

Appendix A: Key Lines of Enquiry Baseline Assessment

1. Help you make healthier and safer choices

KLOE: Are we delivering education programmes which support families, children and young adults to achieve their potential and strengthen our communities?

DESCRIPTORS:

DEVELOPING

There is an underlying rationale for delivering education programmes but this is not directly linked to partner outcomes. Evaluation occurs at the end of each event and this is used to improve practical delivery

ESTABLISHED

Education programmes are being delivered which are targeted to vulnerable people but more work needs to be done to make sure that this targeting is consistent. There is some discussion with partners on the content and validation of programmes. Evaluation is undertaken, to drive improvement in delivery and to measure community outcomes, although more work needs to be done to strengthen these links

ADVANCED

A full range of education programmes are in place that are clearly targeted at vulnerable people. Programmes are linked to the outcomes of partners and where appropriate they have been developed in consultation with them. Programmes are evaluated at all levels to drive improvement and where appropriate they have been externally validated. Outcomes are shared with communities, partners and staff.

EVIDENCE: (Completed by Education for All Manager)

We offer a range of education and intervention programmes that are designed to inform children, young adults and vulnerable people about the dangers of fire. Increasingly we are also delivering packages and programmes that help people to make safer and informed choices about their wider health and well-being. The majority of the interventions are developed in house by our education team and they are delivered directly by DWFRS staff and volunteers. However, some education packages can be delivered by other organisations. The development and delivery of education programmes takes into account the National CFA children and young people's strategy. In order to meet the vision of the Dorset & Wiltshire Fire and Rescue Authority, the structure within the prevention team has been designed to facilitate the delivery of a wide range of programmes and education sessions in all 5 upper tier authority areas.

Our education programmes aim to:

- prevent children and young people being harmed or killed in fires through carelessness or ignorance.
- prevent children and young people becoming involved in fire crime, associated antisocial behaviour or social exclusion through our positive engagements with them.
- prevent young people being hurt or killed in Road traffic collisions through carelessness or ignorance.
- offer opportunities and positive outcomes for all children and young people engaged in our programmes to maximise their health, well-being and potential.

KLOE Baseline Assessment – Local Performance & Scrutiny Committees

We achieve this by actively engaging with children and young people through key stages in schools and colleges, though our work with a range of partners and through different commissioning routes. The design and delivery of our education programme is undertaken through a range of programmes that aim to prevent, reduce and divert children and young people, and in some cases, their families from becoming involved in anti-social behaviour and fire crime. It also provides them with fire safety skills and understanding of fire related risks while promoting responsible citizenship. Education related to road safety is also delivered in partnership through our road safety initiatives such as the honest truth and safe drive stay alive. The Education team work across the service area and are proactive in providing support and build relationships with their local fire stations and education establishments to contribute towards reducing local risks. Our youth intervention and education programmes, including driver education, and our work in promoting wider health and well-being are also complimented by the design and delivery of activities and events which take place at the safety centres we support with our partners and key stakeholders. This approach is fundamental in the development of the safety centre at Wroughton.

We are in the process of reviewing our youth intervention and education programmes to make sure we can continue to deliver high quality events that meet the needs of the young people who attend our programmes and to ensure they are sustainable and deliver wider partner outcomes where necessary. . During this review we will continue to deliver SPARC and Salamander programmes that are led by specialist teams. These modular courses currently allow commissioners to achieve a bespoke programme suited to their particular requirements and this principle will be a corner stone of the review along with determining how we measure positive outcomes. We will also continue to work with the Prince's trust to establish how we can continue to contribute to delivering positive outcomes for young people who may be disadvantaged or suffering temporary personal challenges.

Cadets (currently run in Dorset) is a twenty session, once a week programme that provides a BTEC Award which is assessed throughout the programme. We aim to expand the cadet's programme and deliver the same BTEC programme in Wiltshire in 2017 in addition to the current cadet programme that runs at Cricklade. This programme is supported by volunteers and runs continually in a similar way to a military cadet programme.

Key Performance Indicators

The service has a range of indicators it uses to measure the effectiveness of courses but the list is not comprehensive as yet. We are looking to strengthen the measurement of outcomes from these courses so as to provide Members with a set of meaningful key performance indicators

RECOMMENDED LEVEL: ESTABLISHED

KLOE: How are vulnerable people receiving the level of support advice and information they require to drive down their risk of fire?

DESCRIPTORS

DEVELOPING

Prevention activities are delivered effectively and this is primarily done on the basis of self-referral or as part of other prevention activities. There are protocols in place to identify and manage risk but more work needs to be done to create an integrated approach. Performance management processes are in place but these are not yet robust

ESTABLISHED

Prevention activities are delivered effectively to those most at risk. This is achieved using shared data, local intelligence and referral programmes with other agencies. This ensures high risk individuals are provided with the right advice and support to allow them to live safely. High risk premises are revisited periodically. Evaluation is embedded within the management processes but outcomes cannot always be measured and the process has not been externally validated

ADVANCED

There is clear evidence through independent evaluation that prevention activities have driven down risk within the communities and that individuals have had positive outcomes from any interventions. These impacts have been externally validated. Regular communications and interaction takes place with key partners to make sure information on vulnerable people is shared, lessons are learnt and there is continuous improvement

EVIDENCE: (Completed by Safe and Well Manager)

The basis of our prevention strategy is to improve the safety and well-being of our community by identifying 'at risk' groups and working with our partners to help to prevent fires and other incidents occurring. We are also increasingly involved in trying to help people change their behaviours to improve their wider health and well-being. We proactively target vulnerable people so that we manage our resources effectively to drive down risk in the most appropriate areas.

Our approach uses data and information to support the delivery of our prevention activities. We identify those most at risk by referrals from our partners and by using specialist computer modelling software, which is based on a variety of internal and external intelligence including:

- Demographic data
- Historical incident information and trends
- Exeter data (which provides health information on those aged 65 and over)
- Single persons council tax data
- Air-Liquide information (i.e. those leaving hospital with oxygen cylinders)

This allows us to focus our prevention and protection activities where they will have the best effect. We ensure that our activities are being delivered according to local risk in conjunction with the Area Management Teams (AMT's), which makes sure that our community safety action can be targeted effectively. This use of intelligence across teams and departments informs the full range of different activities such as our Safe and Well checks, youth engagement

programmes and arson reduction and road safety initiatives - helping staff to understand who, where and when to target valuable resources to achieve the best results.

