – September 2016 (focus Quarter 2, 2016).</p> <p>In the report we use green to represent normal performance, amber to represent performance which may require monitoring and red to represent performance which needs investigation.</p> <p>The key messages within the report are also given green, amber and red ratings which are established through assessing the different types of analysis i.e. performance vs previous year, performance vs previous quarter, trends and performance against normal variation. This method gives a more rounded picture of performance and directs focus more effectively on emerging issues.</p> <p>Commentary is provided direct from those leading on improving performance for areas outlined in the key messages to provide context.</p> |
| RESOURCE IMPLICATIONS | None |
| EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA) | None |
| APPENDICES | A. Devon & Somerset Fire & Rescue Authority Performance Report for the reporting period of October 2015 – September 2016. |
| LIST OF BACKGROUND PAPERS | Devon and Somerset Fire and Rescue Authority Corporate Plan 2013/14 – 2014/15 |

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Performance Report

Audit and Performance Review
Committee: Quarter 2 - 2016



About this report

In this performance report for Devon & Somerset Fire & Rescue Service we examine the dataset for the full year October 2016 to September 2016.

The report will focus on performance against the three service priorities; Public Safety, Staff Safety and Efficiency and Effectiveness.

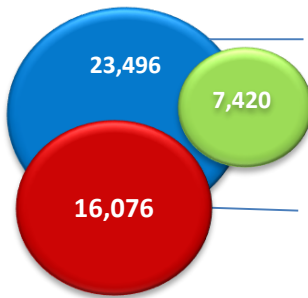
Contents

This report comprises:

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|---|-------|
| Contents..... | 2 |
| Executive summary..... | 3-7 |
| The communities we serve and our role within them | 6 |
| Understanding this report..... | 7 |
| Measures 1 to 6 Statistics..... | 8-9 |
| Measures 1 to 6 Commentary..... | 12 |
| Measures 7 and 8 Statistics..... | 13-14 |
| Measures 7 and 8 Commentary..... | 15 |
| Sickness statistics..... | 17-18 |
| Sickness commentary..... | 19 |

Executive Summary

Priority: Public Safety - Response

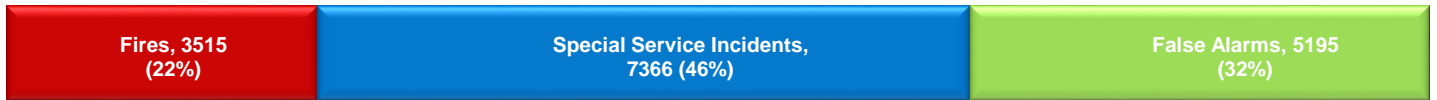


Emergency Calls Handled - in the 12 month period from Oct-15 to Sep-16 Devon and Somerset Fire and Rescue Service handled 23,496 emergency calls in the DSFRS area.

Emergency Calls Not Attended - of these calls 7,420 (32%) did not result in attendance at an incident. For example, a call may be challenged if it is thought to be malicious or a response may be stood down as it is no longer deemed necessary.

Emergency Calls Attended - of these calls 16,076 (68%) resulted in attendance at an incident.

The information below gives some context around emergency response activities.



Incidents Attended - Fires



- Primary, 2256 (14%)
- Chimney, 306 (2%)
- Secondary, 953 (6%)

Fire incidents are broken down into three high level categories:

Primary fires include all fires in non-derelict buildings (excluding where confined to a chimney), outdoor structures, non-abandoned vehicles or any fire involving death, injury, rescue or more than five appliances.

Secondary fires include the majority of outdoor fires such as grassland or refuse (unless involving death, injury or rescue), derelict buildings and abandoned vehicles.

Chimney fires include all fires in chimneys that did not extend beyond the chimney itself.

Incidents Attended - Special Service



- RTC, 1402 (9%)
- Medical Emergency, 2998 (19%)
- Other, 2966 (18%)

Special service incidents are broken down into three high level categories:

Road Traffic Collisions (RTCs) include all collisions attended by DSFRS which did not result in a fire. DSFRS does not attend all RTC incidents and figures only represent those which were attended by the Service.

Medical emergencies include **Co-responder incidents** for which DSFRS provide first response on behalf of the South West Ambulance Service Trust (SWAST). There are 19 co-responder stations in DSFRS which use specialist vehicles and equipment. NB due to the Control Room changes in April 2016 these incidents are recorded differently

Other incidents include flooding, rescue from height / confined space, animal rescue

Incidents Attended - False Alarms



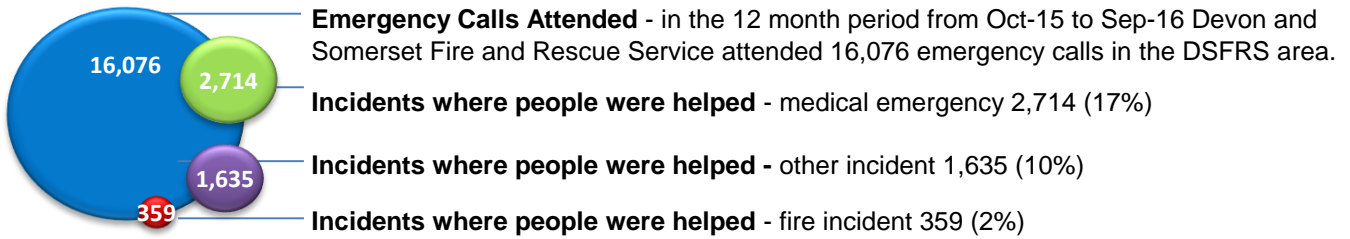
- Malicious, 104 (1%)
- Good Intent, 1449 (9%)
- Apparatus, 3642 (22%)

False alarm incidents are broken down into three high level categories:

Malicious False Alarms (MFAs) are calls made with the intention of getting the Service to respond to a non-existent incident.

False Alarm Good Intent (FAGIs) are calls made in the belief that the Service would attend an emergency incident. For example, smoke in the distance may be a bonfire that is under control.

Automatic Fire Alarm (AFAs) are calls initiated by fire alarm or fire-fighting equipment operating, this includes accidental initiation of alarm equipment.



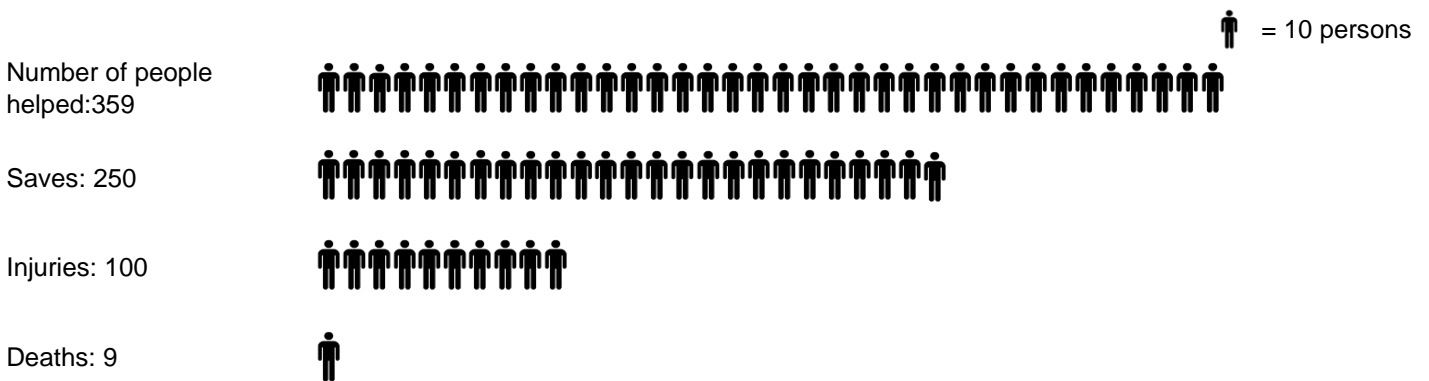
The information below gives some context around the number of people the Service directly helps at emergencies by incident type.

