

Community Dashboard

Dorset & Wiltshire Fire and Rescue Service

Wiltshire Local Performance & Scrutiny Committee

01/04/2018 - 30/06/2018



DORSET & WILTSHIRE
FIRE AND RESCUE

Wiltshire

Priority 1: Making safer and healthier choices

KLOE 1: How are we working with our partners to reduce fire and other community risks to improve the well-being and independence of vulnerable people?

Actions

Action Code	Action Name
1.1.1.36	How are we working with our partners in Wiltshire to reduce fire and other community risks to improve the well-being and independence of vulnerable people?
<p>Progress comment: Wiltshire Group officers worked alongside safe and well advisors to optimise the interaction with the most vulnerable sectors of the community. Safe and Well partners continue to develop strong relationships with a number of partners to generate referrals for visits.</p> <p>Wiltshire Group was working in close partnership with Police, Ambulance, Housing, Social Services, GPs and Probation services with the support of Wiltshire Council to place prevention at the forefront of service delivery. Information from partners was provided as data in the form of single view and fed into the Pinpoint software to enable effective categorisation and targeting.</p> <p>Wiltshire Group’s position on a high frequency contact board, identifying persons that have significant interaction with all or some of the partners, enables the identification of root causes of behaviour and societal difficulties. This provides the opportunity to develop a plan to help individuals, prevent escalation and improve well-being. This 'frequent caller' board has established terms of reference and a strategy to identify key individuals. Wiltshire Group continue to work with and support this multi-agency approach which is looking to expand its work into areas of deprivation within Wiltshire.</p> <p>A number of On-Call firefighters at Mere and Devizes stations, who have expressed an interest in conducting targeted safe and well visits within the response areas of their fire stations, have been given the opportunity to receive safe and well lite training. This will give them a greater degree of knowledge and understanding and the ability to conduct visits. If successful, this pilot will be rolled out to all On-call stations across Wiltshire thereby improving the delivery of service to the most rural areas in Wiltshire.</p>	

KLOE 2: How are vulnerable people receiving the support, advice and information they require to reduce their risk of fire?

Actions

Action Code	Action Name
1.1.5.15	How are vulnerable people in Wiltshire receiving the support, advice and information they require to reduce their risk of fire
<p>Progress comment: We are committed to making a real difference to the lives of people in Dorset and Wiltshire. Our aim is to reduce the level of risk and harm to our communities from fire, targeting those most at risk. We do this primarily through our Safe and Well visits.</p> <p>Safe and Well within Wiltshire has now been established for over two years and we are working with partners to try and build a steady stream of referrals for those individuals most at risk. Through our partnership working we identified hoarders within the community and work to reduce the fire risk. This included working with Wiltshire County Council to create a Hoarding Protocol.</p> <p>Our teams visited households to fit smoke detectors and provided information to make them aware of potential risks in their home. The visits normally last one hour and cover areas such as:</p> <ul style="list-style-type: none"> • electrical safety • cooking safety • making an escape plan • what to do in the event of a fire • keeping children safe • good practice, such as a night time routine. <p>Where are we at the moment? We were able to support individuals with their varying needs and were able to supply them with fire retardant bedding and a winter warmth pack. If appropriate we can spray a fire-retardant spray around the beds, chairs etc., this ensured that an individual who smoked in a property and had a history of not disposing of cigarettes etc. properly would have extra protection. Referrals were made to Hearing and Vision teams for specialised alarm equipment to be installed. A review is currently underway to ensure that appropriate resources are available.</p> <p>Q1 – 673 (Total visits 2017/8 - 2807) Visits have been carried out by our team of Safe and Well Advisors as well as operational duty crews. We have received paperwork for visits completed by the Bobby Van Trust, who fitted smoke detectors on our behalf when visiting vulnerable people, they completed 250 jobs between August 17 – March 18.</p> <p>Safe and Well Advisors were tasked with completing three visits per day to try and increase the numbers of visits we undertook. All Advisors have been contacting their local GP practices to identify appropriate clinics they could visit to generate referrals, as well as contacting domiciliary care providers. Safe and Well Managers and Team Leaders are looking at community hospitals to identify additional referral pathways.</p> <p>Safe & Well Advisors are continuing to work closely with our partner organisations to support those most vulnerable in our communities using Safe And Independent Living (SAIL). This allows us to identify occupiers' needs during a visit and to signpost to other services. Over 20 referrals have been put through SAIL in quarter one. SAIL is electronically managed and all referrals are now processed 'online'.</p>	

We continued to receive high volumes of referrals from South West Ambulance Service Trust (SWAST) where hoarding had been identified from incidents they attended. Advisors continued to deal with these as a high priority and provided advice and guidance about keeping safe from fire.

Case Study:

Following a leaflet drop within a high-risk area identified from Pinpoint (vulnerable persons' data), an Advisor had a conversation with an occupier who received a Safe & Well visit. This resulted in the Advisor speaking to the individual's partner who volunteers at the local village shop and who now assists in promoting visits. Whilst at the shop the Advisor discussed opportunities to raise awareness and engaged in conversation with some of the shoppers which generated further recommendations and suggestions. As a result of the conversations a poster and leaflets were displayed in the shop, an advert was placed in a local parish magazine and Officers also learnt about local community groups which would be followed up as well the suggestion of advertising in the local pub, which also has a community notice board.

During February 2018 our referral portal was configured to only accept high to very high-risk referrals, all other referrals would now receive information and guidance in order that they can risk assess themselves at home and make their own changes. We continued to monitor this closely to ensure that those who should receive a visit do and that no specific groups are being rejected because of filters within the system.

Where are we going in the future?

Fire crews will be attending properties that are considered high risk and, if they might benefit from any of our additional resources or services, they can refer back to an Advisor,

An Advisor continued to work one day a week with Salisbury Medical Practice in order to access their data for those that are over 65 and smoke. We are working with the practice to improve the process and flow of data for 2018/9.

We are trying to raise awareness with our partners about the referral mechanisms we have in place with Wiltshire Council to support each other; continue to signpost for other services; and gain advice and support for vulnerable clients.

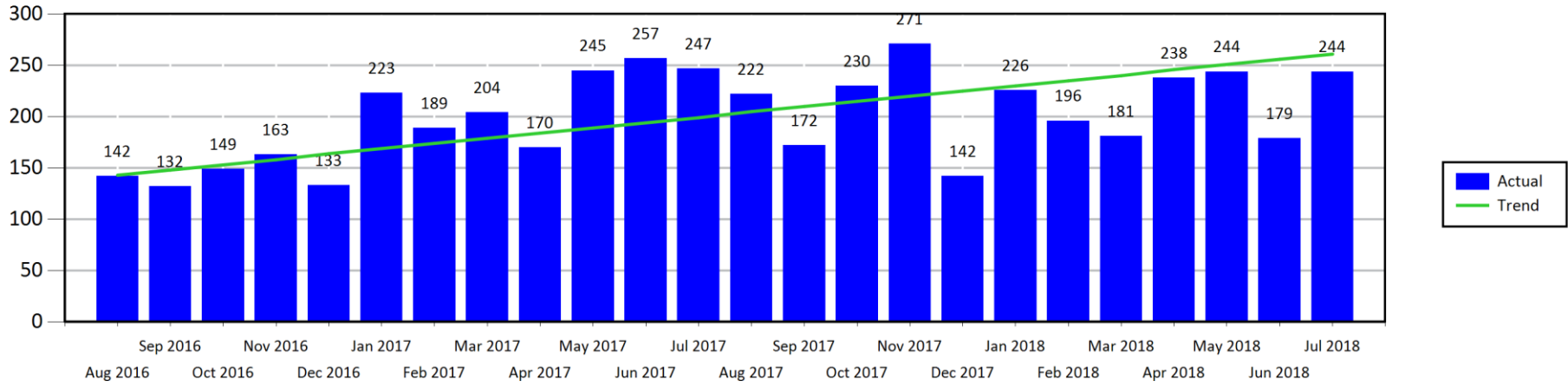
Advisors within Wiltshire are exploring opportunities within their local areas who they can approach to deliver a talk with the aim of generating more Safe & Well referrals.

Evidence of best practice:

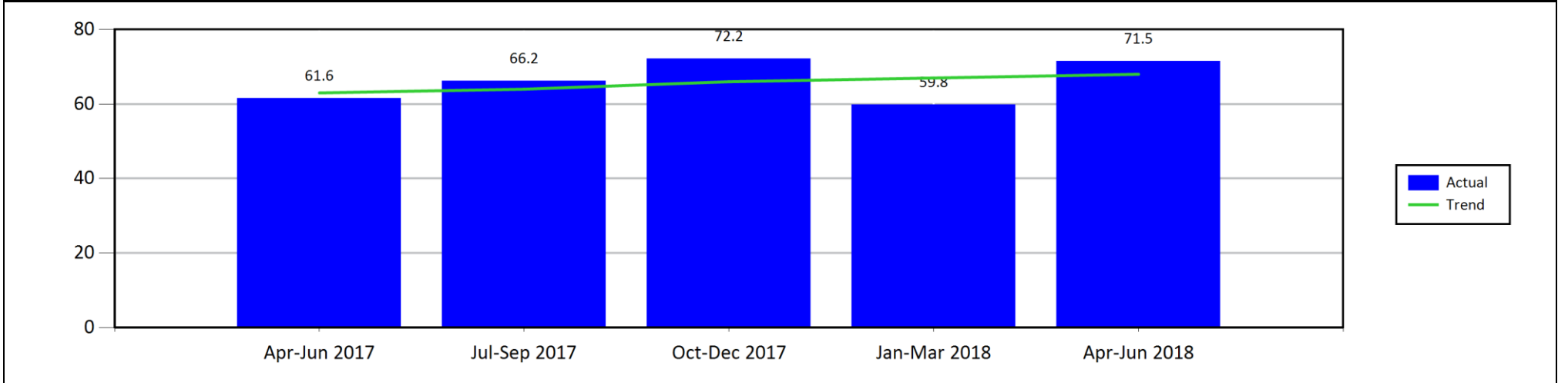
As a result of a referral from South West Ambulance Trust, one of our Advisors visited an individual they had seen due to concerns about the fire risk from hoarding. The Advisor visited and determined that although there was some hoarding, it was level four on the clutter image rating scale so not a great concern, however the individual was an alcoholic, had mental health issues, smoked in bed and in the past they had fallen asleep with a cigarette in their hand. Our Advisor issued fire retardant bedding, provided fire safety advice, made a referral to Adult Support and informed the Housing Association of these concerns.

