

Performance Report Quarter 1

Dorset & Wiltshire Fire and Rescue Service

Dorset Local Performance & Scrutiny Committee

1 April – 30 June 2020



DORSET & WILTSHIRE
FIRE AND RESCUE

Priority: Making safer and healthier choices

KLOE 1: How well do we understand the risk of fire and other emergencies?

KLOE 1 Summary

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

Availability and attendance of wholetime appliances remains good and in line with the corporate target. Any failure to arrive at an incident within 10 minutes is rare and will be due to exceptional circumstances. These occasions are thoroughly investigated by station managers and any possible actions taken to ensure this is minimised.

In this quarter, on-call appliances were available to respond to incidents 91.65% of the time. Whilst the availability of on-call appliances continues to be stable there are a number of initiatives underway to improve this further, including a Service wide on-call pay model due to be introduced over the coming months, a review of on-call staff current contract availability, so that we can better target recruitment at station level to any availability gaps and succession planning to maintain availability and support recruitment.

On-call support officers (OCSO) are proactive in recruitment in local communities, promoting the Service through 'have a go' events. The coronavirus pandemic has restricted some of our progress, but we are working to establish new ways for the public to understand more about our Service, such as our virtual open day on Facebook.

In April 2020, a new strategy was implemented for automatic fire alarms at commercial premises between the hours of 8am and 6pm. This has improved station productivity and reduced the costs of calling out on-call firefighters by £12,035 since its implementation. In addition to this, we have also seen 98 hours of wholetime firefighters' time saved on this initiative which is better spent on training and prevention activity.

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

KLOE 1 sub-diagnostic

How well do we engage with all parts of our community and other sources to define, assess and manage emerging or future risks in Dorset?

The Service undertakes a Strategic Assessment of Risk to ensure that decision-making and planning remains current and reflective of the landscape within which we operate. The document is developed through a PESTELO (Political, Economic, Sociological, Technical, Legal, Environmental and Organisational) horizon scanning analysis that draws on a broad range of information, data and intelligence, looking both externally (locally and nationally) and internally and against risk and demand. It is used to ensure that the priorities within the Service's Community Safety Plan (CSP), and the subsequent delivery plans, remain focused on maximising the impact the organisation has on improving public safety and health and wellbeing. The most recent Strategic Assessment of Risk for 2019-2020 was published on the Service's website in April 2020. The document was developed taking account of the local Health & Wellbeing strategy, Community Safety Plan, Police and Crime Plan and Community Risk Register. As part of its development, the Service consulted with members of the Local Resilience Forum, Community Safety Partnership and Health & Wellbeing Board.

The Service has a Service Delivery Plan action for 2020-21 to further strengthen the Strategic Assessment of Risk through more analysis at a Group level to achieve a more localised perspective. In the Dorset Group, we are looking at reviewing our risk information and access to this by operational crews. Crews are engaging in table-top reviews of the information held to ensure it is relevant and usable. We are also looking to determine the level of competency in the use of the risk information tablets and particularly, the individual's ability to locate risk information on the system.

As members of various boards and partnerships, we actively contribute to multi-agency working and engagement with our community. However, in this quarter our partnership work was mainly focused on a collective response to the coronavirus pandemic and as a result, there was restricted progress on all other partnership working.

The Dorset Community Shield was the collective response to the coronavirus pandemic. This group was overseen by Dorset County Council and brought many agencies together to collectively support the community and essential services. Some real positives have been found in this difficult time; the success of our inter-agency working has meant that we are looking at ways to continue this working arrangement in the future as it has shown real efficiencies for those involved with a truly joined up approach. Another success has been the volunteer network that has developed due to those in the community looking to support those in need. The group is also looking at ways we can progress this.

KLOE 1 sub-diagnostic

To what extent do we have the capacity and capability we need to achieve operational performance, including the allocation of resources to prevention, protection and response activity in Dorset?

In this quarter, on-call appliances were available to respond to incidents 91.65% of the time. Ongoing action being taken to ensure on-call availability remains stable includes:

- a Service wide on-call pay model, due to be introduced over the coming months with a full adoption of the model in September
- a review of on-call staff current contract availability so that we can better target recruitment at station level to any availability gaps
- succession planning to maintain availability and support recruitment
- local on-call support officers (OCSO) are in the process of organising 'have a go' events in the coming months with a new way of working which will be risk assessed against the restrictions we have in place for the coronavirus pandemic.

The new strategy for non-attendance to automatic fire alarms at commercial premises between the hours of 8am and 6pm has improved station productivity and reduced the costs of calling out on-call firefighters by £12,035 since implementation in April 2020. In addition to this we have also seen 98 hours of wholetime firefighters time saved on this initiative, which is better spent on training and prevention activity.