Research shows that fire-risk increase with age and a range of other factors, and the methodology we employ uses weightings to ensure that these factors are taken into consideration. We also receive high-risk referrals from partners. , This includes oxygen users, victims of domestic abuse and social care clients. We also recognise the value of this data in identifying people who may also be facing other risks to their health and well-being such as winter mortality, falls and loneliness and as a result we continue to work hard to share this information and signpost people to the correct services through initiatives such as Safe and Independent Living (SAIL)

We are now working more closely with partners such as Public Health to deliver a better service to these people, addressing a wider range of risks than just fire. The advantage we have is that we are often able to gain access to vulnerable people because of our brand and reputation. We use this to try to achieve positive outcomes and we have continuing evidence that justifies this approach with numerous case studies where our teams have had a positive impact at an individual level. Lower risk households are targeted through other routes, such as local and national campaigns as well as online approaches through our website. Kitchen fire safety has been identified as a key source of fire injuries and fatalities and demographic data is used alongside our other intelligence routes to identify the types of people who experience the most cooking and kitchen fires. This data is coupled with life-style information to ensure campaigns have the best chance of reaching those most likely to be affected. Our Safe and Well Advisors undertake the most high risk checks, while our crews also make sure that we visit all areas of demand across, Bournemouth, Dorset Poole, Swindon and Wiltshire. Progress in driving down risk is monitored through our performance management framework at geographically based Area Management Teams to ensure prevention, and education activity reflects local need.

Although we undertake evaluation of our performance and the positive impact we make on our communities we recognise that more work needs to be done in this area, as by design our successes often result in a negative occurrence.

Key Performance Indicators

Number of fire related deaths

Number of fire related deaths in accidental dwelling fires

Total number of fire related injuries

Total number of fire related injuries in accidental dwelling fires

Number of accidental dwelling fires

Number of home safety/safe and well visits

RECOMMENDED LEVEL: ESTABLISHED

KLOE: How are we working with our partners to use a wider range of information and technology to improve the well-being and independence of vulnerable people?

DESCRIPTORS:

DEVELOPING

A process is in place for defining the level of community risk and for targeting those most at risk, but this is not directly linked to partner outcomes. Risk reduction is linked to population social demographics

ESTABLISHED

Interventions are being delivered which are targeted to vulnerable people but more work needs to be done to make sure that this targeting is consistent. There is some discussion with partners on the content on these interventions, the types of technology used and the links to vulnerable people identified by our partners. Evaluation is undertaken to try to measure how effective these interventions are in improving the well-being and independence of vulnerable people, although more work needs to be done to strengthen this

ADVANCED

A full range of interventions are in place that are clearly targeted at vulnerable people. There is an innovative use of technology to improve the health and well-being of those most at risk. Interventions take account of information and data from partners and there is full collaboration between partners and effective sharing of data and intelligence. Interventions are evaluated at all levels to drive improvement and where appropriate they have been externally validated. Outcomes are shared with communities, partners and staff.

EVIDENCE: (Completed by Deputy Area Commander)

Bournemouth and Poole

We continue to work and build on partnerships across the area, particularly through both the Bournemouth and Poole's Community Safety partnerships meeting frameworks. DWFRS also supports the Bournemouth 2026 Trust and we have area representation on pan-Dorset groups such as the Strategic Road Safety Board and the Drug and Alcohol Governance Board.

Dorset

The Protection team have procured a number of misting units and these are being used to improve the well-being of vulnerable people. The Strategic Planning and Knowledge Management team are re-launching the Pinpoint software in conjunction with the Prevention team and the Dorset Area Team which contains many layers of partnership data. They are also looking at replacing the PDAs to link with Community Fire Risk Management Information System (CFRMIS). We are working with partners such as Historic England to assess and identify operational community risk sites. We will create site specific operational risk plans which will include salvage plans for Grade 1 and Grade 2* sites together with environmental protection plans.

We have been working as part of the Telecare and assistive technology strategy group since the start of the year to; encourage partnership working and to streamline processes to optimise access to Telecare and Assistive Technology, challenge the delivery of services, seek sources of funding for these services, encourage take up of telecare and assistive technology, and to innovate and work to prevent the need to more intrusive forms of care and support.

This work has been undertaken in the Dorset County Council area and has involved the Chair of Dorset Health and Wellbeing Board, Dorset County Council Partnerships and Performance Team, DCC Operational Teams (including a Community Services Development Manager), Adult Access Team, Partnership for Older People Project (POPP) and Occupational Therapists, representative(s) of the Dorset Accessible Homes Service Provider (Millbrook Healthcare), Dorset Clinical Commissioning Group, DHUFT and NHS Occupational Therapists, Public Health Dorset, Representative(s) of Housing Authorities and others by invitation.

The outcome of this work to date has been the development of an outline strategy document which continues to be worked on collectively by the group. The practical outcome is also that a trial will start in the early part of the Autumn to enable Safe and Well Advisors who work in the DCC area, to refer medium and high risk individuals directly into Millbrook Healthcare's referral portal. These referrals will focus on identifying the outcome needs of the vulnerable people who have been visited and Millbrook will put in place the technological solution or solutions that are required. In the case of the risk of fire this would be a linked smoke detector as a minimum. The cost of the technology will be funded from the Disabilities Facilities Grant (DFG) This arrangement will be for a trial period to see what, if any, issues arise and whether the approach will be sustainable.

There is no arrangement in place at this stage to trail a similar approach in other areas as there are differing arrangements for the provision of telecare. However, if the model is successful then opportunities to progress in other constituent authority areas will be pursued.

Swindon

Officers from DWFRS are now starting to work with the One Swindon partnership. Our ambitions is to support the partnerships objectives delivering services in Swindon. We can add real value for local people through our Salamander programme, health and well-being initiatives, targeted fire safety activities all of which help build positive relationships. This can be achieved by public services working together with local people. Working together with businesses, voluntary and community sector organisations.

More specifically, there are a number of areas we are working with our partner agencies within Swindon Borough. There is an on-going project, SAIL (Safe and Independent Living) in which we are able to signpost vulnerable people to the various agencies. In addition other agencies such as the Police Bobby Van can signpost to the Fire Service. We are working with Clinical Commissioning group in area such as the falls and bone collaboration. There is on- going work with trying to reduce hospital admissions and deal with those vulnerable people when returning home from a hospital admission. We also sit on the Swindon PREVENT board and Swindon Community Safety Partnership board which assists in information sharing and ensuring we are reaching the most vulnerable and hard to reach community members. There is some further work required with the drug and alcohol services within the borough. This is an area that we need to progress and this relationship is in the early stages.