Key Performance Indicators

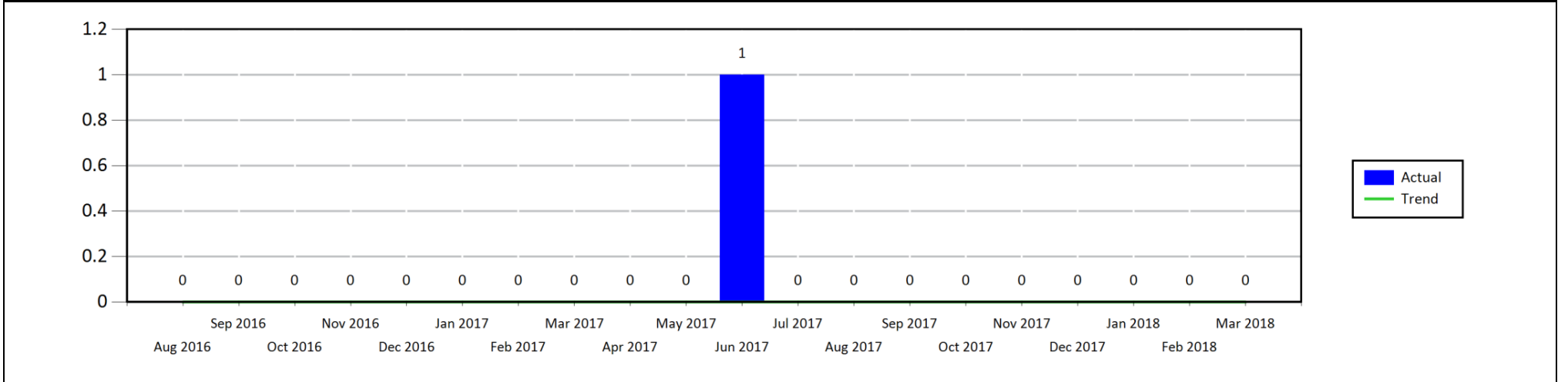
KPI Title	Period	Time Frame	Period Actual
Number of safe and well visits in Wiltshire Council	Month	Jul 2018	244



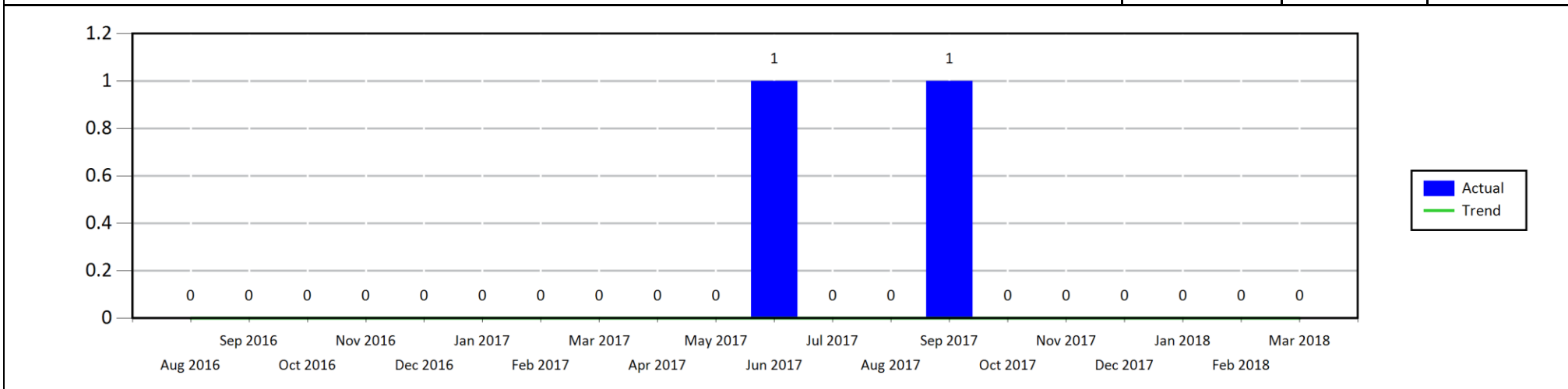
KPI Title	Period	Time Frame	Period Actual
Percentage of safe and well visits undertaken to high risk households in Wiltshire	Quarter	Apr-Jun 2018	71.5%



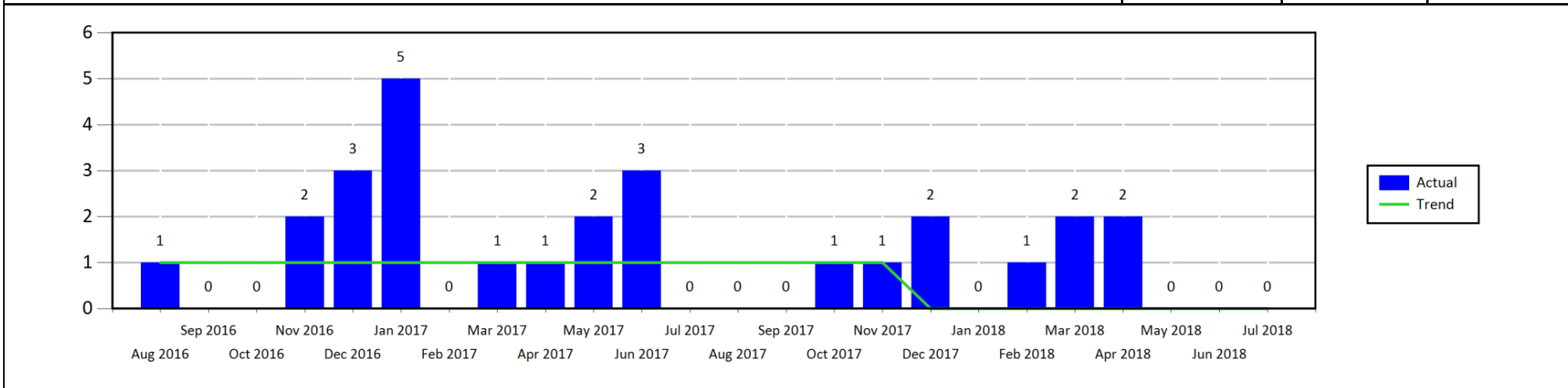
KPI Title	Period	Time Frame	Period Actual
PRE01A-Number of fire related deaths in accidental dwelling fires - Wiltshire Council	Month	Mar 2018	0



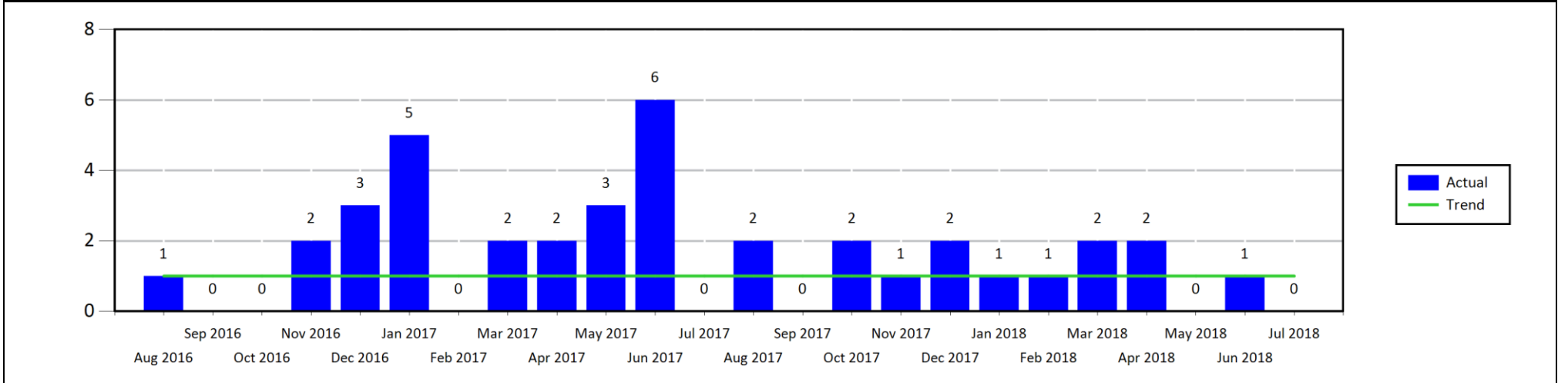
KPI Title	Period	Time Frame	Period Actual
PRE01-Number of fire related deaths - Wiltshire	Month	Mar 2018	0



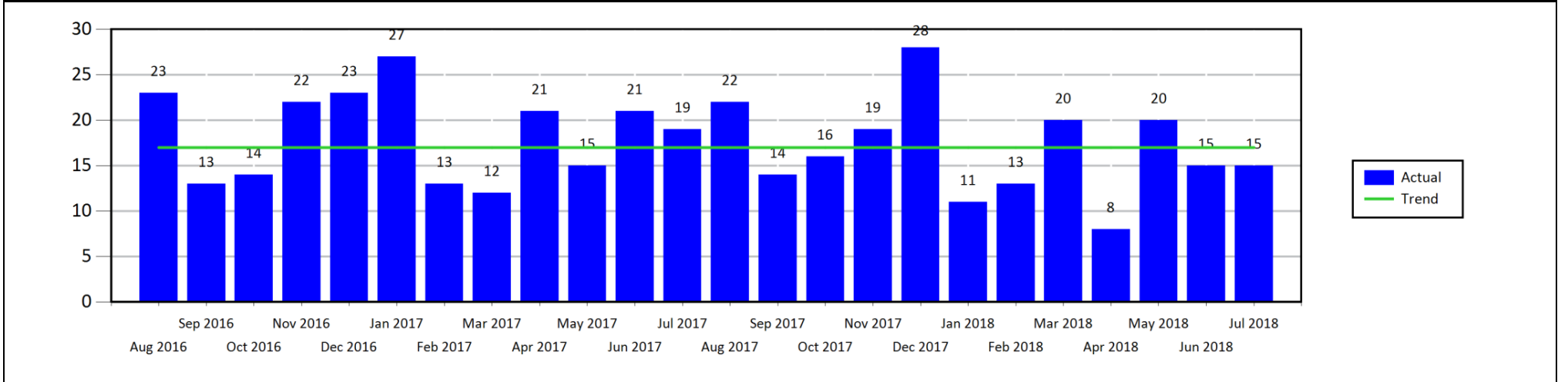
KPI Title	Period	Time Frame	Period Actual
PRE02A-Total number of fire related injuries in accidental dwelling fires - Wiltshire Council	Month	Jul 2018	0



KPI Title	Period	Time Frame	Period Actual
PRE02-Total number of fire related injuries - Wiltshire	Month	Jul 2018	0



KPI Title	Period	Time Frame	Period Actual
PRE03_Number of accidental dwelling fires - Wiltshire Council	Month	Jul 2018	15



KLOE 3: How do we deliver our safety education to children, young people and communities, helping them build safer and healthier lives

Actions

Action Code	Action Name
1.1.6.16	How do we deliver our safety education to children, young people and communities in Wiltshire, helping them build safer and healthier lives?
<p>Progress comment: First quarter April to June 2018 Education Officers continued to target specific year groups in each school: Reception, Year 2 and Year 5/6 are the classes we focused on. Each Education officer has a list of schools that they focus on/target each quarter (for them it is a list for the Term that is autumn/winter, spring term and summer term each of these being punctuated by a school holiday). We visit schools that have children with Special Educational Needs & Disabilities (SEND)by request. Secondary Schools and Home educated children are by request and actioned when there is capacity. Prevention Educational Talks for adults will be delivered on a risk analysis basis and delivered by either Education Officers or Safe and Well Advisers/volunteers. Where are we now – the first quarter Education delivery totals have been affected by holidays during this quarter-due to Standard Attainment Tests (SATs) and four weeks of Junior Good Citizen. The Education officers noticed that in the months leading up to the May National SATs the Primary Schools spend their mornings doing the formal curriculum covering literacy, mathematics and science to help prepare them for the tests and have not wanted any visits. Bookings have become more difficult to arrange and getting past the School office or business managers have led to Education officers visiting the Schools in person to arrange a fire safety session with year six children. We have considered the reasons why this is occurring and during the summer break will review meetings. Totals April to June Quarter 2018: Total number of settings/ schools visited = 53 Total number of children receiving a dedicated hour-long fire safety session = 2,866 We are reviewing those schools that are making it much more difficult for us to visit in the Spring term. We compiled reports after a meeting to discuss the reasons why it is becoming more difficult to get into some primary schools during the Summer holidays, part of which will be looking for solutions to provide our fire safety sessions to fit with School commitments and pressures on the curriculum. We work collaboratively with our operational colleagues to help support them when they identify risks in their area and to work on solutions for the young people identified. Some comments from Wiltshire schools:</p> <ul style="list-style-type: none"> • “Very good quality, and age appropriate, children were engaged” • “Well resourced, children loved being able to see the fire kit and try it on.” • “brilliant – engaging and informative and thought provoking” • “class enjoyed the interaction and actions to help the children remember the rhyme” (Stop, drop and roll) • “one of the best visitors we have had, thank you” 	

The Junior Good Citizen (JGC) event is designed to help Year six students (10 and 11-year old) avoid putting themselves at risk of accident or injury, by raising their awareness of risky situations. It encourages them to respond appropriately to emergency situations and shows how being a 'good citizen' can create a safer community.