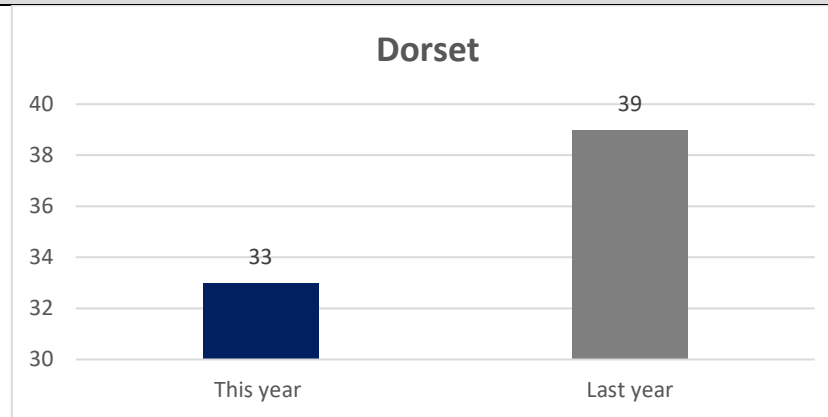
Year to date performance against our response standards is on track for all incident types. The furlough of many workers during the coronavirus pandemic has no doubt supported our appliance availability and we will be working hard to ensure our attendance times continue to improve with the introduction of the new pay model and targeted recruitment.

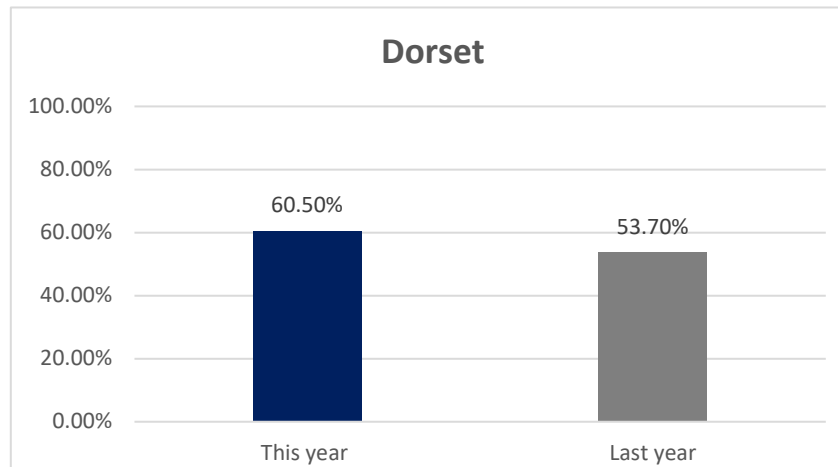
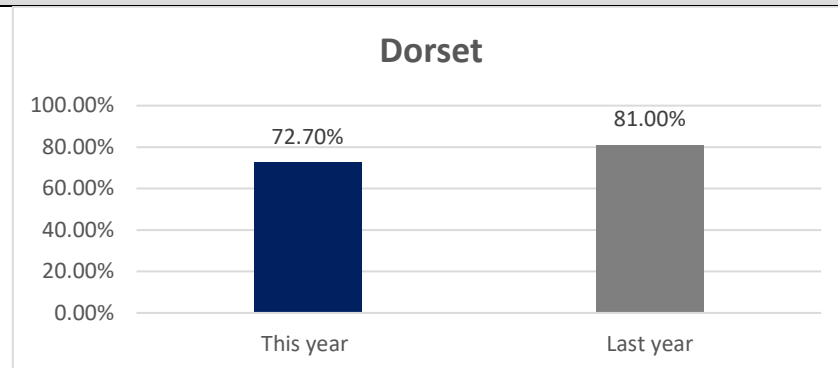
Maintenance of skills and Operational Licence for operational staff is currently being monitored in relation to Incident Command, Emergency Response Driving, Breathing Apparatus and Casualty Care, due to the limitations placed on courses resulting from the pandemic. Our Incident Command team implemented a successful remote assessment method early in the lockdown and we have also commenced 'on station' practical assessments carried out by our Command Assessor network.

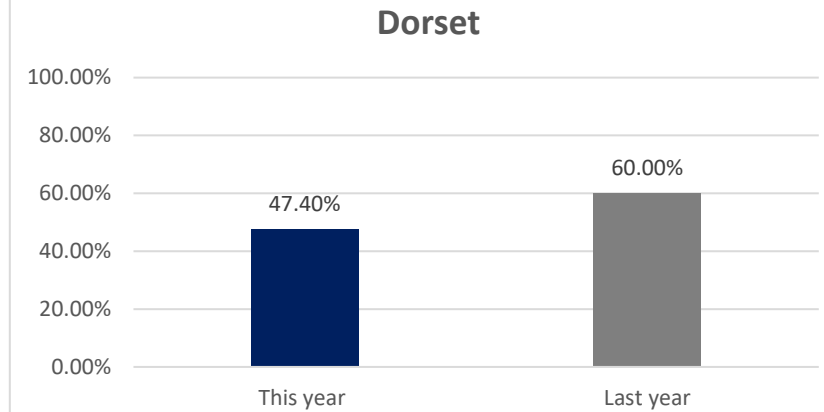
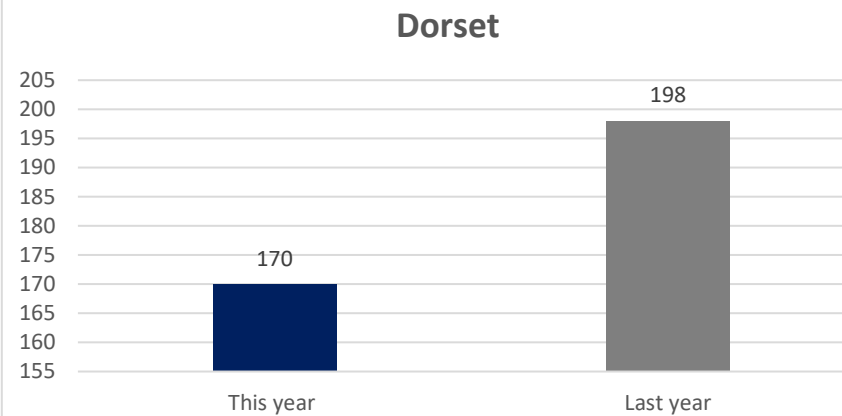
Driving courses have proved a challenge due to the social distancing requirements, but this is being assessed by our training centres for the most appropriate way forward. Breathing Apparatus courses have recommenced with reduced numbers and this has assisted in supporting priority candidates but does leave a backlog of staff for the courses. Casualty Care is an area that our training centres are looking at across the on-call workforce. This is maintained by scheduled training for wholetime staff, but our on-call teams require courses in addition to their drill nights. As a Service we have extended expiry dates for many courses with a risk assessed approach led by managers to ensure the safety of our firefighters is at the forefront of our decision-making whilst managing an unprecedented situation.