Fire Related Saves, Injuries and Deaths

How often does the Service have to help people at fire incidents?



What happened to those who needed help at the 359 fire incidents?



What is the Service doing to reduce fire incidents, injuries and deaths?

Prevention Activities

Between October 2015 and September 2016 the Service conducted more than 10,000 targeted Home Safety Visits to those identified as having the most to benefit from our expert guidance and support. We work closely with our colleagues in other agencies and third sector organisations to build partnerships that enable us to ensure that our resources are used to provide maximum benefit to the community.

We engage with our communities in a variety of ways including educating children and young people through schools talks and structured programmes such as Fire Cadets, Phoenix and FireSetters. Between October 2015 and September 2016 the Service undertook over 4,000 activities to improve public safety.

Protection Activities

DSFRS has a statutory obligation to ensure that non-domestic premises and public events are compliant with fire safety regulations. Between October 2015 and September 2016 the Service conducted over 3,000 fire safety checks, over 600 fire safety audits and over 6,500 other protection activities to ensure public safety.

The Quarter 2 2016 Performance Report is a mid-year report and provides an opportunity to review the performance of the Service over the past 12 months. The 8 primary measures have all held steady or improved, except the number of fires where people work and visit. More detail is given on the possible reasons for this increase elsewhere in the report.

Fire Deaths

The first two quarters of 2016/17 have shown no significant reduction in fire deaths, though it is noted that we have seen an increase in fire-related deaths where people work and visit and a decrease in fire related deaths in the home. These deaths are reviewed to ensure that lessons can be learnt, and our understanding of why these tragedies occurred improved, so that activity can be targeted to prevent future incidents. This information links directly with our Community Safety strategy.

Fire Injuries

There is a continued focus on ensuring that a true picture of fire injuries is understood. In the previous performance reports, we described how the number of fire injuries may have increased following the introduction of First Person On Scene (FPOS) training, which directs staff to ensure that people attend hospital for a check-up, even if their symptoms appear minor. A pilot is now being carried out in the Service to make follow-up visits to people who have been injured in fires to improve customer care after the event, to check our data on the causes of both their fire and the associated injuries, to identify positive and negative aspects of our Service Delivery and to further promote the uptake of home fire safety visits. The outcomes of this pilot will be reviewed and acted upon.

Incident Data Capture

Previous performance reports indicated that the ICT department would be embarking on a development with Service Delivery staff aiming to reduce staff time spent on data entry and improving data consistency with a single streamlined process to capture incident data. This project has now been fully scoped and a strategic outline case for the project prepared. It is anticipated that this will commence in the near future.

Sickness Update

Sickness continues to be a focus for the organisation with varied performance in different staff groups. A new sickness reporting tool (introduced Sept 2016) provides managers with better information on their teams sickness absence. Vocational firefighter fitness testing has now been approved and we are investing in the required equipment to allow these tests to be carried out at various locations throughout the Service to relieve the burden of our staff travelling long distances.

Co-responding

This report confirms the trend of increasing medical emergency incidents compared to decreasing primary fire incidents that was noted in the previous quarter. Further collaboration work with our NHS partners is being investigated. In addition we are undertaking a pilot where fire crews are assisting ambulance crews and the police with gaining entry to premises where there is a concern for the occupier's welfare.

The communities we serve and our role within them

Devon & Somerset Fire & Rescue Service is the largest non-metropolitan fire and rescue service in England. We provide prevention, protection and response services across the counties of Devon and Somerset (including Torbay and Plymouth), an area of over 10,000 sq km.

We have 85 fire stations, the second largest number in England and 1,983 staff who work to protect the 1.7 million people who live in our service area. This alongside the additional 400,000 people who visit this wonderful part of the country every year.



Making our communities safer is not just about responding to emergencies. The Service undertakes a variety of proactive activities to reduce the risk to our communities in order to prevent them from being in a situation where they require an emergency response.

Our community safety prevention activities are designed to educate the public to make them safer. There are a range of initiatives delivered by the Service and are targeted towards those in our community who will benefit most from our support. These include Home Safety Visits, Road Traffic Collision (RTC) programmes such as The Honest Truth and Schools Visits.

Understanding our communities is key to enabling our prevention activities to be targeted effectively and the Service works with partner agencies and third sector organisations to ensure that our resources are directed to the places where they are needed most.

Our community safety protection activities are designed to ensure that businesses and events comply with the legislation outlined in the Regulators Code (2015). This includes fire safety checks and audits of commercial premises, building regulation consultations and enforcement activities.

Understanding this report

In this performance report for Devon & Somerset Fire & Rescue Service we examine the dataset for the most recent 12 months.

The report is structured around the three service priorities; Public Safety, Staff Safety and Efficiency and Effectiveness and will primarily focus on corporate performance measures 1 to 8 and Sickness.

However, additional information has been incorporated to give context around the activities undertaken by the Service. This information can be found in the Executive Summary and as supplementary data within the statistics sections of the report.

The key messages identified within the report will be delivered through the commentary sections of the report.

What will the report show?

The Service is changing the way that it monitors and manages performance to use a more rounded analysis of data to trigger steps to investigate and prevent escalation of emerging risks.

In previous reports the focus has been solely on performance against previous year and trend analysis. While this is interesting and can provide some useful data what we really need to know is whether the changes we are seeing are 'normal'.

In order to understand this we can apply analytical techniques to calculate thresholds which allow us to understand if performance is within normal levels, requires monitoring or requires immediate investigation.

In this report we combine the three methods of analysis to build a rounded picture of performance. Notable performance will be presented in the Executive Summary, with data tables available in the Corporate and Non-Corporate Performance Measure section of the report. An example can be seen below.