Our Education Officers ran a scenario with an electrical loading calculator this year. Pupils learnt about the dangers of overloading sockets and how to understand the electrical loading in the home and safe practice. The emphasis was on the children having an interactive, learning experience before moving from primary to secondary school, then taking home a rule that can help keep them safe and avoid being a statistic (6000 electrical fires in the UK each year). JGC is a multi-agency event with colleagues from Wiltshire Police, Wiltshire Council, Road Safety and Environmental Health, Selwood Housing, and British Railway police, in a carousel of activities in morning or afternoon sessions.

Wiltshire JGC has been going for 25 years and has been helped to continue running through funding from the Police and Crime Commissioner (PCC) for Wiltshire and Swindon events. Wiltshire JGC 2018 = 1,100 (TBC). The JGC Report will follow in September 2018

Working towards next quarter:

The introduction of the new resources to complement the new lessons for Primary schools; encouraging children to be healthy and more active through FIREFIT and the DAILY MILE; and support material for operational firefighters will be available as activity outline for each age group highlighting areas to focus on. This will be made available for each station.

Library visits to provide a story time interactive session with a water safety focus. Also a few leisure centre visits for the children attending holiday club sessions which are water safety focused and interactive making the use of the space provided in the leisure centre.

Evaluation of Education:

We have updated the evaluation forms which will take account of the children's knowledge together with teachers feedback accounts to ensure we continue to improve our delivery and keep our delivery up to date and relevant. The forms also have questions that are answered by ticking boxes. Importantly these forms provide the education officers with feedback on their delivery and how valued their visits are.

We will continue to build a selection of case studies which will evidence best practice and positive impacts for external partners.

Potential challenges:

We do not have capacity to deliver in Key stage three and Key stage four. We have been looking at ways we can manage the request and provide a more robust delivery across these year groups. Many of our fire setter cases are associated with teenagers. We have only been able to provide reactive limited bespoke sessions when there have been problems in the schools or surrounding area. We are looking into providing a range of education resources via our website and are liaising with the media team. Particularly we want to work with our station managers and on any local problems they become aware of involving children and young people, while this will be reactive work it will be firmly based in prevention themes. We will consider the use of assembly format in Secondary Schools and how this can be made relevant and engaging. Our young people have such an array of visual stimuli that being able to compete with what they are used to may be a challenge.

Looking forward

During the school summer holidays, the Education officers will be visiting local libraries to read safety stories, these interactive experiences were a big success last summer and this year the focus is on water safety to fit with the National Fire Chiefs Council (NFCC) drowning prevention strategy. They will also visit leisure centres and provide some interactive sessions for children attending the summer school programme. We are reviewing those schools where it is difficult for us to visit, we will compile a report after a meeting and discuss the reasons and solutions to how we can provide our fire safety sessions that fit in with School commitments and pressures on the curriculum.

We will be working collaboratively with our operational colleagues to help support them when they identify risks in their area and work on solutions that will help the young people identified.

Arson Reduction / first quarter:

Deliberate Firesetter cases for Wiltshire Quarter total =70

East Wiltshire April 0 / May 1 / June 1

North Wiltshire April 2/ May 6/ June 8

South West Wiltshire April 2/May 3/ June 2

South Wiltshire April 8/ May 11/ June 7

South Wilts Grammar School Industry days:

We have been working with South Wilts Grammar school for 11 years. The year nine students have three days of collapsed timetable to work on a problem from one of the invited business/organisations. We spend half a day with them inspiring them and helping to formulate a plan of action, the students then return to school and work on their presentation; this was then presented on the third day to an invited audience. This year the students worked on a water safety which links to the Chief Fire Officers Associations (CFOA)/NFCC water safety strategy.

This is the challenge that was set:

Alongside emergency response, our work also focuses on prevention, protection and resilience – working for and with our communities to ensure that local people are as safe as they can be. We work hard to protect its local communities, often working with partners to reduce the range of risk wherever possible.

In addition to tackling fires and helping people involved in road traffic collisions, we will respond when all manner of emergencies – we have specialist teams providing rope, water and animal rescue capability, we can assist with flooding incidents, and we can be called upon to help other agencies.

Working alongside key partners we want to get across the main key water safety messages to help inform young people of the potential dangers, and what they can do to keep themselves safe.

During the morning at the fire station, students spent some time with the duty watch. Watch Manager (WM) Martin Waker kindly took us to the river, talked about some of the dangers in the water demonstrated throwing lines. This practical element really helped to focus on the safety aspect and to formulate the key messages the students would be working on.

On the final afternoon, the Students presented their ideas and produced some comprehensive posters and a great slogan – ‘THINK before you sink ‘.

KLOE 4: How are we delivering effective road safety education to reduce the risk of road traffic deaths and injuries?

Actions

Action Code	Action Name
1.1.7.10	How are we delivering effective road safety education in Wiltshire to reduce the risk of road traffic deaths and injuries?
<p>Progress comment:</p> <p>1. What are we trying to do? The primary aim of our road safety education is to safeguard young people from the physical and psychological harm caused by a road traffic collision. Our secondary aim is assisting military and business drivers to improve their driver behaviour. The tertiary aim is to target all other road safety casualties.</p> <p>2. Where are we now? (12 months) Wiltshire Council re provided £25,000 of funding to Safe Drive Stay Alive (SDSA). We planed the delivery of SDSA to 5-6,000 students – venues, transport, staffing etc. All three DWFRS Road Safety Staff have now qualified road safety practitioners. They have attended both recognised road safety courses run by Road Safety GB academy as recommended by the NFCC. SDSA is always looking to improve and the team looked at introducing more positive messages about the right choices to make as drivers.</p> <p>New Project (Following on from our successful work educating several thousand British Army personnel in the local area). In partnership, we bid to the Armed Forces Covenant Grant Fund and were awarded a grant of £19,250. The funding is specifically for the production of the new road safety film that will be used in the intervention aimed specifically at Armed Forces personnel. The partnership behind the project aere DWFRS, Devon & Somerset Fire and Rescue Service and The Ministry of Defence (MoD) with assistance and input from Army HQ’s, Naval Command and RAF Air Command. The film will form an integral part of a theatre style road safety presentation which will be delivered to large groups of Navy, Army & RAF personnel. It will be designed to reduce their risk of being involved in a Road Traffic Collison (RTC).</p> <p>The film and theatre style intervention will comprise of a coherent but segmented storyline which will be used to link live speakers from the emergency services, family speakers, and Armed Forces. The intervention will show the audience that when a crash happens, the impact stretches far and wide and there are numerous agencies involved. As these different emergency services arrive the film will be paused and a member of that emergency service will appear on stage to tell the audience about a collision that they have attended. The stories are real and told from the speaker’s personal perspective.</p> <p>Evidence led approach: It is vital that the project follows an evidence-led approach. We are therefore working closely with the MoD road safety professionals and using the most recent data they have relating to RTCs involving their personnel. We are also working with members of the Psychology Department from Plymouth University to tailor the intervention to meet the needs of our military audience. We will be evaluating the pilot events to see how effective they are in successfully triggering any necessary attitudinal and behavioural change within the audience towards in-vehicle risk-taking.</p> <p>The format will be based upon the highly effective Learn2Live and Safe Drive Stay Alive presentations and will be developed by specialist staff from these initiatives together with insights and guidance provided by the MoD and academic experts.</p>	

3. The last quarter?

Three 'Don't Drink & Drive' Roadshows in Chippenham, Trowbridge & Salisbury. 500+ people engage with at each venue

One 'Don't drink or drug drive' event at Castle Combe track day. 200+ track users engaged with.

4. The Next Quarter?

Operation Close Pass

In partnership with Wiltshire Police and Wiltshire Council, we have organised an 'Operation Close Pass' to take place at Trowbridge Fire Station. The operation is targeting drivers that do not provide 1.5 meters of clearance when overtaking cyclists. These took place on Hilperton Road in Trowbridge on the 18th July. Plainclothes Police Officers cycled up and down with hidden cameras. Any close pass drivers were stopped and directed into the rear of the fire station. There DWFRS & Wiltshire Council Staff had a static display and talked to the drivers about making safe passes. There was no penalty for the drivers and they were sent on their way with a thank you. This was the first one we had organised locally and we hope to visit most towns in Wiltshire with the scheme. The only difficulty would be finding suitable locations for the education away from the road. Fire Stations on the busy road are ideal.

Army SDSA

Delivered on the 25th July and 2nd August to various regiments at Tidworth Theatre (1330hrs). Also, one more date the following week .

Calne Bike Meet

We attended the Calne Bike Meet on the 28th July – we ran a 'Think bike' stand with a real crashed motorbike. This was in partnership with Police Wiltshire Council.

Filming and editing new MoD road safety project – This will be taking place on Salisbury Plain

5. Measuring our outcomes.

The Evaluation of our road safety education - A full report into the Safe Drive Stay Alive Roadshow is available and has been sent to all members of the road safety partnership. Contained within the report was an extensive four-part evaluation. The evaluation formed an important part of our road safety work and was used to ascertain the effectiveness of the education delivered. The four parts of the evaluation covered feedback from teachers, pre- & post- roadshow questionnaires from students, a statistical analysis of casualties and finally an external observation and feedback from a professional academic.

A summary of results:

- Statistical Analysis has shown that since the roadshow started the casualties within the 16-19-year-old age group has fallen by 40%
- 100% (89) teachers surveyed agreed that the hard-hitting nature and content of the roadshow was right and essential for the young people.
- The students Pre- & Post roadshow questionnaires showed a significant change in attitude toward the fatal four causes of road safety collisions. (Drink/Drugs, Mobile phones, seatbelts, and speed)
- Feedback from Dr. Clare Holt has been extremely positive had she has made several recommendations to improve the roadshow.

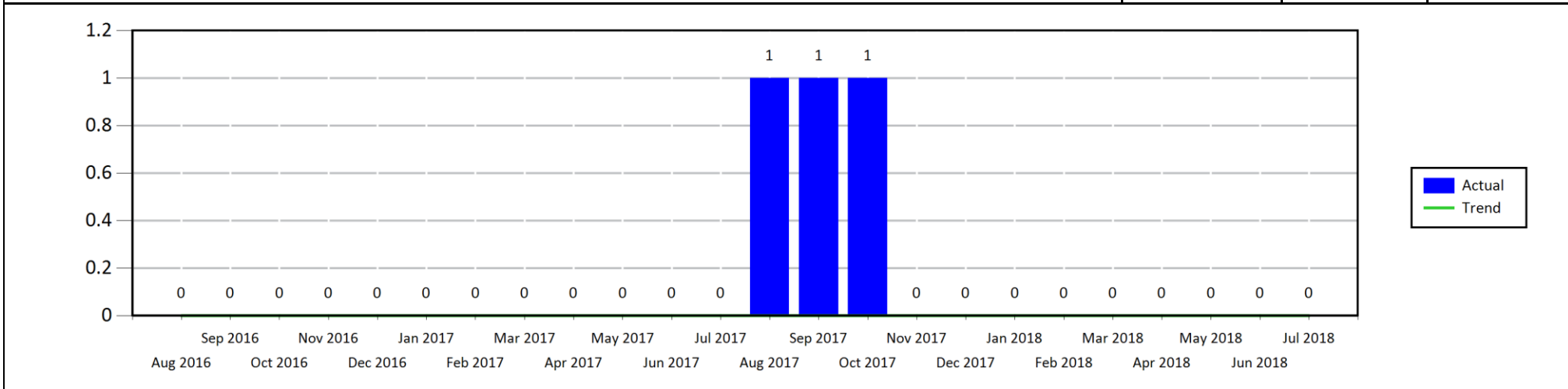
This evaluation demonstrated the roadshow was a highly effective tool at changing attitudes to road safety and reducing casualties. Furthermore, the endorsement from all the attending teachers and Dr. Clare Holt has given us the confidence that we were delivering a highly effective educational tool.