Key Performance Indicator (KPI)

Number of people rescued at incidents (year to date)



KPI**Percentage of sleeping risk properties where the first appliance met the response standard (year to date)****KPI****Percentage of road traffic collisions where the first appliance met the response standard (year to date)**

KPI**Percentage of incidents to other properties where the first appliance met the response standard (year to date)****KPI****All attended false alarms from automatic fire detection equipment (year to date)**

KLOE 2: How effective are we at preventing fires and other risks?

KLOE 2 Summary

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

Increasing partnership referrals remains a key focus for the Safe & Well team, particularly from hospitals and health care organisations. Whilst the coronavirus pandemic has changed the way we interact and provide home fire safety advice for the vulnerable, we have continued to deliver safe and well visits for the most vulnerable in the Dorset community.

Social distancing measures put in place have inevitably impacted our ability to delivery face to face prevention activities this quarter, including education, youth intervention and road safety. Teams have adapted their delivery where possible or focussed their efforts on other methods of engagement such as social media. This has included sharing Government and partner agency key messages surrounding coronavirus pandemic awareness. It has also enabled the team to focus on building relationships and planning for future activities in prevention.

We are developing an evaluation of our prevention activities to measure the impact they are having on preventing fires and other risks. Alongside this is the value for money framework which provides evidence of the Service, partner and wider societal savings from our prevention interventions.

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

KLOE 2 sub-diagnostic

How well are we raising awareness and campaigning to prevent fires and promote community safety in Dorset?

A programme of activity aligned to both the National Fire Chiefs Council (NFCC) Fire Safety Campaign calendar and local campaigns was carried out by the Prevention team, mainly through producing online resources and social media. In this quarter, this included:

- Child Safety Week 1-8 June - supported with the creation of online resources which are promoted via social media
- Heathland Fires - we have worked with Litter Free Dorset through the spring and summer promoting the 'BBQ's Burn more than Bangers campaign'. Our staff have also been out patrolling heathland areas
- Royal Life Saving Society's Drowning Prevention Week 12-19 June - including a seaside safety story read by Olympic swimmer Sharron Davies and resources promoted on the website and social media
- Road Safety produced four education modules covering essential travel, driving during the pandemic, pedestrians, and advice to two-wheelers. These modules have received national coverage.

Other initiatives we are currently working on include a feasibility study for establishing a charitable mechanism to generate funding for youth intervention and road safety activities, implementing a Firesetters strategy, creating a Water Safety strategy, designing a positive impact film for schoolchildren and launching Biker Down with supporting Fire Bikes.

Our programme of youth intervention activities such as the Salamander, Safer People and Responsible Communities (SPARC), Cadets and Prince's Trust courses, as well as our fire safety education activities will be evaluated to measure the impact on preventing fires and promoting community safety.

KLOE 2 sub-diagnostic

How well are we working with partner organisations in Dorset to promote road safety and reduce the numbers killed and seriously injured on the roads?

The Service is a member of the Dorset Road Safe Partnership. We use road traffic collision data from this partnership to target those most at risk on the roads.

We align our activity to local and national campaigns including the National Roads Partnership calendar, THINK, Highways England, Road Safety Partnerships, and NFCC campaigns. This quarter included:

- Social media support of the #takeextracare campaign which was also included in our digital workbook for young people
- Support of the “Older Drivers Forum” and the UK Government MOT exemption campaign in the production of our digital leaflets
- Social media support of “My Red Thumb” in May 2020, which aims to reduce road traffic casualties by encouraging as many people as possible to stop using handheld mobile phones whilst driving
- Social media support of NFCC and National Police Chiefs Council “Fatal 4” campaign relating to the most common reasons for road traffic collisions in May and June.