Measure 3: fires where people live

| Measure breakdown | 3 month (vs previous) | 12 month (vs pervious) | Trend (years) | | | Against Expected | | | | | | | | | | | | | | | |
|-------------------|-----------------------|------------------------|---------------|---|---|------------------|---|---|---|---|---|---------|---|---|---|---|---|---|---|---|---|
| | | | 1 | 3 | 5 | Jul-14 | | | | | | June-15 | | | | | | | | | |
| All fires | 258 (-4%) | 1000 (-2%) | ↑ | ↓ | ↓ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |

- 1 Latest 3 months of reporting period (e.g. Apr-15 to Jun-15) and percentage change compared to previous 3 months (e.g. Jan-15 to Mar-15).
- 2 Latest 12 months of reporting period (e.g. Jul-14 to Jun-15) and percentage change compared to previous 12 months (e.g. Jul-13 to Jun-14).
- 3 Trends covering all months for 1 year (12 months), 3 years (36 months) and 5 years (60 months).
- 4 Performance against calculated threshold by month i.e. Green = Normal, Yellow = Monitor, Red = Action

In some instances you will also see the term Critical to Quality, this is where the Service will need to take action at a point before the triggers highlighted above in point number four. For example, any death will require further investigation from the Service so section four will turn amber if a death is recorded and red if figures reach action levels according to the calculated threshold.

The incident related data that are used in this section of the report are sourced from the Incident Recording System (IRS). The data was sourced on the 21/10/2016.

Measure 1: Deaths as a result of fires where people live

A fire related death is recorded if the cause of death is directly as a result of fire, even if death occurs after the incident. This is a critical to quality measure and will show as amber or red in the "Against Expected" section if a death has occurred.

| Measure Breakdown | 3 month (previous) | 12 month (previous) | Trend (months) | | | Against Expected | | | | | | | | | | | | | | | | | |
|---------------------------|--------------------|---------------------|----------------|----|----|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | | 12 | 36 | 60 | Oct-15 Sep-16 | | | | | | | | | | | | | | | | | |
| Deaths - All Fires | 1 (1) | 6 (10) | ↓ | ↓ | ↓ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Deaths - Accidental Fires | 1 (0) | 5 (8) | ↓ | ↓ | ↓ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Deaths - Deliberate Fires | 0 (1) | 1 (2) | ↓ | ↓ | ↓ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |

Measure 2: Injuries as a result of fires where people live

A fire injury is recorded if the cause of injury is directly as a result of fire and required hospital treatment. This includes where an injury has occurred as a result of attempts to escape such as falls resulting in injury.

| Measure Breakdown | 3 month (previous) | 12 month (previous) | Trend (months) | | | Against Expected | | | | | | | | | | | | | | | | | |
|-----------------------------|--------------------|---------------------|----------------|----|----|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | | 12 | 36 | 60 | Oct-15 Sep-16 | | | | | | | | | | | | | | | | | |
| Injuries - All Fires | 15 (8) | 67 (82) | ↓ | ↓ | ↓ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Injuries - Accidental Fires | 10 (6) | 59 (72) | ↓ | ↓ | ↓ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Injuries - Deliberate Fires | 5 (2) | 8 (10) | ↓ | ↑ | ↑ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |

Measure 3: Fires where people live

All primary fire incidents occurring at domestic premises (does not include sheltered accommodation, hotels etc).

| Measure Breakdown | 3 month (previous) | 12 month (previous) | Trend (months) | | | Against Expected | | | | | | | | | | | | | | | | | |
|-------------------|--------------------|---------------------|----------------|----|----|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | | 12 | 36 | 60 | Oct-15 Sep-16 | | | | | | | | | | | | | | | | | |
| All Fires | 241 (238) | 985 (989) | ↓ | ↓ | ↓ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Accidental Fires | 228 (216) | 920 (930) | ↓ | ↓ | ↓ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Deliberate Fires | 13 (22) | 65 (59) | ↑ | ↓ | ↓ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |

Measure 4: Fire related deaths where people work, visit and in vehicles

A fire related death is recorded if the cause of death is directly as a result of fire, even if death occurs after the incident. This is a critical to quality measure and will show as amber or red in the "Against Expected" section if a death has occurred.

| Measure Breakdown | 3 month (previous) | 12 month (previous) | Trend (months) | | | Against Expected | | | | | | | | | | | | | | | | | |
|---------------------------|--------------------|---------------------|----------------|----|----|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | | 12 | 36 | 60 | Oct-15 Sep-16 | | | | | | | | | | | | | | | | | |
| Deaths - All Fires | 2 (1) | 3 (0) | ↑ | ↑ | ↑ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Deaths - Accidental Fires | 2 (0) | 2 (0) | ↑ | ↑ | ↑ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Deaths - Deliberate Fires | 0 (1) | 1 (0) | ↑ | ↓ | ↓ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |

Measure 5: Fire related injures where people work, visit and in vehicles

A fire injury is recorded if the cause of injury is directly as a result of fire and required hospital treatment. This includes where an injury has occurred as a result of attempts to escape such as falls resulting in injury.

| Measure Breakdown | 3 month (previous) | 12 month (previous) | Trend (months) | | | Against Expected | | | | | | | | | | | | | | | | | |
|-----------------------------|--------------------|---------------------|----------------|----|----|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | | 12 | 36 | 60 | Oct-15 Sep-16 | | | | | | | | | | | | | | | | | |
| Injuries - All Fires | 8 (11) | 33 (37) | ↓ | ↓ | ↑ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Injuries - Accidental Fires | 7 (10) | 28 (30) | ↓ | ↑ | ↑ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Injuries - Deliberate Fires | 1 (1) | 5 (7) | ↓ | ↓ | ↓ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |

Measure 6: Fires where people work, visit and in vehicles

All primary fire incidents in non-domestic premises such as hotels, shops, schools, outdoor structures and in vehicles (including where a fire has occurred as a result of a collision).

| Measure Breakdown | 3 month (vs previous) | 12 month (vs previous) | Trend (months) | | | Against Expected | | | | | | | | | | | | | | | | | |
|-------------------|-----------------------|------------------------|----------------|----|----|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | | 12 | 36 | 60 | Oct-15 Sep-16 | | | | | | | | | | | | | | | | | |
| All Fires | 387 (335) | 1271 (1286) | ↓ | ↑ | ↑ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Accidental Fires | 274 (243) | 923 (1004) | ↓ | ↑ | ↑ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Deliberate Fires | 113 (92) | 348 (282) | ↑ | ↑ | ↑ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |

Measure 1: Deaths as a result of fires where people live

There have been 6 fire-related deaths where people live in the 12 month reporting period from Oct-15 to Sep-16, a -40% change compared to the previous 12 month period (10 deaths). There has been 1 fire-related deaths where people live in the current quarter (Jul-16 to Sep-16), a 0% change compared to the previous quarter (1 deaths).

In the current quarter there have been 2 months within normal range, 1 within monitor range, 0 within action range.
Trends: long-term (60 months) - DOWN; medium-term (36 months) - DOWN; short-term (12 months) - DOWN

Measure 2: Injuries as a result of fires where people live

There have been 67 injuries at fires where people live in the 12 month reporting period from Oct-15 to Sep-16, a -18.3% change compared to the previous 12 month period (82 injuries). There have been 15 injuries at fires where people live in the current quarter (Jul-16 to Sep-16), a +87.5% change compared to the previous quarter (8 injuries).