6. Where are we going in the future?

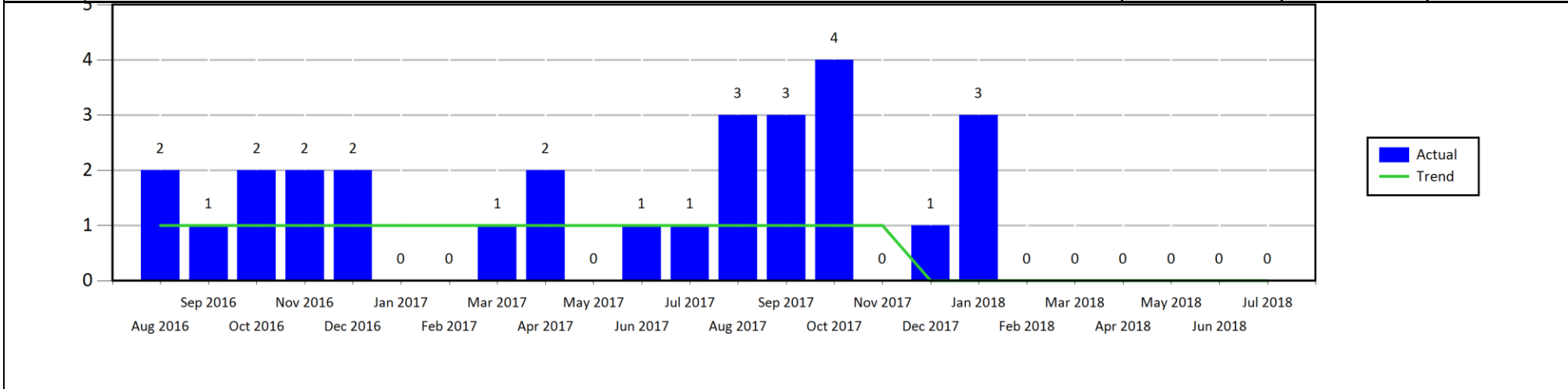
Following on from the evaluation we are looking to further develop the quality of our education. An SDSA Development Group has been created with representatives from all road safety partners in Dorset. This group will be using the evaluation results to further improve the education delivered. This group will make changes to the scripts and presentation format to further improve the communication of messages around road safety. It will also see the implementation of behaviour change techniques to aid in influencing those young people to make better choices.

Key Performance Indicators – Currently awaiting figures for February 2018 onwards

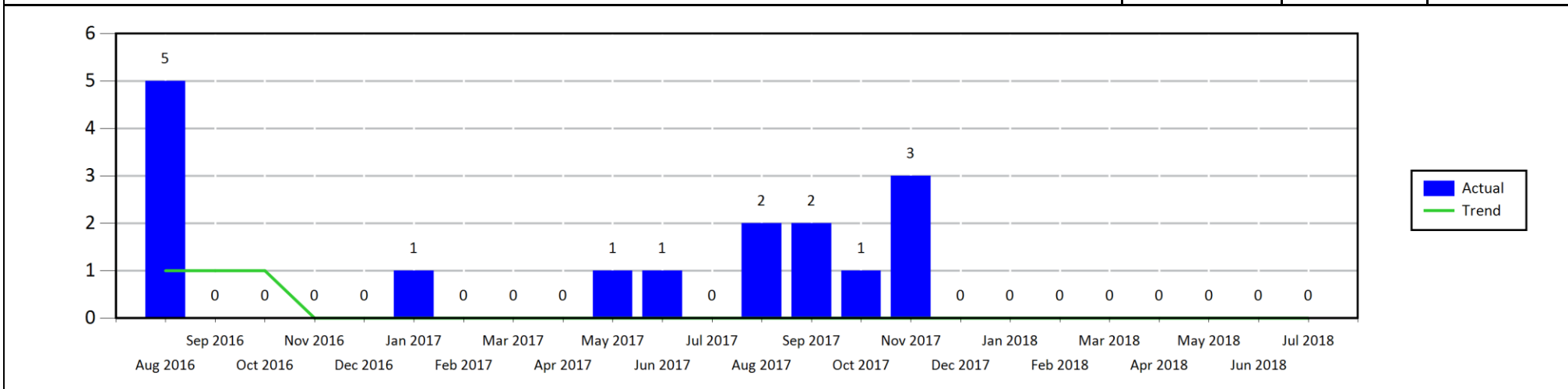
KPI Title	Period	Time Frame	Period Actual
Number of people killed in road traffic collisions - M4	Month	Jul 2018	0



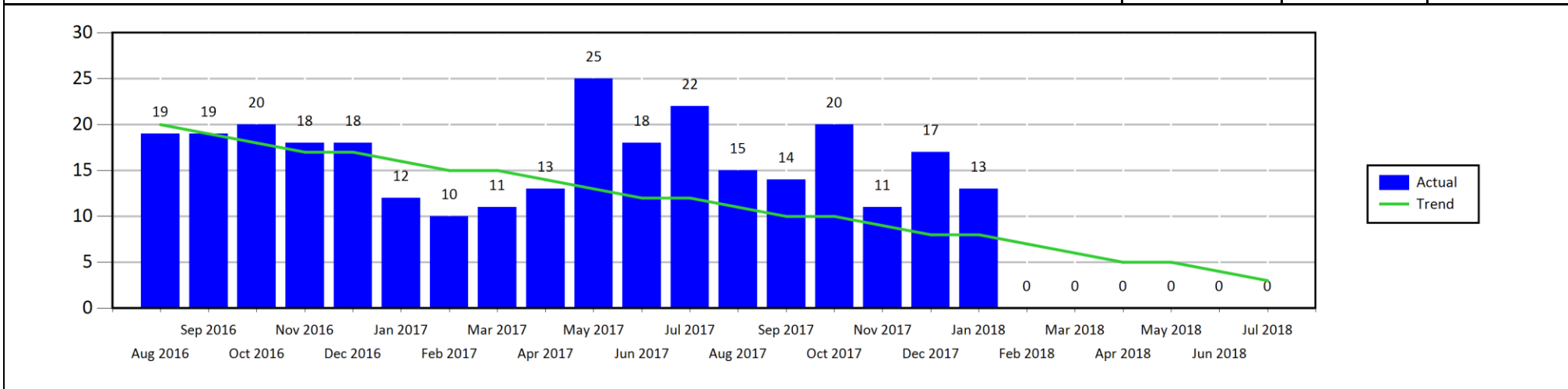
KPI Title	Period	Time Frame	Period Actual
Number of people killed in road traffic collisions - Wiltshire	Month	Jul 2018	0



KPI Title	Period	Time Frame	Period Actual
Number of people seriously injured in road traffic collisions - M4	Month	Jul 2018	0



KPI Title	Period	Time Frame	Period Actual
Number of people seriously injured in road traffic collisions - Wiltshire	Month	Jul 2018	0



Priority 2: Protecting you and the environment from harm

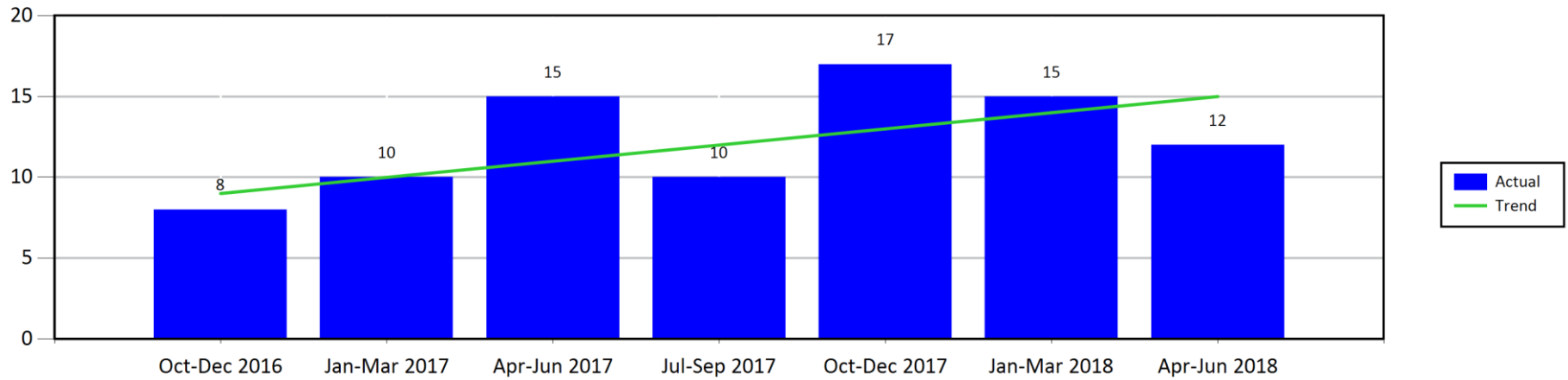
KLOE 5: How are we effectively working with our partners to safeguard the vulnerable people we come into contact with?