We also have a link in with the Domestic Abuse Strategy Lead in the Borough Council. This has been a useful link for those at risk from fire setting due to domestic abuse .Visits to these sites will be carried out by our Safe and Well advisors. The Salamander project has been established for a number of years. This was initially intended for vulnerable young people. This has now expanded to troubled families, Job Centre Plus and also has worked closely with the Swindon Down Syndrome Group.

Wiltshire

Work continues with a wide variety of partner agencies at Strategic, Tactical and Operational level. The baseline assessment sets out the current key partnerships. A register of all Area partnerships is maintained by the Service Delivery Facilitator for Wiltshire and is reviewed regularly. There are a number of arrangements in place where other agencies such as the Police Bobby Van can signpost to the Fire Service. We are also doing a lot of work with partners on a Single View of the Customer. We currently have tier 1 & 2 data sharing agreements in place and work is on-going to review the product case to ensure that those most vulnerable are referred to the Service. We also recently secured a seat at the Drug & Alcohol Strategy Group which forms part of the wider Health & wellbeing agenda for partners. This is an area that we need to progress and this relationship is in the early stages. We are developing a Fire Section for the Community I-messaging service funded by the PCC and operated by Wiltshire Police looking to use that network to generate intelligence about vulnerable people, promote safety messages and inform of actions during an emergency.

Overall Assessment

Actions are taking place which are targeted to vulnerable people but more work needs to be done to make sure that this targeting is consistent. There is discussion with partners on the content on these interventions, the types of technology used and the links to vulnerable people identified by our partners, but evaluation is limited more work needs to be done to strengthen this

Key Performance Indicators

The service has a range of indicators it uses to measure the effectiveness of its partnership approaches, but the list is not comprehensive as yet. We are looking to strengthen the measurement of outcomes from these courses so as to provide Members with a set of meaningful key performance indicators

RECOMMENDED LEVEL: ESTABLISHED

KLOE: How are we delivering effective road safety education to reduce the risk of road traffic deaths and injuries?

DESCRIPTORS:

DEVELOPING

There is a clear approach to road safety, in order to contribute to a reduction in the number of those killed or injured on the roads

ESTABLISHED

Road safety education programmes are being delivered which are targeted to those most at risk, but more work needs to be done to make sure that this targeting is consistent. Evaluation is undertaken, to drive improvement in delivery and to measure community outcomes, although more work needs to be done to strengthen links with partners and provide evidence that programmes are driving down the risk of having an accident on the roads

ADVANCED

There is clear evidence that road safety activities are driven down the numbers killed or injured on our roads and these have been validated and endorsed. Regular communications and interaction takes place with key partners

EVIDENCE: (Completed by Road Safety Manager)

There is now representation by DWFRS on Road Safety Partnership meetings in both Dorset & Wiltshire. Road Traffic Casualties in Dorset & Wiltshire cost the national economy a combined total £288million during 2014. (DFT Stats). Road Safety initiatives focus on targeting high risk road users identified through statistical analysis of casualties. This is delivered in partnership and work is leading to DWFRS active participation in Road Safety education events organised through a range of tried and tested partnerships. One area of focus is on young drivers aged 16-24. In Dorset and Wiltshire this age group made up 27% of all casualties during 2014.

We have 43 Safe Drive Stay Alive Roadshows focused on Schools & Colleges booked to start in September 2017. This will see an estimated 10,500 students attend. This is expected to grow beyond these numbers as the programme is developed in future years. There will be a further 5,000 army personnel attending Safe Drive Stay Alive during November (Dates TBC). Again this is an estimated number based on last year figures and could increase. Army personnel are 167% more likely to be involved in a road traffic collision than the rest of the general UK population. The Safe Drive Stay Alive show will also be used as the tool to engage with and educate those that drive for work. The crashed car, driving simulators and other presentations will be used at bespoke events. The next event will be with Scottish Southern & Electric in Swindon on the 16th December.

Through our partnership work we also support the BikeSafe programme in Dorset & Wiltshire. We attend motorcycle events to promote road safety messages and engage with the motorcycle community. We have recently attended the MOD Technical College in Lyneham with a Bike Safety event educating 400 staff and course attendees. We will also be attending the Calne Bike meet in July with real crashed bikes. Other road safety partnership events and support of National Campaigns will take place as required.

Evaluation is undertaken but more work needs to be to strengthen this and demonstrate that what we are doing is having a positive impact in driving down accidents

Key Performance Indicators

Number of people killed in road traffic collisions

Number of people seriously injured in road traffic collisions

RECOMMENDED LEVEL: ESTABLISHED

2 Protect you and the environment from harm

KLOE: How are we effectively working with our partners to safeguard the vulnerable people we come into contact with?

DESCRIPTORS:

DEVELOPING

Appropriate Staff are trained to recognise signs of maltreatment and/ or abuse. Systems are in place to access advice and enable reporting in line with local safeguarding requirements. Systems are monitored and audited

ESTABLISHED

Staff are trained and confident in managing safeguarding issues. Advice is readily available and there are clear reporting lines with defined roles and responsibilities Systems are in place to monitor the effectiveness of the safeguarding processes and audit is used to drive improvement. Key members of staff attend safeguarding boards. External validation of safeguarding processes are being developed

ADVANCED

Staff are well trained and confident about their own and colleagues' roles, responsibilities, and professional boundaries in relation to safeguarding. Clear processes exist to enable safeguarding/child protection concern to be referred to the appropriate agencies. These processes are subject to audit and review and there is clear evidence of organisational learning. Safeguarding systems have been externally validated

EVIDENCE: (Completed by Safeguarding Coordinator)

To effectively safeguard staff and the communities, we have a Safeguarding coordinator, two deputies and a team of Safeguarding Officers in place, all of which have received specialist training, with the majority being trained to Level 3. The Safeguarding coordinator has completed additional training, including IAO, Serious Case Review and Managing Incident training. Training is carried out via a constituent local authority and programmed training will ensure that, by the end of the year, all key personnel dealing with young people and the public will have carried out bespoke safeguarding training. This will ensure that all staff are trained to a similar and consistent level. There is also work taking place to develop an e learning package. Once developed, this will be revisited every by all staff every 2 years as a refresher to confirm that safeguarding is everyone's responsibility and will keep all staff up to date with changes, for example with self-neglect and hoarding which are now covered in the Care Act 2014.