In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range.
Trends: long-term (60 months) - DOWN; medium-term (36 months) - DOWN; short-term (12 months) - DOWN

Measure 3: Fire where people live

There have been 985 fires where people live in the 12 month reporting period from Oct-15 to Sep-16, a -1.1% change compared to the previous 12 month period (989 fires). There have been 241 fires where people live in the current quarter (Jul-16 to Sep-16), a +1% change compared to the previous quarter (238 fires).

In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range.
Trends: long-term (60 months) - DOWN; medium-term (36 months) - DOWN; short-term (12 months) - DOWN

Measure 5: Fire related injures where people work, visit and in vehicles

There have been 33 injuries at fires where people work and visit and in vehicles in the 12 month reporting period from Oct-15 to Sep-16, a -10.8% change compared to the previous 12 month period (37 injuries). There have been 8 injuries at fires where people work and visit and in vehicles in the current quarter (Jul-16 to Sep-16), a -27.3% change compared to the previous quarter (11 injuries).

In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range.
Trends: long-term (60 months) - UP; medium-term (36 months) - UP; short-term (12 months) - DOWN

Measure 6: Fires where people work, visit and in vehicles

There have been 1271 fires where people work and visit and in vehicles in the 12 month reporting period from Oct-15 to Sep-16, a -1.2% change compared to the previous 12 month period (1286 fires). There have been 387 fires where people work and visit and in vehicles in the current quarter (Jul-16 to Sep-16), a +15.5% change compared to the previous quarter (335 fires).

In the current quarter there have been 2 months within normal range, 0 within monitor range, 1 within action range.
Trends: long-term (60 months) - UP; medium-term (36 months) - UP; short-term (12 months) - DOWN

Measure 4: Fire related deaths where people work, visit and in vehicles

There have been 3 fire-related deaths where people work and visit and in vehicles in the 12 month reporting period from Oct-15 to Sep-16, a +100% change compared to the previous 12 month period (0 deaths). There have been 2 fire-related deaths where people work and visit and in vehicles in the current quarter (Jul-16 to Sep-16), a +100% change compared to the previous quarter (1 deaths).

In the current quarter there have been 2 months within normal range, 0 within monitor range, 1 within action range.
Trends: long-term (60 months) - UP; medium-term (36 months) - UP; short-term (12 months) - UP

How is DSFRS improving performance?

Reducing fires in the home and related injuries and deaths

Related headlines:

- One fire-related deaths where people live in Q2 2016
- Slight Increase in fires injuries where people live in Q2 2016
- Decrease in fires where people live in Q2 2016

What we are doing to improve performance:

Home safety visits

A business case has been taken to and agreed by the Senior Leadership team following the Home Safety Pilot. This new approach will allow for a continued increase in the number of visits carried out and the quality of those visits. This approach is underpinned with data provided by DSFRS Business Intelligence team to allow targeting of those households most at risk from fire. Recruitment is being progressed seeking a Home Safety Manager and admin assistant to take the project forward across the service.

In East Devon co-responders are being used to identify a vulnerable person/s and generate home safety referrals as appropriate. Those staff responding to an incident will use their discretion to return back to a location if they feel a referral would be appropriate.

The project in North Devon for non-operational fire officers undertaking home safety visits has now been running for 6 months, staff have been working partnership with local housing officers to reach hard to reach vulnerable groups who have previously been hard to engage with, this has resulted in advice given and significant benefits of sign posting follow up inspections. TTVS (The Council for Voluntary Services for the Torridge District) has been funded to undertake a certain number of home safety visits in hard to reach rural areas that have previously not been visited. Funding is based on meeting specified performance figures.

In South Devon the Rogue Landlords initiative is ongoing and officers are working through the caseload. West Devon have experienced issues with automated fire alarms and minor incidents at warden controlled premises owned by Plymouth Community Homes. A series of talks with Age Concern to the clients in these premises have been undertaken. West Devon are working on a Post Brexit hate crime initiative with Polish advocates. They are also working on a Unite student accommodation initiative on prevention campaigns, this is mainly centred on cooking fires; this was identified by operational crew.

In East Somerset a pilot is being established with a leading housing provider, for DSFRS to provide training to their staff to identify risks and hazards in the home, and either conduct low level home fire safety checks on our behalf, or make referrals for DSFRS staff to complete. The housing providers are also distributing DSFRS safety leaflets with all induction packs for their tenants. These housing providers are aware of our 'at risk' groups and prioritise them.

Partnership Working

Across the authority partnership working is a key part of the prevention activity undertaken. The partnership register continues to grow with new groups now on board. The data sharing message is being taken to strategic partnerships which in turn is opening up opportunities with sharing resources with other services.

East Devon group has celebrated its 65th partnership agreement and received the 1000th home safety referral from partner agencies. The partnership with Hospice in Exeter was graded "Outstanding" by the Care Quality Commission; this has given evidence to forge ahead with other organisations that have been identified as gold standard.

North Devon are working with partners to design a multi-agency protocol which will bring together agencies, share understanding and direct and coordinate action to improve partnership working in support of hoarders. In North Devon engagement activity has been undertaken with town and parish councils that are further away from our resources, North Devon now actively feed information relating to prevention and protection activity on a monthly basis into council publications.

South Devon continue partnership working and are an active partner in the revised and reinvigorated Community Safety Partnership. There is some concern that Torbay Council budget reduction may compromise ability to continue some partnership working however DSFRS is working positively and continuing dialogue with the council.

Reducing fires in the home and related injuries and deaths continued...

Partnership Working (cont)

West Devon have created a new partnership with the Hospital Discharge team at Mount Gould Hospital in Plymouth to provide support to patients at the point at which they are discharged.

Somerset East have been working with Avon & Somerset Police and sharing intelligence to undertake home fire safety visits at properties which are known to house vulnerable people who have interactions with the Police. Joint Partnership arrangements have been reached with Mendip, Chard and Yeovil one teams to enhance and target activity. A pilot is being established with East Somerset District nursing to identify people returning from hospital treatment and that fall within DSFRS 'at risk' groups. Again, training will be provided to allow the team to undertake low level checks before referring to East Somerset Group.

West Somerset have started a rolling 2 year program of training for 600 mental health workers across Somerset, after a partnership agreement was put in place following fatal fires in Somerset.

West Somerset are also working with GP federations to enable 'GP Champions' at each practice to generate referrals.

Other Prevention Work

At an authority level, the DSFRS Safeguarding team works with adult and children's safeguarding boards with the aim to provide organisational consistency, maintaining links with local groups but also providing higher subject matter expertise. The clear vision is for safety in respect of the organisation, firefighters/staff and members of the public.

For the first time DSFRS education team have received a full years' worth of returns from key stages 1 & 2 schools talks.

East Somerset are recruiting councillors from each Town and Parish Council within the group area to become a Community Safety Champion on behalf of DSFRS. This involves promoting fire and home safety to residents within the council areas, signposting those in need to us allowing our teams to provide additional safety and support

Reducing fires where people work, visit and in vehicles and related injuries and deaths

Related headlines:

- Increase in deaths where people work, visit and in vehicles in Q2 2016
- Increase in fires where people work, visit and vehicles in Q2 2016
- Slight decrease in fire-related injuries where people work, visit and in vehicles in Q2 in 2016

What we are doing to improve performance:

DSFRS are working closely with regional services, through Chief Fire Officers Association, and looking at policy and procedures with a view to developing contacts within the Southern region to prevent duplication of effort and share best practice.