Actions

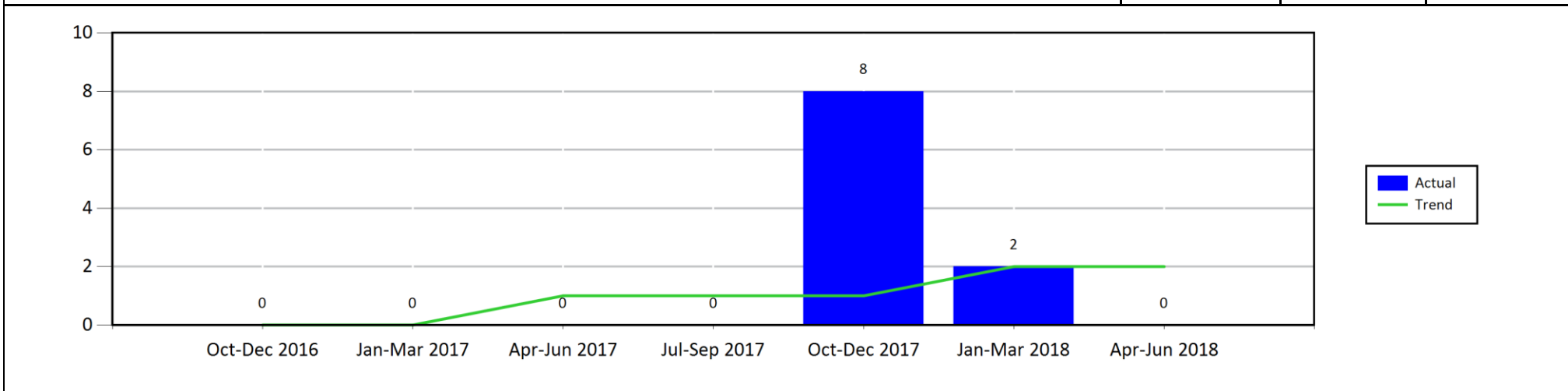
Action Code	Action Name
1.2.1.7	How are we effectively working with our partners in Wiltshire to safeguard the vulnerable people we come into contact with?
<p>Progress comment:</p> <p>April to June 2018 Wiltshire</p> <p>Section 11 of the Children Act 2004 places a duty on a range of organisations and individuals to ensure their functions, and any services they contract out to others, are discharged with regard to the need to safeguard and promote the welfare of children (Working Together, Chapter 2). We have been involved in a Section 11 Audit with Wiltshire Safeguarding Children’s Board (WSCB).</p> <p>The review related to the Wiltshire area but the learning will reflect across Dorset, Poole and Bournemouth and Swindon. WSCB are aware that we cover a number of Local Safeguarding Children’s Boards (LSCB) and are happy for them to have sight of the audit should the LSCB require an audit for quality assurance of work.</p> <p>DWFRS have representation on the monthly Wiltshire Hoarding Protocol Task and Finish Group with Wiltshire Council. The panel was set up to create a multi-agency working group to look at how organisations deal with hoarding. Working alongside the Health Protection and Environment Group (Wiltshire Council), The Public Services Board (Wiltshire Council) and the Wiltshire and Swindon Community Safety Partnership.</p> <p>The Safeguarding Co-Ordinator attends a monthly meeting with other Safeguarding Leads (SLs) from external agencies across Dorset Poole and Bournemouth ensuring we are compliant with national safeguarding legislation. We share best practice and receive peer support and supervision. The SLs review cases referred to the group by the Safeguarding Adults Review Sub Group. We look at complex cases where lessons can be learnt and how this can effectively translate into actions as a result of the group across partner organisations. Learning will span all authorities.</p> <p>DWFRS continue to work with multi agencies: receiving referrals from the Police, SWAST and Red Cross across Poole & Bournemouth. We make referrals to Children Services, GPs and NHS Teams, Social Services, Police, Community Mental Health (CMHT) and sight and hearing teams, Falls Clinics and more. The Area Manager continues to represent the service on the Wiltshire Safeguarding Board.</p> <p>Safeguarding referrals total: 12 Adults: 12 (four of which were hoarders) Operational referrals: 6 Safe and Well Advisor referrals: 6 Children: 0</p>	

Key Performance Indicators

KPI Title	Period	Time Frame	Period Actual
Number of adult safeguarding referrals from DWFRS- Wiltshire Area	Quarter	Apr-Jun 2018	12



KPI Title	Period	Time Frame	Period Actual
Number of child safeguarding referrals from DWFRS- Wiltshire Area	Quarter	Apr-Jun 2018	0



KLOE 6: How are we providing advice, support and consistent regulation for local business so they can meet their legal fire safety obligations?

Actions

Action Code	Action Name
1.2.2.9	How are we providing advice, support and consistent regulation for local business in Wiltshire so they can meet their legal fire safety obligations?
<p>Progress comment:</p> <p>1. What are we trying to do? Fire Safety teams are committed to working at the heart of local communities through a targeted business support programme; auditing businesses to raise awareness of fire safety responsibilities; educating to increase voluntary compliance regarding fire safety standards working to reduce the overall impact and cost of fire. We will focus on buildings with a sleeping risk. In the last year, we have targeted residential care homes, hospitals, accommodation above commercial units and Landlords of Houses in Multiple Occupation (HMOs).</p> <p>Our Aim is to:</p> <ul style="list-style-type: none"> • pursue a positive approach to business support and education aimed at promoting residential and commercial sprinkler systems • further enhance our effective working practices with partner agencies such as the Care Quality Commission, Food Standards Agency, Environmental Health, Licensing, Police, Immigration and the Environment Agency; sharing intelligence and maximising our impact in the reduction of both commercial and residential risks • address compliance issues in HMOs and to protect vulnerable people who often reside in this type of housing through multi-agency work-streams with local authority housing, Immigration and Police • promote initiatives such as the Primary Authority Scheme (PAS) and Better Business for All (BBfA) to offer professional and consistent fire safety advice across a broad spectrum of businesses. <p>2. Where are we at the moment? On-going interaction by Protection Team members with local authorities, private landlords and tenants regarding fire safety-related matters: external cladding systems; fire detection and warning systems; fire resisting doors (& self-closers); combustibility/fire resistance of construction materials; Commercial and residential sprinkler systems and water-mist suppression systems.</p> <p>Primary Authority Partnership were confirmed with Magna Housing and Selwood housing. Further partnerships with Hf trust and Hall & Woodhouse are in the application stage.</p> <p>Meetings with Police and other partners on modern day slavery planned for Operation Shiny Hand targeting locations in the Trowbridge area.</p> <p>Ongoing review of HMO Community Fire Risk Management Information System (CFRMIS) records to improve operational intelligence for active HMOs.</p> <p>Attended Better Business for all steering group meetings to influence working methods of the group and how we can best support the group in the future.</p> <p>Fire Safety Inspectors targeted repeat offenders for unwanted fire signals in domestic premises linked to sheltered housing and general needs flats, working with responsible persons where possible, and Prevention to offer advice and solutions to reduce false alarm.</p>	

Outputs for Wiltshire – Q1 2018 - 19

- 41 Building Regulations consultations
- 178 Unwanted fire signals (non-domestic)
- 24 Fires in non-domestic premises including seven 'Significant' fires
- 29 Post fire audits
- 156 Fire Safety Audits
- 32 Licensing applications

Common failings that fire safety inspection officers found were: the failure to have completed a Fire Safety Risk Assessment, testing and maintenance, and in particular, wedged open or poorly maintained fire doors, and the inadequate education of staff in what to do in the event of fire.

Current Prohibition Notices in force:

Flat 77 Westbury Leigh Westbury 22-Feb-18

Salisbury Spice Salisbury 1-Feb-18

New Champion Chinese Take Away Westbury 14-Nov-17

Harnham Fishbar, Salisbury 01-Apr-2016

Grillado, Salisbury 27-May-2016

Pan Master Trowbridge 17-Jan-2018

3. Where are we going in the future?

We will maximise our impact by using national, regional and local information to identify the types of commercial buildings at greatest risk from fire. We will continue to work with Operational crews and Partner Agencies to expand our activity and, where appropriate, we will use Prevention teams in blended activity.

A Proactive fire safety audit programme has been introduced, based on Experian (a data capture system) data. Work will be completed between now and March 2020. With this data we can target the highest risk premises across the Service to reduce fires, deaths and injuries. Experian data suggest that fires start where high numbers of people congregate, stock is held and where there are cooking facilities. This will require 20-25 audits per month to be completed in Wiltshire area in addition to reactive audits.

Detailed information has been obtained from the Environment Agency on waste sites and this will be considered with regards to further proactive work for auditing the higher risk sites.

A sprinkler seminar in partnership with British Automatic of Fire Sprinkler Association BAFSA will take place at Guildhall Salisbury in September covering local and national issues in relation to domestic sprinklers and considerations post Grenfell.

4. Case studies evidencing best practice and positive impacts for external partners

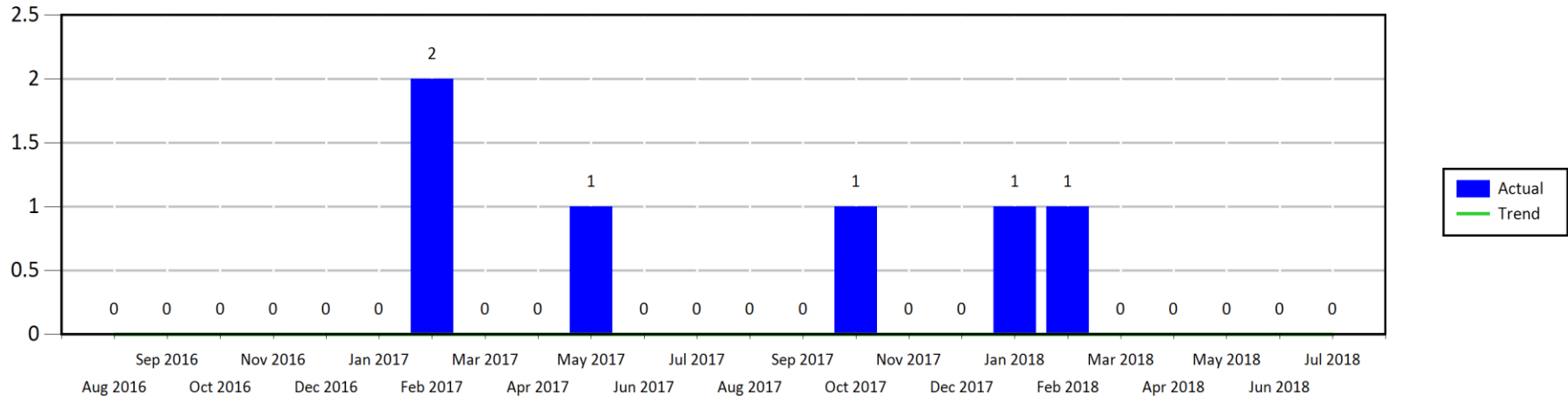
Our multi-agency joint partner agency work with the local authority has resulted in fire safety standards being improved in a number of premises, particularly HMOs this year. Our inspectors work closely with Safe and Well teams to deliver home safety advice 'behind the front door' to protect vulnerable people from fire.

Consultation with Wiltshire Council on emergency egress arrangements for disabled persons including site visits and recommendations on use of equipment including evac. chairs. This work will enable more effective implementation of evacuation strategies for public buildings. We have also worked with Wiltshire Council to give advice on fire safety issues at the Science Park in Amesbury.

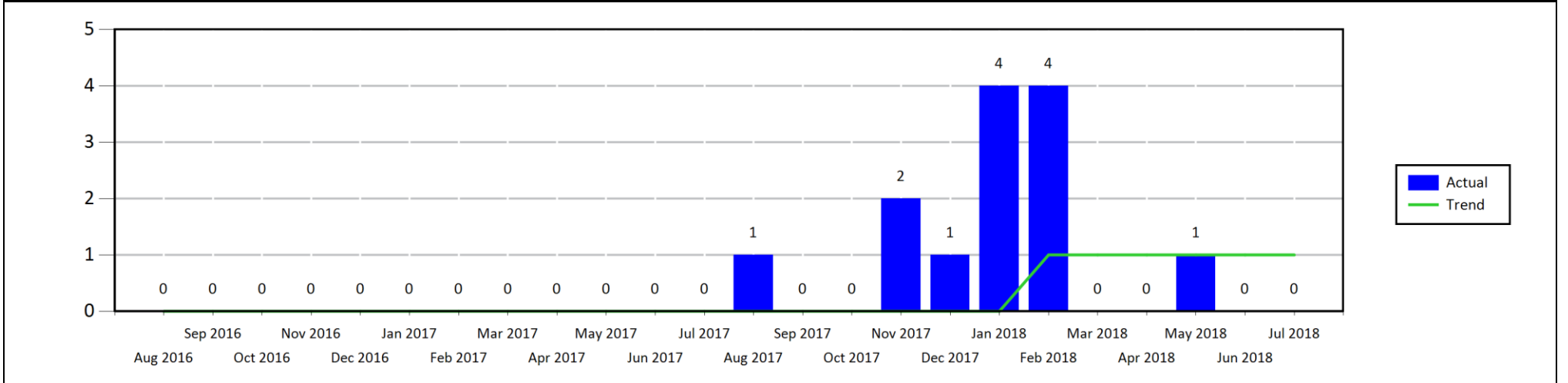
Complaints from residents at Pembroke House Salisbury (five-storey retirement living accommodation in converted hospital building) regarding refurbishment work by contractors were followed up by inspectors in Salisbury resulting in ongoing support for residents, including explanation of existing fire safety arrangements, and liaison with the responsible person. We attended residents' meetings and have completed home safety checks in conjunction with the safe and well team.