We work with Dorset Police and South Western Ambulance Service Foundation Trust (SWASFT) to jointly deliver the Safe Drive Stay Alive (SDSA) programme to young people in Dorset. Due to the coronavirus pandemic we have been restricted from delivering these courses. New virtual reality technology is due to be launched to support the delivery of the SDSA programme, at a date yet to be determined.

The Service continues to work in partnership with the Ministry of Defence (MOD) to deliver the Survive the Drive programme to military personnel who are statistically more at risk of being involved in incidents on the road. Due to the coronavirus pandemic we have been restricted from delivering these courses. However, we have maintained contact with the MOD.

Throughout lockdown the Service has been supporting and attending both the Strategic Road Safety Board and the Delivery Group.

KLOE 2 sub-diagnostic

How well are we working with partner organisations to tackle fire setting behaviour and support the prosecution of arsonists in Dorset?

The Firesetters Scheme is an early intervention programme that aims to reduce firesetting behaviour in young people currently engaging in firesetting. We receive referrals from partners including social services, Youth Offending Services, and parents. This year to date we have received one referral in Dorset with four cases currently open.

The Service's Arson Reduction Coordinator represents the Service at partnership meetings concerning fire-related anti-social behaviour. Operation Heathland has continued to meet fortnightly via online meetings to continue to support and implement the Arson strategy where appropriate.

Data on the number of deliberate fires in Dorset is provided on a quarterly basis for stations to monitor. Operational crews can react to trends and implement prevention activity with support from prevention teams as required. Stations have supported the BBQ campaign via social media provided by Litter Free Dorset and volunteers have provided heath patrols at high-risk times.

KLOE 2 sub-diagnostic

To what extent is preventative activity, such as the home fire safety check programme, focussed on those most at risk in Dorset?

Due to the coronavirus pandemic we have had to adapt how the Safe & Well team provides fire safety support. Occupiers have been telephoned to provide guidance and only those who were particularly vulnerable and in need of equipment have been visited.

As a result, the number of visits has reduced by 422 when compared to last year. Partner referrals have also reduced from 214 to 82.

All work has been reactive, with no direct targeting of properties due to the risk of coronavirus. We have used social media instead to actively promote and ensure key messages are shared.

KLOE 2 sub-diagnostic

What progress has been made with partner organisations in preventing fires and keeping people safe in Dorset?

Road Safety

Throughout this quarter we have continued to attend and support the Dorset Road Safe Partnership. We have collaborated on downloadable resources as an alternative to practical events while social distancing is in place.

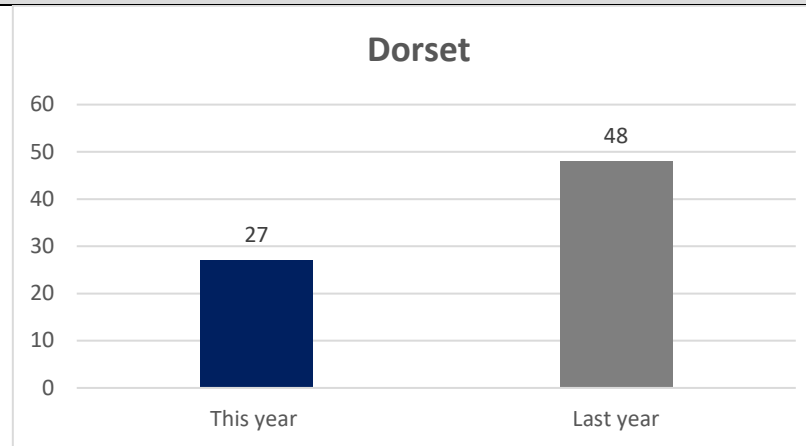
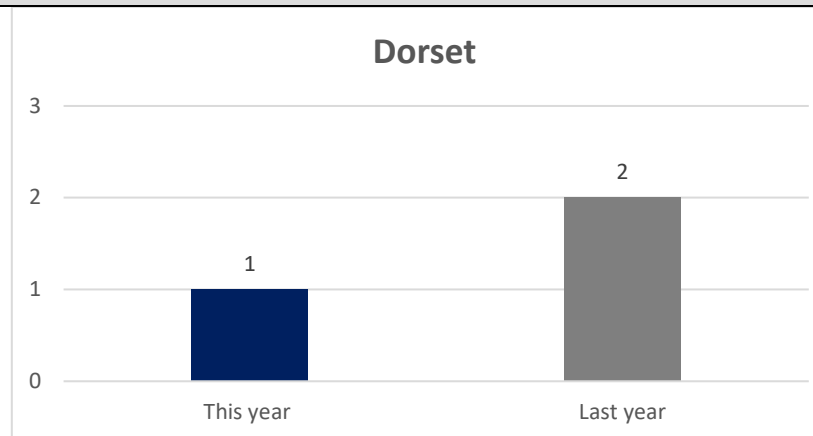
Youth Intervention, Education, and Arson Reduction