The Safeguarding coordinator and Safeguarding Officers are available during normal working hours and the Duty Area Manager is available to deal with concerns out of hours, providing safeguarding guidance and support 24/7. DWFRS also has policies and procedures, which provide guidance to all staff and service volunteers and procedures are currently being reviewed.

Safeguarding staff offer advice and guidance to all DWFRS personnel and other multi agencies. Their responsibilities include raising safeguards with local services and arranging extra support for the referrals that do not meet the safeguard thresholds, knowing when to sign post and when to call 999. With the Safeguarding coordinator also giving strategic management representation on Local Safeguarding Board in Wiltshire, as well as local sub groups such as the Clinical Commissioning Group (CCG). All staff will share information and work in partnership with other agencies to ensure appropriate and proportionate safeguarding of children, young people and adults at risk. If a

safeguarding concern is raised internally the Safeguarding coordinator and Senior Point of Contact (SPOC) work in conjunction with the Local Authority Designated Officer (LADO).

Following the implementation of the Care Act 2014, all Safeguarding Adult Boards (SAB) have been required to establish and agree a framework and process, for any organization under the SAB, to respond to allegations and issues of concern that are raised about a person who may have harmed or may pose a risk to adults. The Safeguarding Co-coordinator is responsible for the management and oversight of complex cases and co-ordination where allegations are made or concerns raised about a person, whether an employee, volunteer or student, paid or unpaid.

The Safeguarding coordinator also represents the service at Multi-Agency Risk Management meetings and sits on a local safeguarding leads board, also networking with surrounding authorities. Hampshire, Devon and Somerset and Avon sharing best practice.

We work in partnership with South West Ambulance and the Police. If either visit a property and think that there is a fire risk or some fire intervention is required this comes to the safeguarding coordinator to disseminate and feedback any outcomes. We also worked with local authority social workers on domestic violence cases organising fire proof letter boxes.

Working with other agencies allows better access and management of fire risks for individuals with care and support needs, raises the awareness and training around identifying and managing fire risks in domestic dwellings/environment.

Local organisations are regularly looking to us for help, support and guidance daily and at Multi Agency Meetings. We are also seen as the friendly service and can gain access to properties where other agencies have failed. Then, by working in conjunction with other agencies, we can keep vulnerable people safe, in some cases allowing quicker interventions.

Key Performance Indicators

Number of adult safeguarding referrals

Number of child safeguarding referrals

Please note that data to support these indicators will not be available in Swindon or Wiltshire until Quarter 2

RECOMMENDED LEVEL: ESTABLISHED

KLOE: How are we providing better support for local business so they can meet their legal fire safety obligations and add to the economic growth of our communities?

DESCRIPTORS:

DEVELOPING

An effective but limited risk based approach to delivering a fire safety audit programme that compliments prevention and response arrangements is in place. Capacity is available to make sure we meet our statutory consultation responsibilities

ESTABLISHED

The fire safety strategy is clearly defined, planned and implemented, and is linked to the IRMP. The inspection programme is focused on targeting priority areas and is risk based. Liaison and consultation with business and the third sector meets all statutory requirements.

ADVANCED

The approach to fire safety has evolved to fully encompass other regulatory bodies, business and third sector groups. Liaison and consultation with these stakeholders informs the inspection programme. A well informed risk analysis process is in place. Local and national intelligence are used to identify trends and inform priorities to improve levels of safety across business and within the communities

EVIDENCE: (Completed by Head of Fire Safety)

The fire safety strategy is clearly defined, planned and implemented, and is linked to the IRMP. The inspection programme is focused on targeting priority areas and is risk based. Liaison and consultation with business and the third sector meets all statutory requirements. Although these are in place, more work needs to be done to strengthen the links with our partners

We have:

- Progressed engagement and effective joint working with partner agencies such as Care Quality Commission and Clinical Commissioning Group in relation to (jointly) regulated premises.
- Supported a key housing and support services provider in achieving greater Fire Safety compliance in their premises.
- Educated Domiciliary Care Providers on their fire safety responsibilities, supported by Prevention.
- Delivered a targeted programme of proactive visits to local and small high street businesses to raise awareness of their fire safety responsibilities.

We are:

- Continuing to deliver a targeted programme of Care Home audits on premises identified as higher risk
- Providing (ongoing) support to a Local Authority moving forward with Independent Living scheme
- Supported various events (conferences, consumer days) run by partners such as Trading Standards, Clinical Commissioning Group and through constituent councils.

We have:

- Supported a high profile, targeted programme delivered by Environmental Health and Police, to address compliance issues in HMO's and to protect vulnerable people
- Although we have defined strategy in place and are working closely with key partners, more works needs to be done to strengthen these links

Key Performance Indicators

Number of fires in Non domestic properties

Attended false alarms from automatic fire detection equipment - non domestic premises

Number of enforcement notices served

Number of prohibition notices served

Number of prosecutions

Number of significant fires in non-domestic premises *(Please note that this indicator is currently only available for Bournemouth & Poole and Dorset)*

RECOMMENDED LEVEL: ESTABLISHED

KLOE: How are we identifying and driving down risk risks to the community, unique heritage and environment?

DESCRIPTORS

DEVELOPING

An approach exists which sets out the vision for identifying and driving down risk and there is an inspection programme in place, but this needs to be strengthened

ESTABLISHED

A clear process is in place identifying and driving down risk in our community which is supported by a well-developed inspection programme, using robust audit and information gathering processes. An evaluation process for assessing the range of premises and unique heritage sites and relative risks is used to inform the re-inspection programme. A clear and audited process is in place for communication information on premises to operational staff and a robust audit programme is in place and used to reduce risk

ADVANCED

There is a clear and auditable approach in place with a well-developed inspection programme which has been evaluated and demonstrates a clear reduction in risk. There is full engagement with local communities and heritage owners to share information and expectations on compliance and the approach demonstrates effective working with other enforcement agencies to reduce the burden of inspections. There is a proven procedure and reporting mechanism which evaluates the effectiveness of liaison arrangements

EVIDENCE: (Completed by Deputy Area Commanders)

Bournemouth and Poole

DWFRS officers maintaining effective links with developments are area. We continue to respond to local consultations, for example, the review of the Poole Local Plan, to ensure that we are sited on and prepared for how proposed developments may impact on DWFRS resources in the future. These plans are shared with IRMP team and will be supportive information when considering emergency response options required in the future. Operational crews continue to gather and review information on key risks within the area, to help ensure that they are prepared for emergency incidents should they occur. Sites of special scientific interest within the area are being protected through the Urban heath partnership; the service is coordinating heathland patrols at high risk times. There will be a particular focus on the first two weeks of the school holidays with this initiative.