The Business Safety team at Service Headquarters hold regular meetings with Business Safety leads in groups to share best practice and run regular CPD events to give messages and expectations of the service to front line staff.

The service is using new datasets to better develop a better targeting strategy so that those premises that need more assistance can be given help and advice to reduce their risk of fire.

A campaign helping support owners of heritage buildings with Fire Safety advice and guidance following the recent serious fire in Exeter is being run and its effects should be felt in the next quarter.

Local teams across Devon & Somerset continue to provide planning and event management advice and support for events in the area; such as 'Radio One's Big Weekend' (nr Exeter), 'MTV Crashes Plymouth', Rod Stewart's concert at Home Park, Plymouth and the National Firework Championship.

Sample of Local Initiatives

Two officers from North Devon Group recently visited Lundy island and carried out fire safety audits on the business premises as well as deliver fire safety advice to the population of the island to reduce the risk from fire on the island. They are now working towards a memorandum of understanding to improve the capability of delivering a fire service to the island in case of emergency.

In West Devon work continues with the Community Healthcare Partnership and also with landlords and tenants. West Devon also have a good working relationship with Mount Gould Hospital, they are using existing links with Health premises to give further advice with the emphasis on working together rather than enforcement.

West Devon group have targeted Fire Safety Checks through stations identifying local risk. Call reduction work has seen a reduction in false alarm calls from Automated Fire Alarms within the group area.

East Somerset's operational crews are undertaking Fire Safety inspections to identify areas of concern within local businesses. East Somerset's inspecting officers are targeting licensed premises, and premises identified through organisational data. Looking to the future in 2017 they will look to target sleeping risk premises such as Bed & Breakfasts.

East Somerset have also conducted a variety of compliance events, providing attendees with advice and guidance by working with Residential care homes, charity shops, boarding schools and local groups such as town councils and chambers of commerce.

East Devon group have worked with guest houses and bed and breakfasts to give advice. The team spent considerable time at each visit providing valuable Business Safety information regarding Fire Risk Assessments, Fire Warning System requirements and Emergency Evacuation procedures. This support in managing fire safety within their premises also ensures they are complying with the law. Generally most owners were very receptive, where no detection was found radio inter linked detection was installed that day if possible.

West Somerset have held seminars to assist residential and care homes in improving their fire safety. West Somerset have also worked with other licencing agencies and taken a joint approach to target licenced premises.

Enforcement Action

West Devon have had a successful prosecution and another in the pipeline. West Devon are also working closely with building control teams to ensure new developments meet fire safety standards.

Partnership work with Avon and Somerset Police and Social Services have identified landlords who are providing unfit living conditions for vagrants and homeless in East Somerset resulting in assisting police with the closure of premises under the Fire Safety Order.

South Devon recently prohibited sleeping at the Sherwood Hotel due to breaches of fire safety regulations.

Priority: Public Safety - Emergency Response Standards (ERS)

Measure 7: ERS for attendance at fires where people live

(a) First attendance - first appliance to attend within 10 minutes from time of call

This measure is recorded by the following criteria:

- (i) ALL fires where people live attended
- (ii) Includes those fires where only 1 appliance was required (e.g. fires out on arrival)

| Measure Breakdown | 3 month (vs previous) | 12 month (vs previous) | Trend (months) | | | Against Expected | | | | | | | | | | | | | | | | |
|------------------------------|--------------------------|---------------------------|----------------|----|----|------------------|--------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | 12 | 36 | 60 | Oct-15 | Sep-16 | | | | | | | | | | | | | | | |
| All Eligible Incidents | 71% (68%) | 72% (69%) | ↑ | ↓ | ↓ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| Incidents Inside 10min Zone* | | | | | | | | | | | | | | | | | | | | | | |

* Due to the transition to the new IT system in Fire Control this information is currently unavailable for analysis.

(b) Full attendance - First appliance to attend within 10 minutes and 9 Personnel in 13 minutes

This measure is recorded by the following criteria:

- (i) ALL fires where people live attended inside the 10 minute area only
- (ii) Excludes those fires where only 1 appliance was required (e.g. fires out on arrival)
- (iii) Standard measured from time of call to 1st appliance arrival time within 10 minutes AND 9 personnel (irrespective of number of appliances) within 13 minutes

| Measure Breakdown | 3 month (vs previous) | 12 month (vs previous) | Trend (months) | | | Against Expected | | | | | | | | | | | | | | | | |
|------------------------------|--------------------------|---------------------------|----------------|----|----|------------------|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | | 12 | 36 | 60 | Oct-15 | Sep-16 | | | | | | | | | | | | | | | |
| Incidents Inside 10min Zone* | | | | | | | | | | | | | | | | | | | | | | |

* Due to the transition to the new IT system in Fire Control this information is currently unavailable for analysis.

Measure 8: ERS for attendance at Road Traffic Collisions (RTCs)

(a) First attendance - first appliance to attend within 15 minutes

This measure is recorded according to the following criteria:

- (i) ALL RTCs attended with the exception of late calls and turnbacks
- (i) 15 minutes measured from time of call to time of first attendance

| Measure Breakdown | 3 month (vs previous) | 12 month (vs previous) | Trend (months) | | | Against Expected | | | | | | | | | | | | | | | | |
|------------------------|--------------------------|---------------------------|----------------|----|----|------------------|--------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | 12 | 36 | 60 | Oct-15 | Sep-16 | | | | | | | | | | | | | | | |
| All Eligible Incidents | 73% (77%) | 75% (77%) | ↓ | ↓ | ↓ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |

Key Messages

Measure 7: The Service has achieved first response to fire incidents where people live within 10 mins for 72% of eligible incidents during the 12 month reporting period from Oct-15 to Sep-16, a +3.4%pt change compared to the previous 12 month period (68.6% achieved). For the current quarter (Jul-16 to Sep-16) achievement stands at 70.9%, a +2.7%pt change compared to the previous quarter (68.2% achieved).

In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range.
Trends: long-term (60 months) - DOWN; medium-term (36 months) - DOWN; short-term (12 months) - UP

Measure 7a: The Service has achieved first response to fire incidents where people live within 10 mins for 83.9% of eligible incidents within the 10 min response zone during the 12 month reporting period from Oct-15 to Sep-16, a +3.4%pt change compared to the previous 12 month period (80.5% achieved). For the current quarter (Jul-16 to Sep-16) achievement stands at 83.3%, a -2.6%pt change compared to the previous quarter (85.9% achieved).

In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range.

Measure 7b: The Service has achieved full response response to fire incidents where people live within 13 mins for 55.2% of eligible incidents during the 12 month reporting period from Oct-15 to Sep-16, a -1.8%pt change compared to the previous 12 month period (57% achieved). For the current quarter (Jul-16 to Sep-16) achievement stands at 49.6%, a -5.3%pt change compared to the previous quarter (54.9% achieved).

In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range.