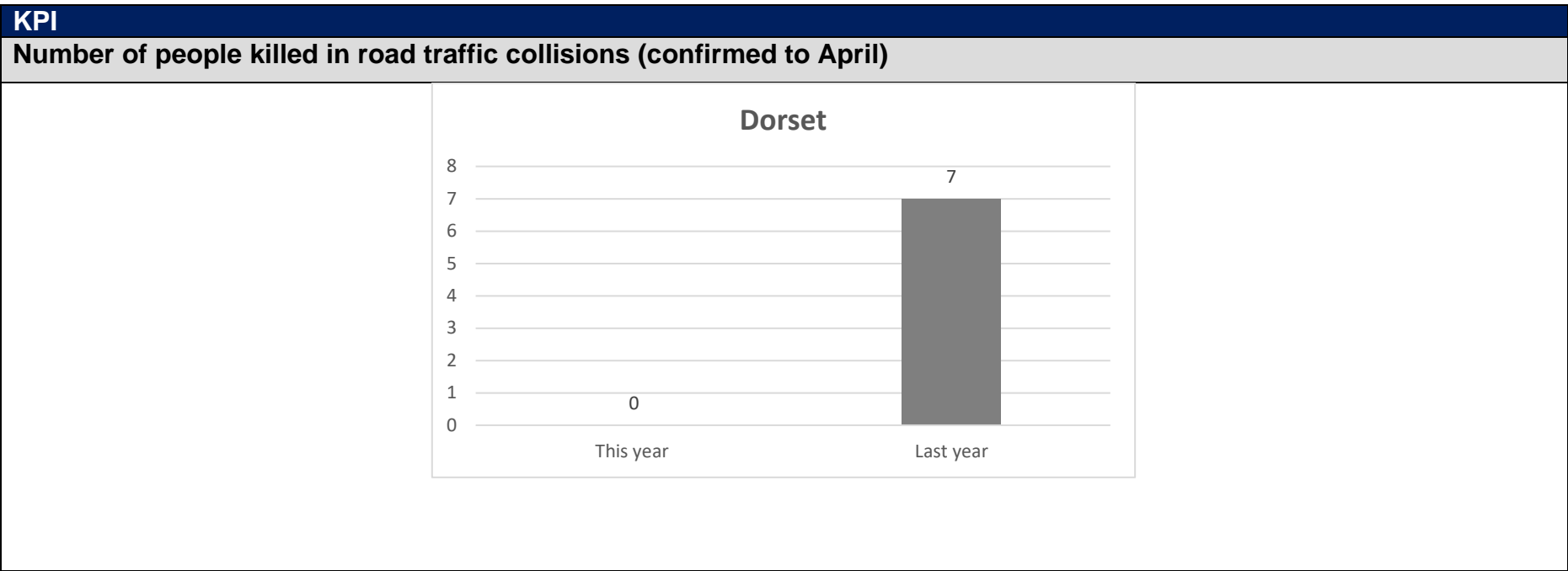
During lockdown we have worked to build partnerships for the future with area boards, schools and community groups that have identified risks to young people to provide courses tailored to reduce the risk. We have been working with Litter Free Dorset, the Urban Heaths Partnership and Dorset County Council to promote fire safety messages in the outdoors. The Education team have engaged with several schools to help test and develop our virtual school lessons for the new school year. Youth Intervention have applied to the Edge Foundation to fund several SPARC courses.

Safe & Well

During this quarter, work with new partners has not been progressed as much as originally planned due to the coronavirus pandemic. Through our support during the pandemic, we hope that there will be new opportunities to strengthen partnership working with local authorities.

We have received 47 South West Ambulance Service Foundation Trust (SWASFT) and police referrals for high-risk vulnerable people across Bournemouth, Christchurch & Poole, and Dorset. We have only received one referral from the British Red Cross, which is likely to be due to a reduction in referrals from the hospital during the coronavirus pandemic.

KPI**Number of accidental dwelling fires (year to date)****KPI****Number of fire related injuries (year to date)**



Priority: Protecting you and the environment from harm

KLOE 3: How effective are we at protecting the public through the regulation of fire safety?

KLOE 3 Summary

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

The Service has a Service Delivery Plan action for 2020-21 to deliver a risk-based inspection programme for non-domestic buildings. This will include assessing the premises inspected compared to premises where incidents are occurring to ensure effective targeting. This project is on track to be delivered in time to start on 1 April 2021.

In April 2020, a new strategy was implemented for automatic fire alarms at commercial premises between the hours of 8am and 6pm. Year to date, this is showing a 94% reduction in the number of unwanted automatic fire alarms compared to the previous year across the Service, representing savings to the Service of £12,035. In addition, we have also seen 98 hours of wholtime firefighters' time saved on this initiative that is better spent on training and prevention activity.

We would like to request support from Members with regards to sprinklers being fitted into new schools.

The Protection team has been made aware of plans to construct Harbour School, a new free school for special educational needs and disabilities to be situated on the former Bovington Middle School site in Cologne Road.

The Service strongly advocates the inclusion of sprinklers in any new school build in order to protect a valuable asset in our community. Unfortunately, the provision of sprinklers is often overlooked, risk assessed, or value engineered out by the designer as an unnecessary expense with little view to the wider building and societal impacts that a fire in an unsprinklered building can have.