Dorset

We have a system and process for identifying and assessing operational and community risk, this is called Site Specific Risk Information. In Dorset we liaise and coordinate with partners and risk owners/occupiers to produce information and guidance on the risk. This can include; tactical fire plans, salvage plans and environmental protection plans. We work with protection to assess the fire safety measures in place and work with risk owners on improvements to reduce risk. We work with local authorities and environmental partners on heathland fire safety including wildfire weather predictions. We work with the civil contingencies unit in Dorset with regards to planning, preparing and responding to risks within the community risk register.

Swindon

The Swindon Area of DWFRS has been engaged with the local planning framework for a number of years and has responded to the Swindon Borough Local Plan consultation. We will continue to participate in future reviews of the plans, for example, we will participate in the New Eastern Villages growth discussions that could have an impact on the emergency response of the future whilst considering the our role in the health and wellbeing of the area. Internally, these plans are shared with IRMP team and will be supportive information when considering emergency response options required in the future. Operational crews continue to gather and review information on key risks within the area, to help ensure that they are prepared for emergency incidents should they occur. Operational crews also have an inspection regime with Site Specific Risk Information. The most high risk sites will have risk and building information available for crews when they attend incidents. This information is regularly audited by crews to ensure it's current. This information is made available on the appliances through a mobile data terminal.

Wiltshire

Work continues across the Service to identify risks to both our community and to our firefighters. The placement of two new Wholetime Duty System firefighters at the Marlborough hub is designed to strengthen our commitment to utilise our staff effectively and efficiently to carry our risk identification work in the local communities. Closer collaboration between risk owners and the service has resulted in improved risk reduction work with the owners of the Longleat estate. To further strengthen the efforts to reduce the impact of floods, we intend to play a fuller role with the Wiltshire Operational Flood Working Group (OFWG). There is a close link internally between the work done within the fire safety department carry out and the information made available to operational crews. This also works well in the other direction with operational crews making fire safety aware of issues at commercial premises and within homes of multiple occupation. Our crews also undertake inspections to identify specific operational risks at properties (Site Specific Risk Information - SSRI). These are designed to make sure that most high risk sites will have risk and building information available for crews when they attend incidents. This information is regularly audited to make sure it is current and is available within the appliance through a mobile data terminal.

Overall Assessment

A process is in place identifying and driving down risk in our community, but this needs to be clarified across the whole service and embedded. An evaluation process for assessing the range of premises and unique heritage sites and relative risks is in place but this needs to be strengthened.

Key Performance Indicators

Number of fire related deaths

Number of fire related deaths in accidental dwelling fires

Total number of fire related injuries

Total number of fire related injuries in accidental dwelling fires

Number of accidental dwelling fires

Number of deliberate fires (primary + secondary)

Number of fires

Number of home safety/safe and well visits

RECOMMENDED LEVEL: ESTABLISHED

KLOE: How are our local resilience partnership arrangements providing effective support to improve community resilience?

DESCRIPTORS:

DEVELOPING

Arrangements for operational preparedness are being developed based on the community risk profile and linked to the IRMP. Engagement of partners in developing and maintaining incident planning are being reviewed. Enhanced multi-agency liaison and joint working is being developed

ESTABLISHED

Arrangements for operational preparedness are established and implemented based on the community risk profile and linked to the IRMP. Clear responsibility to maintain and improve these arrangements is assigned. There is evidence of stakeholder consultation and involvement in operational incident planning. Enhanced multi-agency liaison is established through the Local resilience Forums

ADVANCED

Operational preparedness is based on multi-agency collaboration and cooperation which demonstrates safe and effective arrangements. These arrangements make sure that operational procedures are comprehensively underpinned by risk assessment. Are established and implemented based on the community risk profile and linked to the IRMP. Clear responsibility to maintain and improve these arrangements is assigned. There is effective multi-agency liaison in place

EVIDENCE: (Completed by Resilience and Planning Officer in agreement with Head of Service Support)

Dorset & Wiltshire Fire and Rescue Service are a statutory members of the 2 separate Local Resilience Forums(LRF's) that cover the counties of Dorset and Wiltshire. The respective LRF's are based on police force areas. Fire and Rescue Services are category 1 responders as set out in the Civil Contingencies Act (2004). With the support of an LRF coordinator (Wiltshire and Swindon) or a Civil Contingencies Unit (Bournemouth Poole and Dorset), we contribute to the assessment of community risk based on national guidance. By understanding risk and the priorities for our area, we are able to understand the impact of emergencies occurring and work with statutory partners to assess the gaps in our ability to respond. Joint plans are created to respond to specific types of emergencies as well as generic areas such as command and control. Our ability to respond to emergencies as defined in the CCA (2004) is based on the Authority and service delivering its statutory responsibility.

Officer's chair meetings and/or groups and we are actively involved at all levels across both LRF's.

LRF plans are supported through training and exercising to provide assurance that plans are effective and that the capability to respond is in place and we actively support training events including their development. Officers are trained to work within Tactical and Strategic Coordinating Groups, where significant incidents are managed and this training is delivered across all responder agencies.

Coordination of messages to the public is carried out through warning and informing groups, made up of professional communicators from all partners in the LRF including our communication and media team. Information can be shared securely among partners using the Resilience Direct platform, which holds copies of local plans, and can provide access to mapping. Our LRF is overseen and coordinated by a Business Management Group (BMG) and an executive group, which oversees the work plan and provides strategic or tactical direction.

Key Performance Indicators

Performance across the Local Resilience Forums is reported to constituent bodies. There are no outcome measures yet in place to identify the effectiveness of the role that individual partners play

RECOMMENDED LEVEL: ESTABLISHED

3 Being there when you need us?

KLOE: Are appliances available when we need them?