Key Performance Indicators

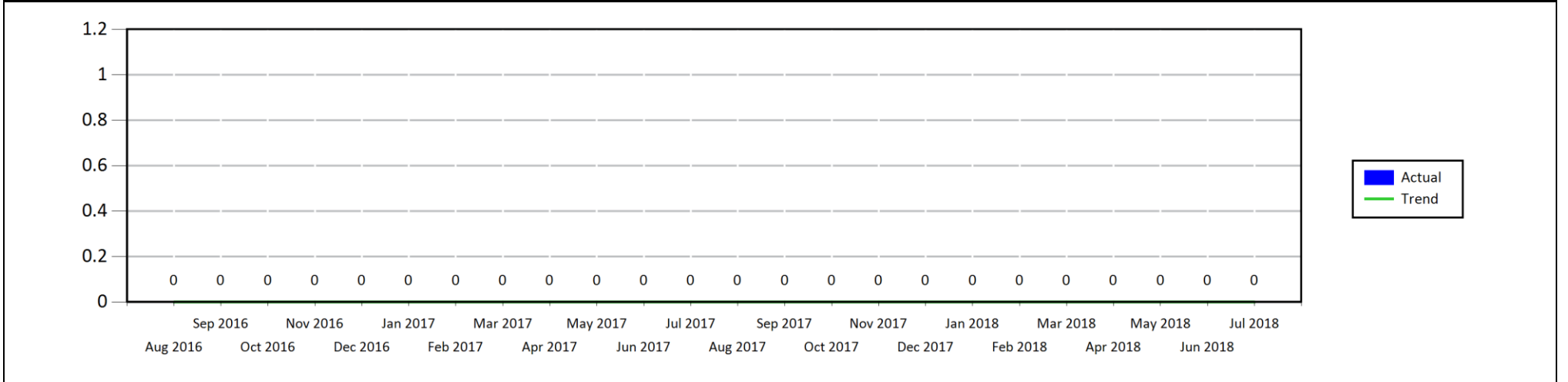
KPI Title	Period	Time Frame	Period Actual
Number of enforcement notices served in Wiltshire	Month	Jul 2018	0



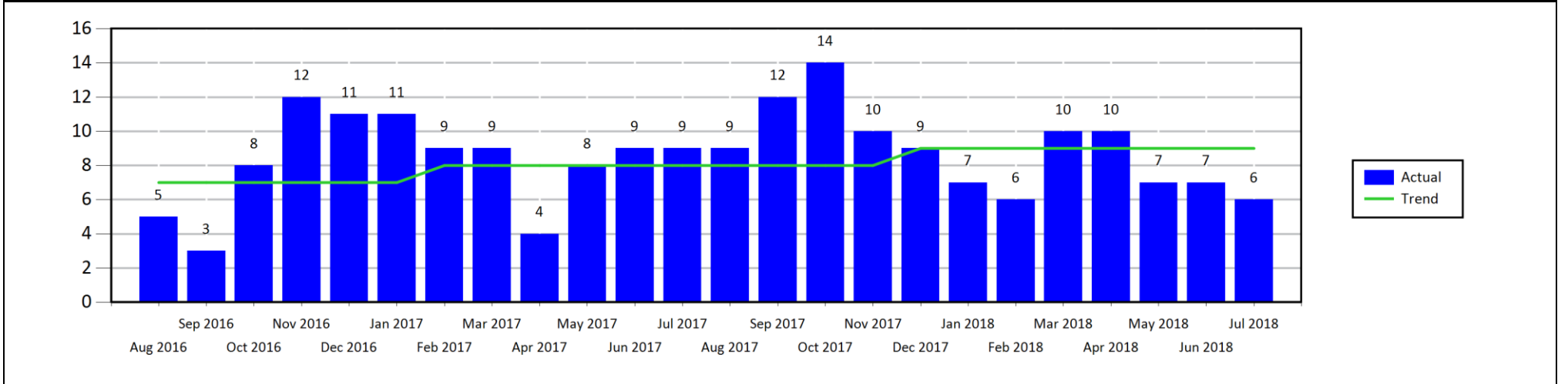
KPI Title	Period	Time Frame	Period Actual
Number of prohibition notices served in Wiltshire	Month	Jul 2018	0



KPI Title	Period	Time Frame	Period Actual
Number of prosecutions in Wiltshire Council	Month	Jul 2018	0



KPI Title	Period	Time Frame	Period Actual
PRO01-Number of fires in Non domestic properties-Wiltshire	Month	Jul 2018	6



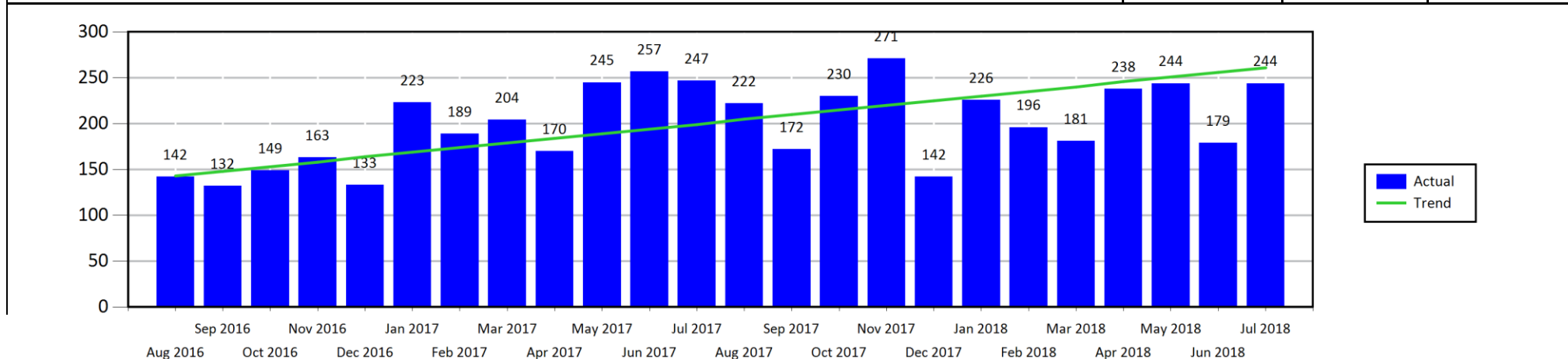
KLOE 7: How are we identifying and driving down risks to the community, heritage and environment?

Actions

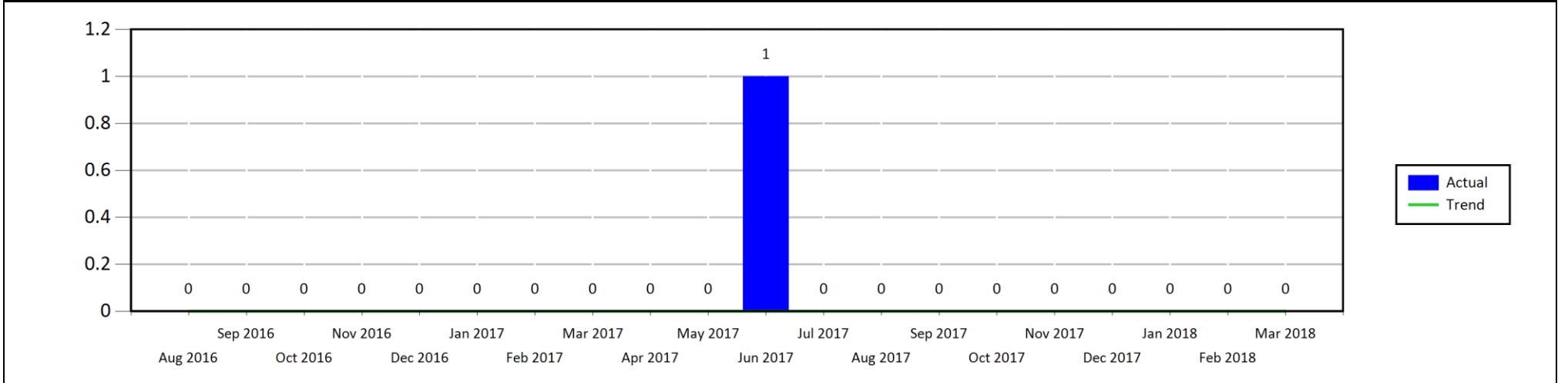
Action Code	Action Name
1.2.3.7	How are we identifying and driving down risk risks to the community, heritage and environment in Wiltshire?
<p>Progress comment:</p> <p>Operational crews and on-call support officers continued to identify premises and gather and review information on key premises risks within their geographical areas to help ensure that they are prepared for emergency incidents, should they occur. The highest risk sites had Site Specific Risk Information (SSRI) produced which was available for crews on mobile data terminals (MDT) when they attend incidents. This information is regularly audited and updated by crews to ensure it is up to date, accurate and relevant. The outcomes are provided to operational managers on a quarterly basis, and managed and monitored at monthly team meetings.</p> <p>Station Managers liaised and coordinated with partners and risk owners/occupiers to assist them in producing information and guidance on their risks that was also made available to operational crews. This ranges from the production of tactical fire plans, salvage plans and environmental protection plans at the highest level, to providing advice to farm owners on their respective risks, such as the storage of agrochemicals.</p> <p>Operational crews arrange local Fire & Rescue Services Act 2004 (7.2d) visits to maintain understanding and preplanning against premises risks. Identified premises risks are also shared with bordering Fire Services up to 15km distance; this process was reciprocated to ensure crews have immediate information on the anticipated risks across county boundaries.</p> <p>All local managers have considered new risks within their areas of responsibility and visits have been made to all identified premises with some providing a higher level of information capture and dissemination.</p> <p>In addition to static premises risks it was identified that there was a wider arena of risk, geographic risks such as open water for example, which required consideration to reduce risks to the community. Furthermore, the Service worked in partnership with local authorities and other agencies such as the Canal & River Trust to support transient communities through regular liaison and the delivery of Safe & Well checks where appropriate.</p> <p>The Service was working with Highways England and other strategic partners in support of the 1.8-mile Stonehenge Tunnel on the A303, engaging with the design team to ensure a managed fire safety plan was in place fully supported by an effective operational response plan.</p> <p>Group Management teams worked closely with the Fire Safety teams to ensure operational crews were made aware of fire safety issues and to ensure work was undertaken with risk owners to reduce their risk of a fire starting and to make sure expected control measures and information are available. The inspection of waste sites alongside the enforcing agency was a good example of partnership working.</p> <p>The Area was represented on the Local Resilience Forum which considered each risk in turn to ensure it was current and that the multi-agency response met the risk. These outcomes were fully embedded in Wiltshire Area Command and included:</p> <ul style="list-style-type: none"> • Fully supported the Wiltshire Council Flood Warden programme • Exercised with the Environment Agency to improve our joint response to flood warnings • Ensured our work supports the Wiltshire Emergency Planning Officer in translating the National and Community Risk Registers into meaningful outcomes to the public. <p>Firefighters within Wiltshire continually promote risk awareness in the community undertaking key campaigns throughout the year in areas such as thatch and chimney fires, boat safety, farms and agricultural risks.</p>	