The Protection team would value the support and influence of the Local Performance and Scrutiny Committee to lobby for the inclusion of sprinklers within the project mentioned.

KLOE 3 sub-diagnostic

To what extent is enforcement and inspection based on risk in Dorset?

The Service has a corporate target to audit the top 100% of known sleeping accommodation identified as high-risk where the Fire Safety Order applies. This programme categorises high-risk by prioritising life risk, likelihood of fire and distance from operational response. Progress against this is being monitored due to the downturn in proactive audits as a result of the current coronavirus pandemic.

The Service has a Service Delivery Plan action for 2020-21 to deliver a risk-based inspection programme for non-domestic buildings. This will include assessing the premises inspected compared to premises where incidents are occurring to ensure effective targeting. This project is on track to be delivered in time to start in April 2021.

A key area of focus will stem from the outcomes of the Grenfell Tower Inquiry. Following the tragic Grenfell Tower fire just over three years ago, we have worked hard with the Government and NFCC to implement the outcomes of the Hackitt report and the recommendations of the current Public Inquiry. This involves working with building owners to jointly understand the building construction and how the fire safety measures are maintained. We continue to work with NFCC Building Safety Team to feed into future legislative changes that will improve the safety of the occupants of tall buildings, including changes to Building Regulations and Fire Safety legislation. We work with our operational colleagues to share building information and work with our Prevention team to include the occupants of tall buildings in our safe and well work.

We continue to work very closely with our Local Authority Housing and Building Control partners to ensure that the current overlapping housing and fire safety legislation is well understood and that our actions are proportionate and consistent. We work to share building information to improve our mutual knowledge of buildings and their construction. Where buildings are used as university accommodation, we work with the housing provider to provide advice for the students on their induction and throughout the year with inspections and safety messages. Our relationship with the Local Resilience Forum colleagues allows a greater understanding of each other's role in the event of an emergency to work more effectively.

KLOE 3 sub-diagnostic

How well do we take enforcement action against those who fail to comply with fire safety regulations in Dorset?

Our enforcement plan has been published and is available on the Service's website. The plan is based on the principles of 'Better Regulation' contained in the Regulators Compliance Code and outlines how we use our enforcement powers in an appropriate way.

Due to the reduction in proactive auditing in this quarter there are no Prohibition or Enforcement Notices to report.

KLOE 3 sub-diagnostic

How well do we work with other enforcement agencies in Dorset to share information on risk and take joint enforcement action?

The Protection department uses and shares intelligence with partner agencies including Building Control, Housing, Food Standards, Care Quality Commission, Trading Standards and the Border Agency to jointly visit premises that present a high-risk. We are currently reviewing our existing Memorandums of Understanding (MoU) with key partner agencies and developing new MoU's where necessary to ensure the systematic sharing of information.

Building regulations consultations and licensing consultations in Dorset continue to be completed as required and within statutory timeframes.

KLOE 3 sub-diagnostic

To what extent are we working in partnership to reduce the burden of unwanted fire signals in Dorset?

From April 2020, a new strategy was implemented for automatic fire alarms at commercial premises between the hours of 8am and 6pm. Year to date, this is showing a 94% reduction in the number of unwanted automatic fire alarms compared to the previous year in across the Service. This represents cashable and non-cash able savings of £12,035 for on-call and 98 wholetime hours saved. year to date. We continue to monitor the impact of implementing this policy and so far, no incidents developed as a result of non-attendance or any non-engagement from businesses.

Repeat offenders in Dorset have been identified and proactive contact has been made with each to reduce future instances. Work by operational crews to support this reduction in attendance at unwanted automatic fire alarms includes working towards accurate completion of premises information and incident types when updating the Incident Recording System.

KLOE 3 sub-diagnostic

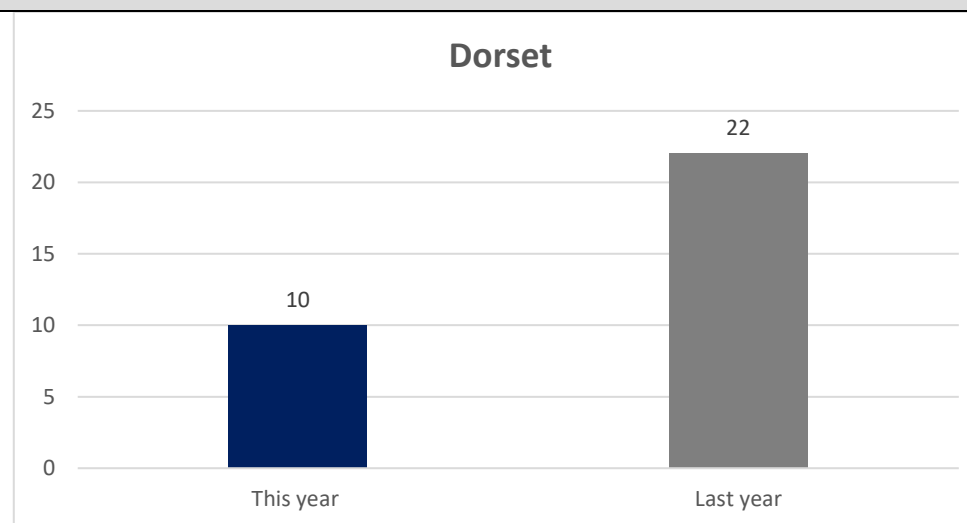
To what extent do we engage with local business or large organisations in Dorset to share information and expectations on compliance with fire safety regulations?