DESCRIPTORS:

DEVELOPING

Appliances are available for the majority of the time and appropriate measures are in place to cover any gaps based on the assessment of risk. We understand which appliances are not available and why in sufficient time to consider the impact. Proactive Performance management processes to evaluate this impact are being developed

ESTABLISHED

Established arrangements are in place to provide appropriate resources to meet reasonable predictable levels of operational activity. Additional resources can be called on in the event of extraordinary need, but this provision is not been subject to regular external validation

ADVANCED

Appliances are available whenever they are needed and there is full confidence that large scale incidents and spate conditions can be effectively managed. This confidence is based on regular exercises is subject to external validation

EVIDENCE: (Completed by Deputy Area Commanders)

Bournemouth and Poole

The Bournemouth and Poole Area is predominately covered by wholetime duty system staff, therefore the appliance availability for these appliances consistently good. There is one appliance at both Poole and Hamworthy fire stations that are crewed by retained duty staff. The Poole appliance has particularly high level of availability however, Hamworthy fire station has experienced a higher than normal level of long-term sickness and a shortage of supervisory manager. This has led to a reduction in the average availability of the appliance. The District Commander and station staff regularly undertake recruitment activities and are managing each sickness case on an individual basis.

Dorset

The RDS Support Officers and District Commanders coordinate crewing to make sure availability is maximised across the area. The Station Commanders manage their local availability together with coordinating recruitment campaigns to sustain effective crewing levels, resulting in some stations providing 100% availability especially at night. Our Wholetime crewing availability is at 100%. Crewing at Weymouth, Christchurch and Ferndown are supported by staff undertaking out-duties on other stations where necessary and using staff on overtime to cover shortfalls.

Swindon

The Swindon Area is predominately covered by wholetime duty system staff, therefore the appliance availability for these appliances consistently good. There is one appliance at both Swindon and Stratton fire stations that are crewed by retained duty staff. Within the Wholetime establishment we can almost guarantee that all three frontline appliances are available 24/7 within the Swindon area. With the Retained (on call) appliance we have less guarantee due to the type of contracts they have and also have full time positions elsewhere. However, we are aware when the

appliance will be off the run due to an electronic availability system (Gartan) so the managers of the retained unit can try to fix the problem.

We are constantly recruiting within the retained units due to the turnover of staff. Both units within Swindon are currently piloting the salary scheme which has helped in some way towards retaining staff as they are now paid for their hours of availability rather than against their amount of activity. However further recruitment needs to take place

Wiltshire

Within the Wholetime establishment we can almost guarantee that all three frontline appliances are available 24/7 within the Wiltshire area. However with the Retained (on call) appliances, we have less guarantee of a pump being available due to the type of contracts they have and also our ability to recruit and retain staff on this duty system. We continually monitor availability via an electronic availability system (Gartan) and know when an appliance will be off the run so that managers can make efforts to remedy the situation. This both makes the optimum use of available resources and also provides an assurance that any risks to the community is minimised. We regularly relocate fire fighters, use our operational pool and approve overtime to support stations that have a shortfall in availability. We are constantly recruiting within the retained units due to the turnover of staff and this issue forms a key part of the Services IRMP work. All 21 stations within Wiltshire have an RDS section with 18 being solely RDS.

Overall Assessment

There are clear arrangements in place to provide appropriate resources to meet reasonable predictable levels of operational activity. More work needs to be done to strengthen and harmonise the approaches that exist across the whole service

Key Performance Indicators

Percentage of sleeping risk properties where the first appliance met the response standard

Percentage of sleeping risk properties where the second appliance met the response standard

Percentage of incidents to other properties where the first appliance met the response standard

Percentage of incidents to other properties where the second appliance met the response standard

Percentage of road traffic collisions where the first appliance met the response standard

Percentage of time RDS pumps are available to respond to incidents (RDS availability)

RECOMMENDED LEVEL: ESTABLISHED

KLOE: How effective and efficient are our response arrangements for dealing with the range of incidents and medical emergencies we attend?

DESCRIPTORS:

DEVELOPING

Performance management arrangements for response activities need to be developed to effectively identify strengths and areas for improvement. We respond effectively to incidents, Extended arrangements for auditing and reviewing response activities are being introduced

ESTABLISHED

Planned audits, reviews and evaluations of response activities identify strengths and areas for improvement. Results are shared with relevant stakeholders. Quality assurance arrangements are provided to ensure customer satisfaction. Automatic fire alarm calls and investigated. Outcomes of evaluation of incidents results in actions to improve performance and methods of delivery. Performance is improving

ADVANCED

Arrangements are robust and we continually meet the majority of our response standards. Staff are competent to deal with the range of foreseeable incident types we encounter. Levels of customer satisfaction are high and injuries at operational incidents continue to show a downward trend. We work closely with repeat offenders who have problems with automatic fire alarms. Operational activities are underpinned by effective dynamic and analytical risk assessments

EVIDENCE: (Completed by Deputy Area Commanders)

Bournemouth and Poole

The Emergency Response Standards introduced by the Fire and Rescue Authority are life-focused indicators setting challenging targets for a wider variety of incidents, including road traffic collisions for the first time. The response times commence when the caller is connected to Fire Control and are part of a focused approach to Integrated Risk Management Planning (IRMP), where prevention and protection measures are considered for those at risk communities some distance from an operational response. The first two indicators measure the percentage of properties with a 'sleeping risk' (dwellings, hotels, prisons, caravan parks, etc.) where the first appliance attended a fire within 10 minutes from time of call and the second appliance in 13 minutes on 80% of occasions.

Due to the crewing arrangements within the Area, we have a very high level of achievement of performance for the response standards set. Where the standard was not made for an incident within the response time boundaries, each case has been investigated to establish the facts with a view to improving performance wherever possible

Dorset

The Service has a number of response standards covering performance against certain incident types such as fires in sleeping risks. Overall the performance in Dorset against the standards is strong. The challenges in meeting these standards range from local issues as traffic congestion, to wider service issues around mobilising technology.

In more remote areas of Dorset, where we know our attendance will be outside of the standard we work with our prevention and protection teams to reduce the risk and impact from fire and other emergencies. In Dorset there are

five stations participating in the South West Ambulance Service Trust co responding scheme. These are Lyme Regis, Beaminster, Gillingham, Swanage and Cranborne.

Swindon

The Emergency Response Standards introduced by the Fire and Rescue Authority are life-focused indicators setting challenging targets for a wider variety of incidents, including road traffic collisions for the first time. The response times commence when the caller is connected to Fire Control and are part of a focused approach to Integrated Risk Management Planning (IRMP), where prevention and protection measures are considered for those at risk communities some distance from an operational response. The first two indicators measure the percentage of properties with a 'sleeping risk' (dwellings, hotels, prisons, caravan parks, etc.) where the first appliance attended a fire within 10 minutes from time of call and the second appliance in 13 minutes on 80% of occasions.