Measure 8: The Service has achieved first response to RTC incidents within 15 mins for 75.3% of eligible incidents during the 12 month reporting period from Oct-15 to Sep-16, a -1.4%pt change compared to the previous 12 month period (76.7% achieved). For the current quarter (Jul-16 to Sep-16) achievement stands at 72.9%, a -3.9%pt change compared to the previous quarter (76.7% achieved).

In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range.
Trends: long-term (60 months) - DOWN; medium-term (36 months) - DOWN; short-term (12 months) - UP

Achieving our emergency response standards (ERS)

Related headlines:

- Attendance within 10 minutes to fires where people live up compared to previous quarter
- Full attendance in 13 minutes to fires where people live - slight decrease in achievement of standard
- Attendance within 15 minutes to road traffic collisions (RTCs) down compared to previous quarter

What we are doing to improve performance:

The service has adopted a number of initiatives to improve availability of on-call crews and support DSFRS meeting its response targets. The Community Firefighter initiative has been rolled out service wide following a successful pilot in Somerset. Community Firefighters provide extra resource for stations where required as well as undertaking prevention activities. The use of newly created crewing coordinators/availability resource managers ensures that resources can be directed where they are most needed.

The on-call availability pilot, reflecting a new system for paying Firefighters with the focus on providing greater reliability of cover for stations, continues to be monitored at the stations it is being piloted at.

Sample of Local Initiatives

East Devon are offering greater support for those staff that are due to undertake Incident Command System training; this use of resource will aim to improve pass rates for this course and in turn improve availability.

West Devon Group ran a technical assessment to increase the number of firefighters with Command and Control competencies and thus improve availability of crews. The group are also continuing work to support the on-call watches in the Plymouth fire stations. West Devon have also worked closely with partners to ensure that following the adoption of a new road scheme at Derriford hospital response times to the hospital can be maintained and improved.

South Devon have seen 8 of their 13 stations improve availability. They are also trying new initiatives to improve recruitment including a door to door campaign within 5 minutes drive of the station.

West Somerset group have monitored their emergency response standards and are actioning local solutions to local problems, for example in response to major roadworks in Bridgwater. Additionally members of the group support team are supporting the community firefighter project by working from on-call stations as well as improved availability and response times this also helps these staff to maintain competencies etc.

Somerset East have had significant success in providing improved cover which in turn improves Emergency response standards across the group. This is continuing with an increasing number of stations boasting 100% cover on the first appliance.

Sickness Absence

Priority: Staff Safety - Sickness

Rate of shifts lost due to sickness per full time equivalent (fte) role

This measure calculates sickness for all staff with the exception of retained personnel.

| Measure Breakdown | 3 month (vs previous) | 12 month (vs previous) | Trend (months) | | | Against Expected | | | | | | | | | | | | | | | | | |
|-------------------|--------------------------|---------------------------|----------------|----|----|------------------|--------|-------|-------|-------|--------|--------|--------|-----|--------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | | 12 | 36 | 60 | Oct-15 | Sep-16 | | | | | | | | | | | | | | | | |
| All Sickness | 1.85 (-14%) | 8.9 (-8%) | ↓ | ↑ | ↑ | Red | Green | Green | Green | Green | Yellow | Yellow | Yellow | Red | Yellow | Green | Green | Green | Green | Green | Green | Green | Green |

Sickness Rate by Absence Length - Calendar Days

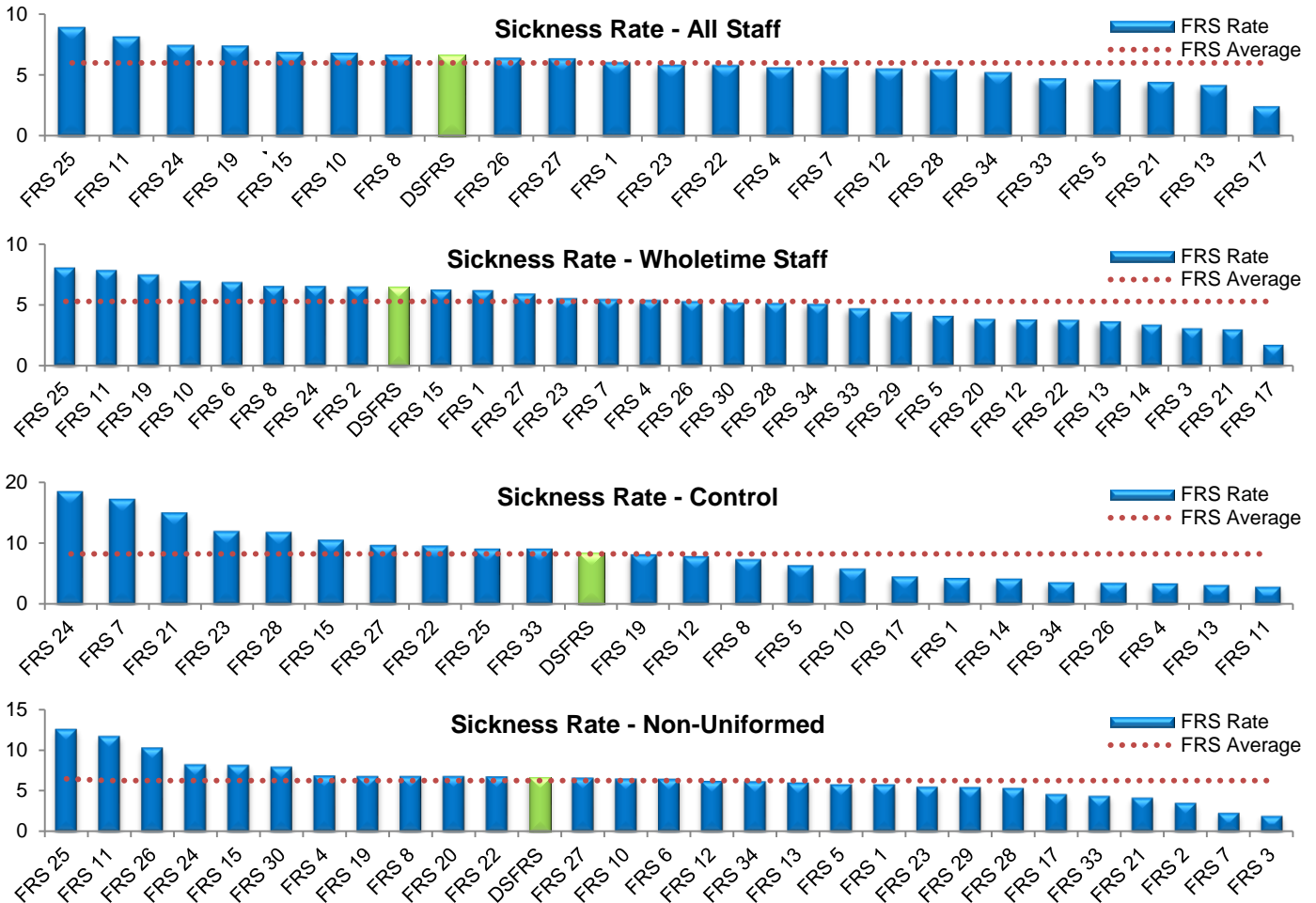
| Measure Breakdown - Length of Sickness | 3 month (vs previous) | 12 month (vs previous) | Trend (months) | | | Against Expected | | | | | | | | | | | | | | | | | |
|---|--------------------------|---------------------------|----------------|----|----|------------------|--------|-------|-------|-------|-------|--------|-----|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | | 12 | 36 | 60 | Oct-15 | Sep-16 | | | | | | | | | | | | | | | | |
| Short-term <8 Days | 0.52 (+2%) | 2.35 (+2%) | ↓ | ↑ | ↑ | Yellow | Green | Green | Green | Green | Green | Yellow | Red | Yellow | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Certified 8-28 | 0.38 (+39%) | 1.54 (+6%) | ↓ | ↑ | ↑ | Green | Green | Green | Green | Green | Green | Yellow | Red | Yellow | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Long-term >28Days | 0.94 (-31%) | 5.01 (-15%) | ↓ | ↑ | ↑ | Yellow | Green | Green | Green | Green | Green | Yellow | Red | Yellow | Green | Green | Green | Green | Green | Green | Green | Green | Green |