Key Performance Indicators

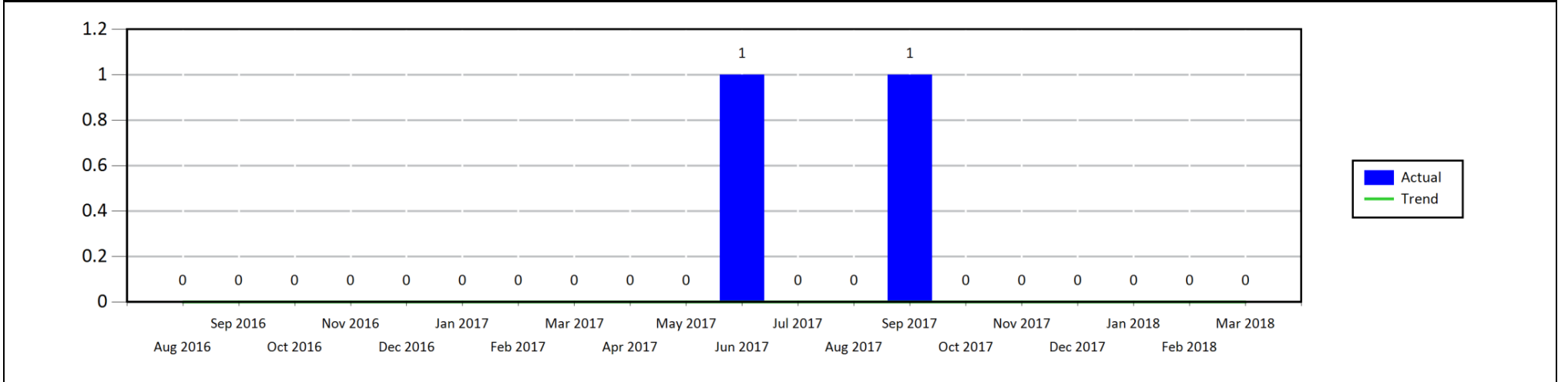
KPI Title	Period	Time Frame	Period Actual
Number of safe and well visits in Wiltshire Council	Month	Jul 2018	244



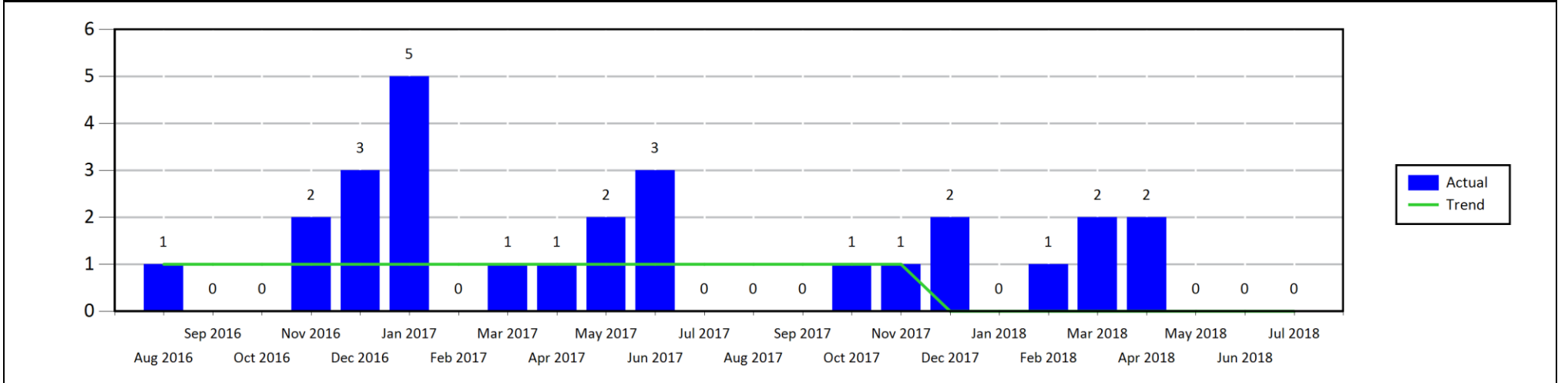
KPI Title	Period	Time Frame	Period Actual
PRE01A-Number of fire related deaths in accidental dwelling fires - Wiltshire Council	Month	Mar 2018	0



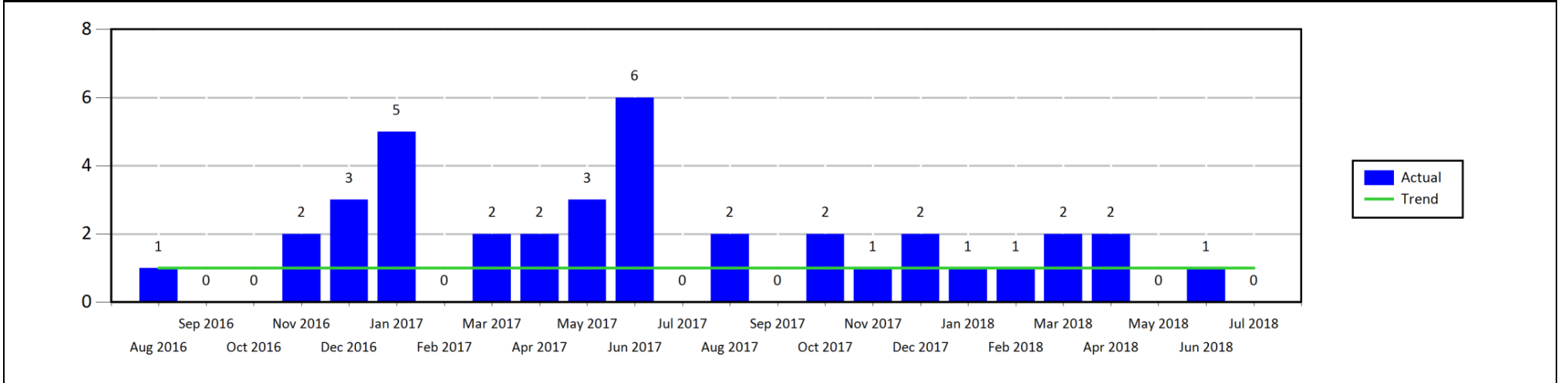
KPI Title	Period	Time Frame	Period Actual
PRE01-Number of fire related deaths - Wiltshire	Month	Mar 2018	0



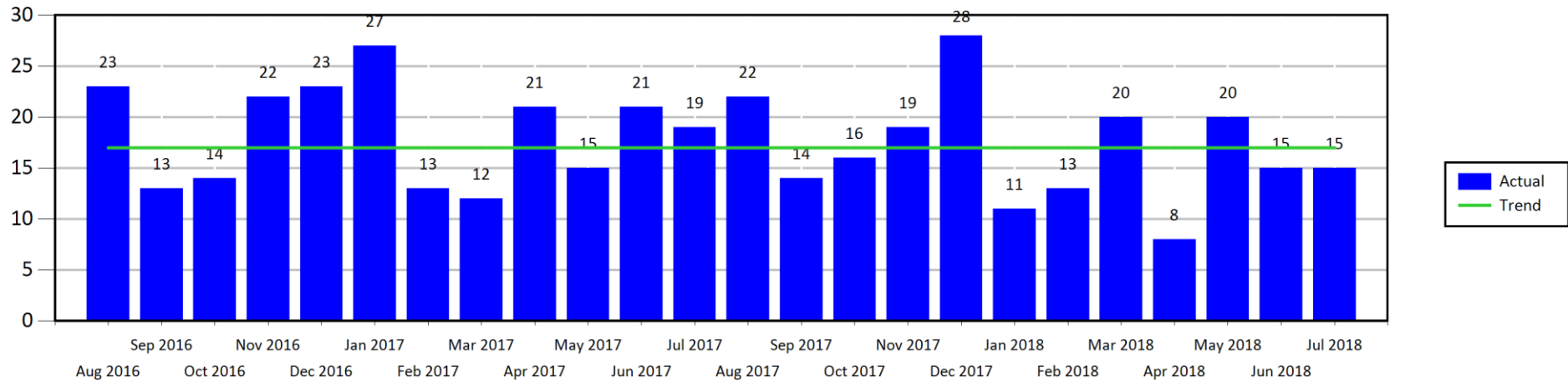
KPI Title	Period	Time Frame	Period Actual
PRE02A-Total number of fire related injuries in accidental dwelling fires - Wiltshire Council	Month	Jul 2018	0



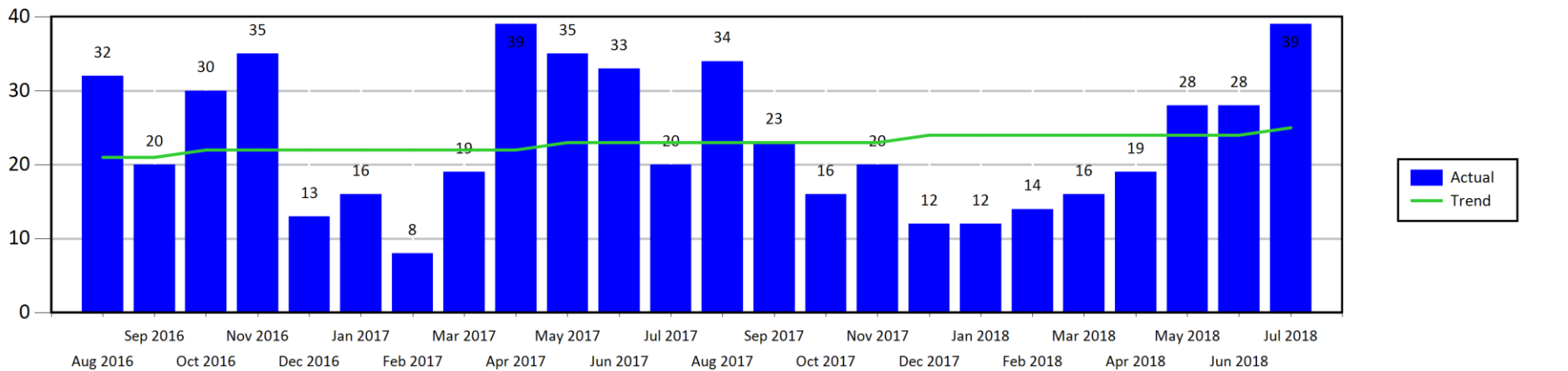
KPI Title	Period	Time Frame	Period Actual
PRE02-Total number of fire related injuries - Wiltshire	Month	Jul 2018	0



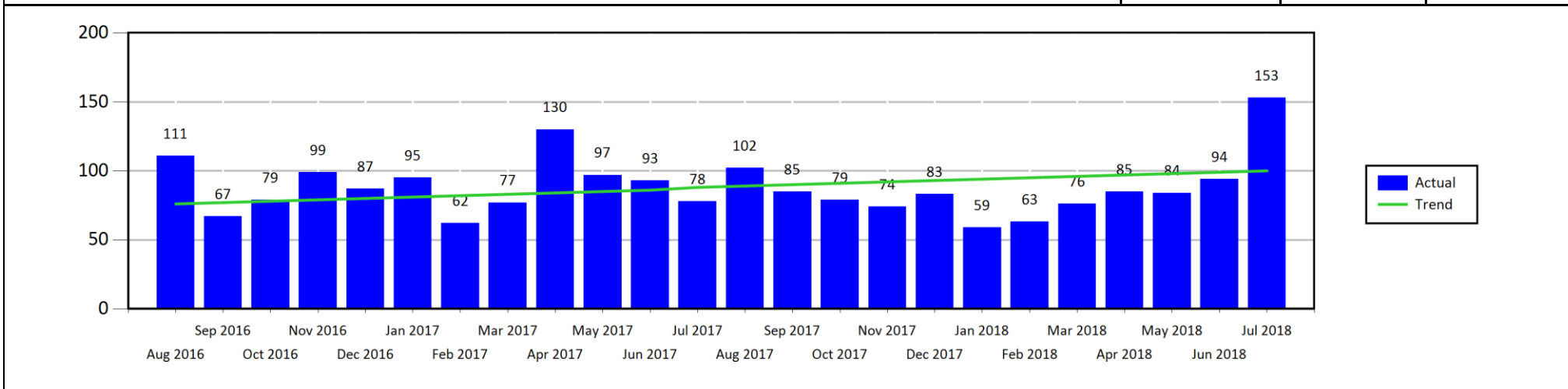
KPI Title	Period	Time Frame	Period Actual
PRE03_Number of accidental dwelling fires - Wiltshire Council	Month	Jul 2018	15



KPI Title	Period	Time Frame	Period Actual
PRE05-Number of deliberate fires (primary + secondary) - Wiltshire Council	Month	Jul 2018	41



KPI Title	Period	Time Frame	Period Actual
PRE06-Number of fires - Wiltshire Council	Month	Jul 2018	156



KLOE 8: How do we effectively support local resilience partnership arrangements to make sure we can fulfil our statutory responsibilities and improve community resilience?