Due to the crewing arrangements within the Area, we have a very high level of achievement of performance for the response standards set. Where the standard was not made for an incident within the response time boundaries, each case has been investigated to establish the facts with a view to improving performance wherever possible.

Within Swindon we continually meet the majority of our response standards as we are predominately wholetime appliances. Improvements will need to be made to the Retained appliances within the area as at times they are unavailable due to crewing which in turn has an adverse effect on response times. On- going recruitment is in place at both stations.

Wiltshire

As part of our IRMP, the Wiltshire AMT has been tasked with a project to review our current arrangements with the SWASFT around co-responding and to explore the potential for increased collaboration between ourselves and the Ambulance Service in both an emergency and non-emergency capacity. Within Wiltshire we work hard to meet our response standards. but unfortunately, due to a number of factors including topography and geography as well as being predominately Retained Duty System (RDS), this can prove very challenging on occasions. We have recognised that improvements need to be made to the on-call system within the area as at times they are unavailable due to crewing which in turn has an adverse effect on response times. This is being considered within the IRMP process. Ongoing recruitment is in place at all stations and we are looking to recruit 2 RDS Support Managers to reinforce and expand the work that needs to be done in this area.

We have high levels of competency among the operational staff within the area. The competencies are looked at on a regular basis by the District Management Team. Training guidance is provided centrally on a 3 monthly basis which is used in conjunction with local risk training. When responding to incidents all managers are aware and trained in dynamic and analytical risk assessments. These assessments are recorded through communications to the control room and also written records which are available centrally. These records can then be used for debrief purposes following an incident for learning purposes.

Overall Assessment

Planned audits are in place which reviews and evaluates response activities and which identify strengths and areas for improvement. Outcomes of evaluation needs to be strengthened to result in actions to improve performance and methods of delivery

Key Performance Indicators

Attended false alarms from automatic fire detection equipment - non domestic premises

Percentage of sleeping risk properties where the first appliance met the response standard

Percentage of sleeping risk properties where the second appliance met the response standard

Percentage of incidents to other properties where the first appliance met the response standard

Percentage of incidents to other properties where the second appliance met the response standard

Percentage of road traffic collisions where the first appliance met the response standard

Number of people rescued at fire related incidents

Number of people rescued at road traffic collisions

Number of people rescued at flooding incidents

RECOMMENDED LEVELS: ESTABLISHED

KLOE: How are our operational staff safe and maintain the required levels of competence to attend the range of incidents they attend?

DESCRIPTORS:

DEVELOPING

Training activities are in place to ensure sufficient realistic training opportunities are in place and these encompass all aspects of risk management. Clearly defined responsibilities and effective structures for promotion of training, development and assessment are being developed

ESTABLISHED

There are clear responsibilities and structures for the delivery of training development and assessment. Effective realistic and appropriate methods are used to ensure staff develop and maintain competencies in all aspects of their roles. Effective training activities ensure sufficient realistic training opportunities are in place to encompass all aspects of risk management

ADVANCED

There is a strongly embedded, coherent approach to learning, development and assessment which makes sure that staff are developed to fully deliver their role in implementing community safety priorities, Individuals take responsibility for their own learning and development and systematic arrangements make sure that active monitoring of incidents informs the training and development of operational staff. Effective arrangements are in place for cross- agency training which makes sure that effective incident management and operational delivery at multi-agency incidents

EVIDENCE: (Completed by Deputy Area Commanders)

Operational personnel across the new service are trained to use of the equipment they operate and to understand the generic and specific risks they will face during the acquisition phase of their training. This training is role specific to each role and it is built upon while they are in development. When they have satisfied their assessors that they have reached the required level in terms of knowledge, understanding and practical application they are signed off as being competent in role. At this stage they enter the maintenance phase of their development.

The initial training and development prior to someone being deemed as competent differs slightly in the north and south of the new service area. The recording of competence in the maintenance phase for operational staff also currently differs in terms of system and details within the system. Work plans are being developed to align these areas and this is expected to be in place during 2017.

Current practice conforms to national standards where they exist and the level of adverse occurrence at operational incidents is not indicating that there are any issues with the ability of operational staff to safely resolve incidents.

In the north and south of the service all operational personnel also have to maintain their operational licence to be able to attend incidents. The operational licence is made up of key safety critical components such as Incident Command, Breathing Apparatus, and Fire Behaviour training and emergency response driving. These areas are assessed centrally at a set frequency to make sure that all operational personnel have core safety critical skills in place.

KLOE Baseline Assessment – Local Performance & Scrutiny Committees

We have also ensured that we have sufficient more senior and experienced operational Flexible Duty Officers in place to support all of the required levels of command that might be needed to safely manage and monitor the full range of incidents we may need to attend.

We are also beginning work to review our approach to operational training and development alongside alignment work as we develop a new Lotus Notes based training management and recording system.

Bournemouth and Poole

We have high levels of competency amongst the operational staff within the area. The competencies are looked at on a regular basis by the District Management Team. The "Operational License" requirements remain central to the attainment of key competence standards and act as a benchmark. Operational managers and Fire-fighters across the area maintain a high level of attainment to maintain their operational license.

Dorset

We proactively manage and monitor our staff's operational competence, including attendance on courses and other events. We have a quarterly training plan in place across all stations in Dorset to coordinate and manage the maintenance of operational skills and development of staff.

Swindon

Here are a number of ways our staff maintain competency. They will have training delivered centrally by Training Centre in areas such as Live Fire, Fire Behaviour, Incident Command and Trauma Care. There is also cross agency training such as JESIP delivered centrally which ensures the majority of our managers have input in this multi-agency approach. The majority of continuation training is delivered on station by the managers and this can be identified through a robust competency recording system (Fire Watch)

On a regular basis incidents are debriefed and learning/training opportunities are identified. These debriefs can be recorded and delivered centrally to assist in identifying trends/issues that can then be addressed through a centrally directed training plan which is issued through the training department. Locally the managers will also identify local risks that crews will need to be aware of and train accordingly. Annual watch audits are carried out by the District Commanders to ensure that personnel are maintaining competencies. The watch audits are tailored around local risks and also cover both practical and underpinning knowledge.

Wiltshire

Extensive work is currently being undertaken to ensure that all operational personnel have the opportunity to maintain an appropriate level of competence that is necessary for them to undertake their role efficiently and effectively and safely. Maintenance of the operational licence is considered to be a top priority by the Area Management Team and consideration of this is included with all meeting agendas. In particular we look at live fire, CFBT, trauma care and the use of breathing apparatus. Where necessary, we take remedial actions where shortfalls are identified.