Sickness Rate by Post Type

| Measure Breakdown - Post Type | 3 month (vs previous) | 12 month (vs previous) | Trend (months) | | | Against Expected | | | | | | | | | | | | | | | | | |
|----------------------------------|--------------------------|---------------------------|----------------|----|----|------------------|--------|--------|--------|--------|--------|--------|--------|-------|--------|--------|--------|-------|-------|-------|-------|-------|-------|
| | | | 12 | 36 | 60 | Oct-15 | Sep-16 | | | | | | | | | | | | | | | | |
| Uniformed Station Based | 1.49 (-32%) | 6.74 (-34%) | ↓ | ↓ | ↑ | Green | Green | Green | Green | Green | Green | Green | Green | Red | Green | Yellow | Green | Green | Green | Green | Green | Green | Green |
| Uniformed Non-Station Based | 2.35 (-20%) | 11.78 (+16%) | ↓ | ↑ | ↑ | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Red | Yellow | Green | Yellow | Green | Green | Green | Green | Green | Green |
| Control | 3.09 (+4%) | 15.34 (+27%) | ↓ | ● | ↑ | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| Non-Uniformed | 1.81 (+29%) | 7.93 (+0%) | ↓ | ● | ● | Yellow | Yellow | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green |

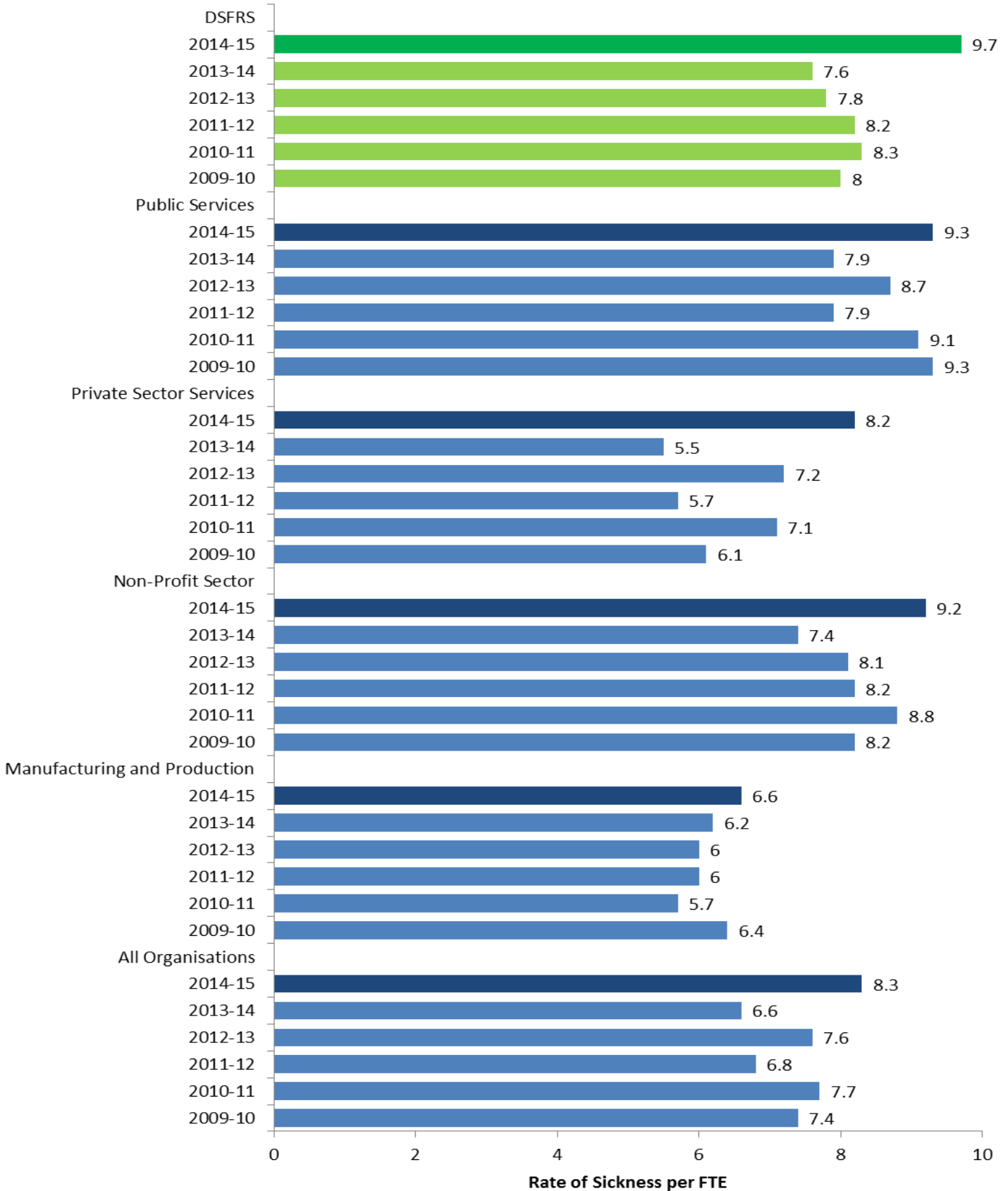
Benchmarking: how we compare to UK fire and rescue services

The graphs below show the year to date Q3 2015/16 figures for UK fire and rescue services contributing to the Cleveland Occupational Health Report. The figures are calculated according to shifts lost per FTE. DSFRS performance is highlighted in green.



Benchmarking: how we compare to other sectors (2014/15 Annual CIPD Absence Report)

The graph below shows the year end industry data which is sourced from the 2015 Chartered Institute of Personnel and Development (CIPD) annual survey report, compared to DSFRS.