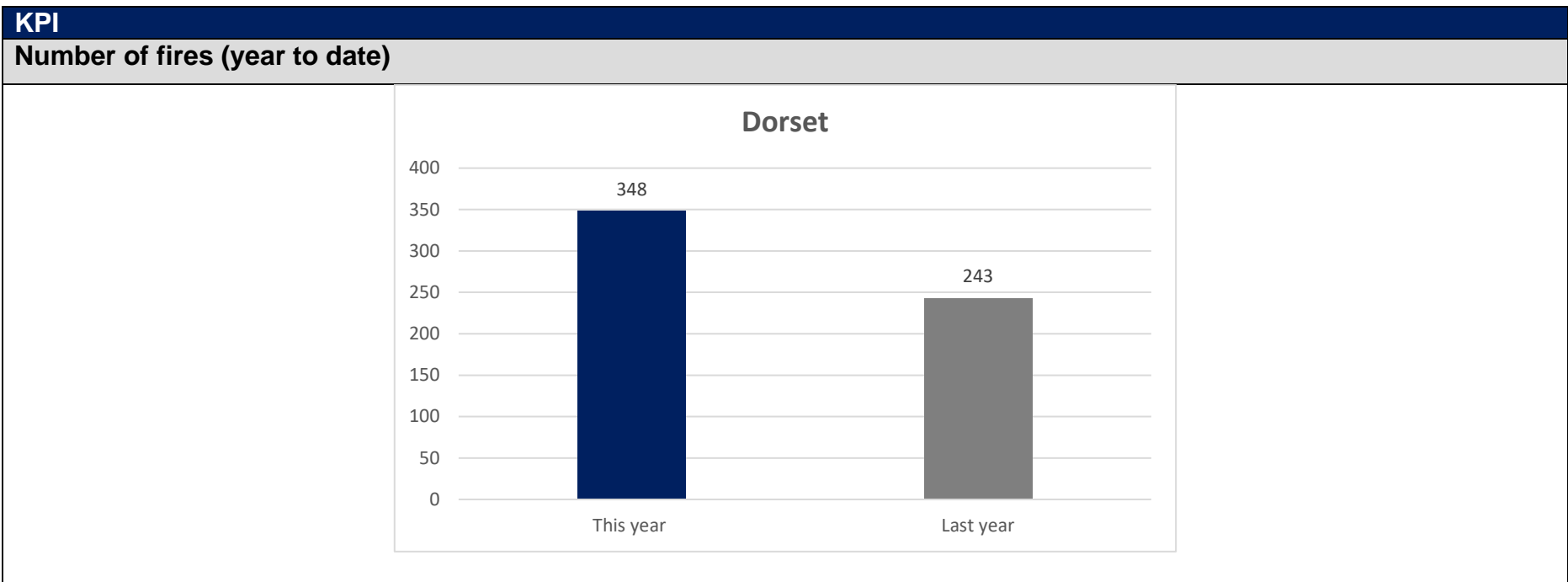
The Service facilitates events to proactively engage with local businesses or large organisations in Dorset. In this quarter, due to the coronavirus pandemic, there were no physical events held. However, we actively liaised with Local Authority healthcare and care premises to assist with amended procedures and guidance as a result of the coronavirus pandemic. We have also produced improved web-based information for businesses tailored to fit the current restrictions.

The Service attends the Dorset Safety Advisory groups which have met virtually for the planning of future events.

KPI**Fire safety activity (year to date) - Dorset**

Fire safety activity (year to date) - Dorset	This year	Last year
Number of building regulation consultations completed	70	93
Number of licensing jobs completed	27	32
Number of fire safety audits completed	0	64
Number of Fire Safety Complaints	6	1
Number of enforcement notices served	0	1
Number of prohibition notices served	0	0
Number of prosecutions	0	0

KPI**Number of fires in non-domestic properties (year to date)**



Priority: Being there when you need us

KLOE 4: How effective are we at responding to fires and other emergencies?

KLOE 4 Summary

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

The use of the Operational Effectiveness Database (OED) continues to be effective in evaluating and improving operational performance. Operational assurance officers attend incidents to support incident commanders and audit incident ground paperwork and hot debriefs.

The debrief for the Wareham Forest Fire is expected to provide national learning outcomes. Due to the size of the debrief and current restrictions, it is being conducted in small related groups to ensure all internal and external stakeholders can provide feedback.

Following the publication of the Grenfell Tower Inquiry Phase 1 Report, Officers are focusing on internal learning and improvement, equipment, operational training, call handling and information gathering.

Strategic department actions relating to National Operational Guidance (NOG) are being monitored by Officers and currently this is progressing on track with our current focus on the NOG Strategic Training Gap Analysis.

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

KLOE 4 sub-diagnostic

To what extent are consistent, rigorous and open systems in place in Dorset to evaluate operational performance and make operational improvements?