There are a number of ways our staff maintain competency. They will have training delivered centrally by the training centre in areas such as live fire, fire behaviour, incident command and trauma care. There is also cross agency training such as Joint Emergency Services Interoperability Programme (JESIP), which makes sure that the majority of our managers are trained to support multi agency approaches. The majority of continuation training is delivered on station by the managers and this can be identified through our competency recording system. On a regular basis incidents are debriefed and learning/training opportunities are identified. These debriefs can be recorded and delivered centrally to assist in identifying trends/issues that can then be addressed through a centrally

KLOE Baseline Assessment – Local Performance & Scrutiny Committees

directed training plan which is issued through the training department. Locally the managers will also identify local risks that crews will need to be aware of and train accordingly. Annual station audits are carried out by the District Commanders to ensure that personnel are maintaining competencies. These audits are tailored around local risks and also cover both practical and underpinning knowledge.

Overall Assessment

There are clear responsibilities and structures for the delivery of training development and assessment. More work needs to be done to strengthen staff development, harmonise training courses and to make sure staff develop and maintain competencies in all aspects of their roles

Key Performance Indicators

There are different processes and systems in place to record levels of competence. Until one single process and system is developed, it is intended to maintain the existing sets of indicators

Swindon and Wiltshire

Percentage competent in Operational Licence - RDS

Percentage competent in Operational Licence - RDS

Percentage competent in the RTC modules of the Operational Licence - WDS

Percentage competent in the RTC modules of the Operational Licence - RDS

Percentage competent in the BA modules of the Operational Licence - WDS

Percentage competent in the BA modules of the Operational Licence - RDS

Bournemouth & Poole and Dorset

Percentage of Operational managers maintaining the Incident Command assessment aspect of their Operational licence- (WT)

Percentage of Operational managers maintaining the Incident Command assessment aspect of their Operational licence- (RDS)

Percentage of Operational personnel maintaining the SIM3 aspect of their Operational licence - (WT)

Percentage of Operational personnel maintaining the SIM3 aspect of their Operational licence - (RDS)

Percentage of Operational drivers maintaining the ERD aspect of their Operational licence-(WT)

Percentage of Operational drivers maintaining the ERD aspect of their Operational licence-(RDS)

Percentage of Operational personnel maintaining the BA/FBT aspect of their Operational licence - (WT)

PEO104-Percentage of Operational personnel maintaining the BA/FBT aspect of their Operational licence – (RDS)

RECOMMENDED LEVEL: ESTABLISHED

KLOE: How do we learn from operational and community risks, to improve the response services we provide?

DESCRIPTORS:

DEVELOPING

Response arrangements to meet organisational needs is being refined, based on the community risk profile and linked to the IRMP. There is a link between learning on the incident ground and new training and procedures but it is acknowledged that this needs more work

ESTABLISHED

The Response approach has been clearly defined, planned and implemented based on the community risk profile and linked to the IRMP. Clear responsibility to develop, maintain and improve the response approach to meet organisational needs within a safe system of work is assigned

ADVANCED

Response performance information is effectively evaluated at all levels to drive improvement and learning. Audit, review and evaluation systems involve all levels within the Service and within external agencies and stakeholders. Clear and audited processes exist to feed learning from operational incidents back to crews through effective procedures and training. Results are shared with personal and partners and partners assist in the audit processes

EVIDENCE: (Completed by Deputy Area Commanders)

Bournemouth and Poole

We learn from all the incidents we attend and on many occasions carry out debriefs immediately following the incident or will undertake more formal command debriefs which are carried out following larger incidents in which other agencies may also be invited to. Where a fire have involved a fatality, we will undertake operational debriefs ensure our fire-fighting actions have been to the highest levels and we will follow-up these incidents with a multi-agency fatal fire conference once the coroner has completed their inquest. We also hold command debriefs for significant fires.

Dorset

For larger incidents and those of special interest we hold formal and sometimes multi-agency debriefs to determine any learning points and to build on good practice. In addition, we have an operational effectiveness procedure to capture learning points and organisational improvements from incidents inside and outside the service. Where regrettably there may have been a fire fatality, we hold a multi-agency case conference to determine what, could have been done differently to improve the emergency response and community safety activities.

Swindon

We learn from all the incidents we attend and on many occasions carry out debriefs immediately following the incident or will undertake more formal command debriefs which are carried out following larger incidents in which other agencies may also be invited to. Where a fire has involved a fatality, we will undertake operational debriefs ensure our fire-fighting actions have been to the highest levels and we will follow-up these incidents with a multi-agency fatal fire conference once the coroner has completed their inquest.

We constantly monitor our operational activity which allows us to consider our response, fire safety and prevention activities to drive down incidents. We have a robust system in which to document the outcomes from debriefs and ensure that these are used to improve our performance in response and lowering the risks to both our staff and our communities.

Wiltshire

All operational staff are required to take part in incident debriefs following attendance at significant incidents. Command debriefs are organised by the Area Management Team for larger incidents and any operational learning is fed back into the Service Support Department. This learning is used to inform future training through DOST and improve and strengthen our procedural and equipment changes. Managers are automatically mobilised to significant incidents to carry out operational quality audits.

We believe we have the required appliances and personnel in the right places. However, we constantly review this due to changes in incidents and risk due to the increase of people and properties, both commercial and private dwellings. We constantly monitor our operational activity through our various management information systems. This allows us to consider our response and prevention activity to drive down incidents. We also learn from all the incidents we attend and on many occasions carry out either hot debriefs (following smaller incidents) through to command debriefs which are carried out following larger incidents in which other agencies will also be invited to attend. We have a robust system in which to document these debriefs and ensure that these are used to improve our performance in response and lowering the risks to both our staff and our communities.

Overall Assessment

The Response approach has been defined, planned and is being implemented based on the community risk profile and linked to the IRMP, although more work needs to be done to strengthen and harmonise these approaches. Responsibility to develop, maintain and improve the response approach to meet organisational needs within a safe system of work has assigned

Key Performance Indicators

The service has a range of information it uses to measure the effectiveness of it's learning from incidents, but the use of performance indicators is not comprehensive as yet. We are looking to strengthen the measurement of outcomes from this learning so as to provide Members with a set of meaningful key performance indicators

RECOMMENDED LEVEL: ESTABLISHED