The sickness rate for all staff stands at 8.9 shifts lost per full time equivalent member of staff for the 12 month reporting period from Oct-15 to Sep-16, a -7.7% change compared to the previous 12 month period (9.64 shifts lost). For the current quarter (Jul-16 to Sep-16) the sickness rate stands at 1.85 shifts lost per fte, a -13.9% change compared to previous quarter (2.14 shifts lost). In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range. Trends: long-term (60 months) - UP; medium-term (36 months) - UP; short-term (12 months) - DOWN

The long-term sickness rate for all staff stands at 5.01 shifts lost per full time equivalent member of staff for the 12 month reporting period from Oct-15 to Sep-16, a -14.8% change compared to the previous 12 month period (5.88 shifts lost). For the current quarter (Jul-16 to Sep-16) the sickness rate stands at 0.94 shifts lost per fte, a -30.7% change compared to previous quarter (1.36 shifts lost). In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range. Trends: long-term (60 months) - UP; medium-term (36 months) - UP; short-term (12 months) - DOWN

The sickness rate for uniformed station based staff stands at 6.74 shifts lost per full time equivalent member of staff for the 12 month reporting period from Oct-15 to Sep-16, a -33.9% change compared to the previous 12 month period (10.2 shifts lost). For the current quarter (Jul-16 to Sep-16) the sickness rate stands at 1.49 shifts lost per fte, a -32.3% change compared to previous quarter (2.2 shifts lost). In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range. Trends: long-term (60 months) - UP; medium-term (36 months) - DOWN; short-term (12 months) - DOWN

The short-term uncertified sickness rate for all staff stands at 2.35 shifts lost per full time equivalent member of staff for the 12 month reporting period from Oct-15 to Sep-16, a +1.6% change compared to the previous 12 month period (2.32 shifts lost). For the current quarter (Jul-16 to Sep-16) the sickness rate stands at 0.52 shifts lost per fte, a +2.5% change compared to previous quarter (0.51 shifts lost). In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range. Trends: long-term (60 months) - UP; medium-term (36 months) - UP; short-term (12 months) - DOWN

The short-term certified sickness rate for all staff stands at 1.54 shifts lost per full time equivalent member of staff for the 12 month reporting period from Oct-15 to Sep-16, a +6.4% change compared to the previous 12 month period (1.44 shifts lost). For the current quarter (Jul-16 to Sep-16) the sickness rate stands at 0.38 shifts lost per fte, a +39% change compared to previous quarter (0.28 shifts lost). In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range. Trends: long-term (60 months) - UP; medium-term (36 months) - UP; short-term (12 months) - DOWN

The sickness rate for Control staff stands at 15.34 shifts lost per full time equivalent member of staff for the 12 month reporting period from Oct-15 to Sep-16, a +27.1% change compared to the previous 12 month period (12.07 shifts lost). For the current quarter (Jul-16 to Sep-16) the sickness rate stands at 3.09 shifts lost per fte, a +3.7% change compared to previous quarter (2.98 shifts lost). In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range. Trends: long-term (60 months) - UP; medium-term (36 months) - LEVEL; short-term (12 months) - DOWN

The sickness rate for non-uniformed staff stands at 7.93 shifts lost per full time equivalent member of staff for the 12 month reporting period from Oct-15 to Sep-16, a +0.4% change compared to the previous 12 month period (7.9 shifts lost). For the current quarter (Jul-16 to Sep-16) the sickness rate stands at 1.81 shifts lost per fte, a +29.1% change compared to previous quarter (1.4 shifts lost). In the current quarter there have been 3 months within normal range, 0 within monitor range, 0 within action range. Trends: long-term (60 months) - LEVEL; medium-term (36 months) - LEVEL; short-term (12 months) - DOWN

The sickness rate for uniformed non-station based staff stands at 11.78 shifts lost per full time equivalent member of staff for the 12 month reporting period from Oct-15 to Sep-16, a +15.6% change compared to the previous 12 month period (10.19 shifts lost). For the current quarter (Jul-16 to Sep-16) the sickness rate stands at 2.35 shifts lost per fte, a -19.6% change compared to previous quarter (2.92 shifts lost). In the current quarter there have been 2 months within normal range, 1 within monitor range, 0 within action range. Trends: long-term (60 months) - UP; medium-term (36 months) - UP; short-term (12 months) - DOWN

How is DSFRS improving performance?

Sickness Absence**Related headlines:**

- Rate for all staff down 7.7% vs previous year, all months in Q2 in normal range
- Long-term rate for all staff down 14.8% vs previous year, all months in Q2 in normal range
- Rate for uniformed station staff down 33.9% vs previous year, all months in Q2 in normal range
- Short-term uncertified rate all staff up 1.6% vs previous year, all months in Q2 in normal range
- Short-term certified rate for all staff up 6.4% vs previous year, all months in Q2 in normal range
- Rate for Control staff up 27.1% vs previous year, all months in Q2 in normal range
- Rate for non-uniformed staff up 0.4% vs previous year, all months in Q2 in normal range
- Rate for uniformed non-station based staff up 15.6% vs previous year, 2 months in Q2 in normal range, 1 monitor

What we are doing to improve performance:

Devon and Somerset Fire and Rescue Service takes seriously the health, safety and wellbeing of employees and provides a wide range of initiatives, interventions and policies to ensure that employees enjoy a safe and supportive working environment. However, the Service recognises that employee absence has a significant cost to the organisation and is therefore something that needs to be measured, understood and addressed. A reasonable balance needs to be struck between the genuine needs of employees to take occasional periods of time off work because of ill-health and the Service's ability to fulfil its role in serving local communities.

Absence levels are a key measure as they affect the efficiency and the effectiveness of the Service. During discussions at recent HRMD Committee meetings there has been a desire to broaden the considerations to the 'Health of the Organisation'.

The 'Health of the Organisation' relates to the wider health of the organisation as a means of monitoring people aspects which could be inextricably linked. The health of the organisation encompasses the 'psychological' safety of the organisation. A psychologically safe workplace can be defined as one that does not permit the harm to employees' mental health in a careless, negligent, reckless or intentional way. There are critical reasons as to why employers should address the psychological safety of their workplace and work to minimise the risk factors. These are:

- Ensuring that we meet our legal and moral responsibility for our staff.
- The financial impact of enhancing psychological health in the workplace.
- The impact of workplace factors on employee mental health.

The HRMD Committee have therefore considered key aspects for the Health of the Organisation including sickness levels, ill-health retirements, the number of discipline and grievances cases, any trends in bullying and harassment, the turnover of staff, the levels of stress and referrals to counselling, the number of mediation cases, and the number and type of cases being dealt with by the Welfare Officer.

It is also important that sickness data is presented in a form which meets the requirements of the audience and following feedback the Service is seeking to provide new ways of presenting the sickness data to include how many staff are off at any one time and any lost time as a result of workplace injuries. To achieve this, the Service is developing a sickness absence dashboard app which will use data from our new Absence Reporting tool, which is an ICT application within our newly created 'Workbench'. The data available will be in real-time, allowing managers to access up-to-date sickness data. The dashboard data will be at a top level and therefore include the figures but not personal sensitive data associated with sickness. Therefore, once complete the app will be available for Members who will then have the choice of being able to check on performance at any time they choose or alternatively to receive information through the normal reporting routes.

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