Following an incident, a hot debrief takes place to review our performance. Where necessary, a structured debrief report, capturing any learning, is then uploaded to the OED to share learning across the organisation, and where appropriate is taken to the Training and Response Coordination Group (TRCG) for consideration of any further action required.

Nothing of note has been elevated to TRCG, however, items for general information have been shared via the monthly response communication mechanism.

It is the responsibility of operational assurance officers following mobilisation at an incident to co-ordinate a suitable return via the OED that captures learning and good practice. Work is ongoing to build engagement with this process to ensure a consistent response level and standard.

Across the Dorset Group, there have been no fire deaths confirmed by Her Majesty's Coroner to date in 2020-21. There remain two potential fire deaths that are awaiting a Coroner's verdict, these being fatal fires in Bramdon Lane Portesham on 30 September 2019, and High Street, Fordington, Dorchester on 9 February 2020. From the year 2019-20, the Coroner has ruled that a fatal fire in Kirtleton Avenue, Weymouth on 22 January 2020 was a fire death.

Each fire death is investigated at a fatal fire case conference to explore Service and multi-agency learning and improvement. We also consider how we can improve the identification of vulnerable individuals and tailor our interventions accordingly.

KLOE 5: How effective are we at responding to major and multi-agency incidents?

KLOE 5 Summary

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

The Resilience department continues to work closely with Local Resilience Forums to capture community risks and ensure the safety and wellbeing of the community, particularly during the coronavirus pandemic. The Service has invoked its internal pandemic plan to support the management of the Service through this pandemic, and also during this quarter declared a major incident for the Wareham Forest fire.

Officers from Dorset recently supported a Dorset Local Resilience Forum Wareham Forest fire debrief to discuss learning and identify how partners can work together to reduce wildfire risk.

Service exercise governance continues to be strengthened via a programme of exercising, including at our highest risk Control of Major Accident Hazards (COMAH) sites. The development of fire and rescue service specific tactical response plans continues for these COMAH sites to ensure clear guidance in the event of an incident at one of these sites.

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

KLOE 5 sub-diagnostic

How well have we anticipated, planned, trained and exercised against community risks in preparation for major incident and multi-agency response in Dorset?

The Service ensures awareness and alignment of its risks to those both nationally and locally, within the National Security Risk Assessment and the Local Resilience Community Risk Register. This is to both ensure the appropriate response and the continuity of the Service during a disruption. The Service has well-established and robust business continuity plans for these risks, including severe weather, fuel disruption, etc. and currently has invoked its internal pandemic plan to support the management of the Service through the coronavirus pandemic. All internal Service arrangements are aligned to the local arrangements through the Local Resilience Forums to ensure the safety and wellbeing of our communities.

The Service maintains a well-established exercise programme to ensure plans and staff are well prepared, which is aligned to internal procedures and risks. The Service is also actively involved within the multi-agency exercises planned through the Local Resilience Forum. In addition, the Service is involved with the exercise programme of all sites identified within the Control of Major Hazards Regulations to ensure that appropriate fire and rescue service specific tactical plans are in place.

The Service has been actively involved within the Local Resilience Strategic Coordinating Group and appropriate subgroups throughout the coronavirus pandemic, ensuring support to the multi-agency approach during this major incident. This has included providing additional support to partners to meet the needs of our communities.

KLOE 5 sub-diagnostic

How well are we prepared to form part of a multi-agency response in line with JESIP in Dorset?

Due to the coronavirus pandemic, all programmed courses have been cancelled until August. Meetings have been scheduled to consider modified ways to deliver this training.

Planning continues with the Joint Emergency Services Interoperability Programme (JESIP) training with our partners, including the Coastguard, SWASFT, the police, and the Royal National Lifeboat Institution. JESIP courses prepare for multi-agency response. Training with wider partners includes MATT, MAOT and MASC course attended by Level 1-3 incident commanders from the Service. National Multi Agency Gold Incident Command (MAGIC) courses are also attended by Level 4 incident commanders.

Through Resilience Direct, we share site-specific response plans and cross-border risks to enable an effective multi-agency response in the event of a cross-border major incident. All flexi-duty officers are trained on accessing Resilience Direct via Incident Command acquisition courses, and at Officer training days held every six months.

A typical meeting includes briefings on the latest threat from terrorism, VIP visits, new operational guidance and training opportunities, followed by debriefs of significant incidents for shared understanding. The most significant learning points are raised nationally using the Joint Organisational Learning system. The debrief for the Wareham Forest fire is being undertaken currently and is expected to provide national learning outcomes. Due to the size of the debrief and current restrictions it is being conducted in small, related groups to ensure all stakeholders are able to provide feedback.

Station Manager Stevens attends the Blue Light Group. Station Manager Clement and Group Manager Moncrieff attend training and exercising groups to identify multi-agency training opportunities. The Service maintains the positive work carried out with the Local Resilience Forum regarding the coronavirus pandemic and the recent Black Lives Matter protests. These have been long-term meetings and have resulted in multiple Level 2 and Level 3 commanders working with police, ambulance, Local Authority, NHS and volunteer agencies.