Actions

Action Code	Action Name
1.2.4.12	How do we effectively support local resilience partnership arrangements In Wiltshire to make sure we can fulfil our statutory responsibilities and improve community resilience?

Progress comment:

Wiltshire Group was in the unprecedented position of being involved in several major incidents affecting many of our partners. The preparatory work and strong relationships we built through our presence on the Local Resilience Forum (LRF) over recent years undoubtedly contributed to the effective working demonstrated when dealing with these incidents.

In addition to the unique way we have worked alongside other Category 1 and 2 responders as part of these incidents over a sustained period. As a Category One responder Wiltshire Group had continued to actively engage with all our partners in Wiltshire to enhance the outcomes for the community and improved local resilience, in accordance with the Civil Contingencies Act.

Wiltshire Group was represented on the LRF which methodically reviewed each risk to ensure its currency and that the multi-agency response was sufficient and suitable. The Service leads the LRF training and exercising in Wiltshire which enables operational crews to undertake multi-agency training in line with JESIP (Joint Emergency Services Interoperability Programme) protocols. In addition, managers undertake regular refresher multi-agency training at Operational, Tactical and Strategic level to ensure that the combined response to a major incident is effective.

Examples of other work undertaken in Wiltshire Group with partners are:

- Working with Wiltshire Council and Flood Wardens to maximise local knowledge and our response to flooding.
- Developing protocols with the Environment Agency to improve our joint response to flood warnings, resulting in a multi-agency exercise and learning event to strengthen the role of the Service in response to pre-planned flooding sites.
- Ensuring our work supported the Wiltshire Emergency Planning Officer in translating the National and Community Risk Registers into meaningful outcomes to the public.

The Service has continued to support the LRF by contributing to risk assessments of local risk, plan preparation, prevention activities, training, and response. This has been achieved by actively engaging with the LRF groups; Business Management Group, Risk Management Group, Training and Exercising Group and other sub groups. As well as routine planned activities the Service has continued to support the multi-agency operations to resolve the Salisbury nerve agent incident by contributing to the operation that ensured the safe clean-up of areas that may have been contaminated. This has been achieved by being an active member of various planning groups and providing emergency crews as part of the safe systems of work.

The Service has also contributed to the multi-agency debrief for the response phase of the incident which was facilitated by the College of Policing and coordinated by Wiltshire Police and the LRF Manager.

The Service continued to represent both Wiltshire and Dorset LRFs at the regional Chemical, Biological, Radiological, or Nuclear Incident (CBRNe) meetings. This ensured that LRF plans are kept current and in line with national and regional best practice.

In June the government published a revised counter terrorism strategy which is called Contest. CONTEST’s overarching aim remained to reduce the risk to the UK and its citizens and interests overseas from terrorism, so that our people can go about their lives freely and with confidence. The Service continued to attend and contribute to these Police led meetings. The key purpose of the meetings was to share intelligence under the Government’s ‘Dare to share principals’.

The Service has contributed to and helped to teach Multi Agency Tactical Training (MATT) in Dorset and Wiltshire LRF areas. MATT is especially useful for staff identified to carry out operational or tactical command and coordination role during a Major Incident/emergency at a forward location linking in with other responding organisations.

The Service supported an exercise at MoD Corsham, Exercise Torres 3, which tested, amongst other things, business continuity arrangements at the site. A number of useful lessons were learnt and these have been used to inform arrangements in the future.

An independent report into the emergency response to the Manchester Arena attack has been published. This is called the Kerslake Review. The Review was established by Mayor of Greater Manchester Andy Burnham following the 22 May incident, which left 22 dead, hundreds injured, and many thousands affected.

Two of the key findings of the review were (fire & rescue service specific): *“Greater Manchester Fire and Rescue Service (GMFRS) did not arrive at the scene and therefore played no meaningful role in the response for two hours. That meant a valuable resource was not available to assist on the scene. GMFRS must reflect on the poor communication, poor procedures and issues of operational culture which caused its failure to respond properly”.*

The Service has formed a ‘task and finish’ group to ensure that it has suitable and sufficient arrangements in place to ensure that the same errors will not happen in Dorset and Wiltshire. The findings, actions, and recommendations from the task and finish group will be taken forward to a multi-agency LRF group to give a coordinated response to the review.

The Service continued to support the South West Local Resilience Forum Coordination Group which meets at Mere Fire Station. The group meets to share intelligence, best practice, identify smarter ways of working and create efficiencies.

The Service has supported national resilience decontamination trials at Public Health England, Porton Down by the provision of equipment and advice. The trials will provide new systems of decontamination that are more pragmatic and readily available in the early stages of a CBRNe.

The Service has completed a piece of work to review its Risk Register and bring it closer in line to both of the LRF Risk Registers and the National Risk Register providing a ‘golden thread’ through the Service’s risk management process.

In June the Service employed Gateway Assurance Ltd to undertake an audit of the Service’s resilience arrangements. This audit has now been completed and the Services arrangements have been found to be appropriate and sufficiently robust.

Priority 3: Being there when you need us

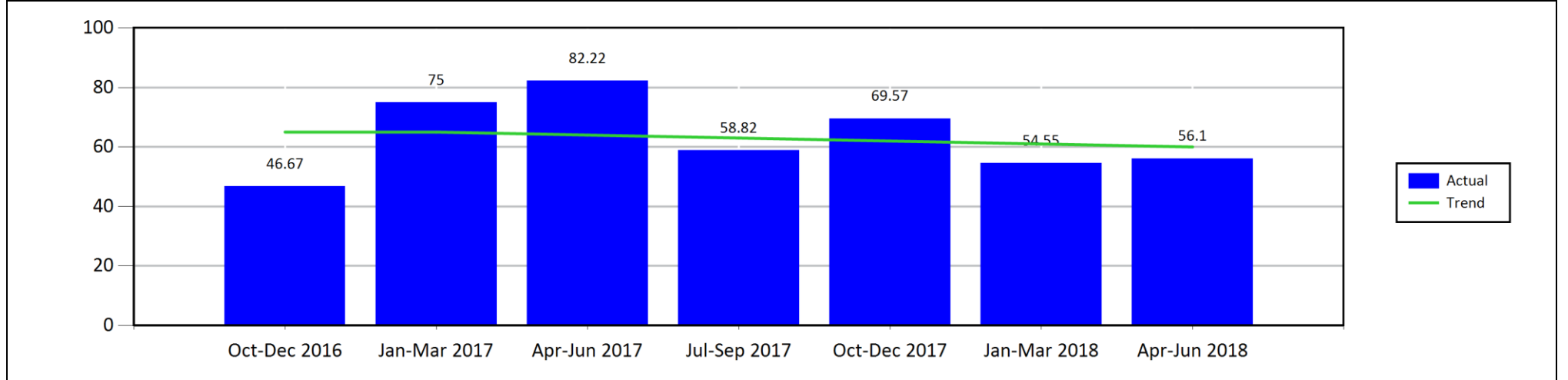
KLOE 9: Are appliances available when we need them?

Actions

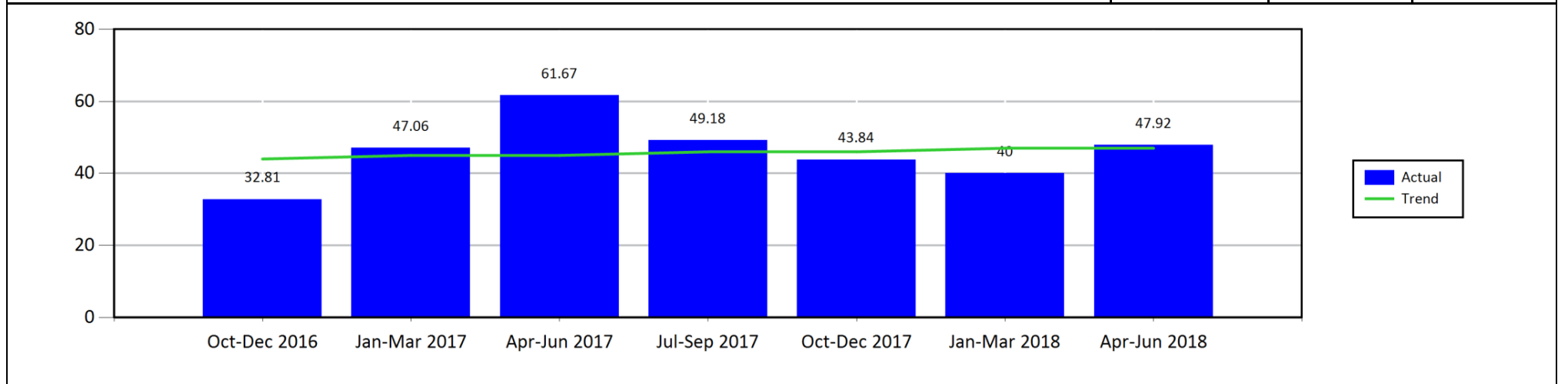
Action Code	Action Name
1.3.1.7	Are appliances in Wiltshire available when we need them?
<p>Progress comment:</p> <p>Whilst the availability of appliances and personnel across Wiltshire are actively monitored and managed on a daily basis there is an increasing issue with appliance availability across the On-Call areas.</p> <p>Where possible immediate crewing shortfalls are remedied by:</p> <ul style="list-style-type: none"> • The relocation of firefighters from other stations • Use of the crewing shortfall process • Use of wholetime overtime. <p>Wiltshire Group was proactively engaging with the On-Call Review team to develop systems to improve availability, these included the On-call Salary scheme, revisions to the recruitment process and the introduction of aligned secondary working arrangements for wholetime/on call and corporate/On-call staff.</p> <p>On-call Support Officers actively monitor the availability of appliances and implement resolutions to identified breaches where possible. Work was being undertaken across the Network Partnership area, led by the Wiltshire Group Manager to produce a risk management tool to ensure the availability of appliances was prioritised to the highest risk areas.</p> <p>Work continued to identify areas of establishment shortages and implement targeted recruitment campaigns. This has resulted in a number of 'have a go' days coordinated by On-Call Support Officers (OCSO) and supported by local crews. These have also been aligned to the positive action campaigns to encourage applications from underrepresented groups, this complements proactive engagement activities undertaken with members of the public.</p>	

Key Performance Indicators

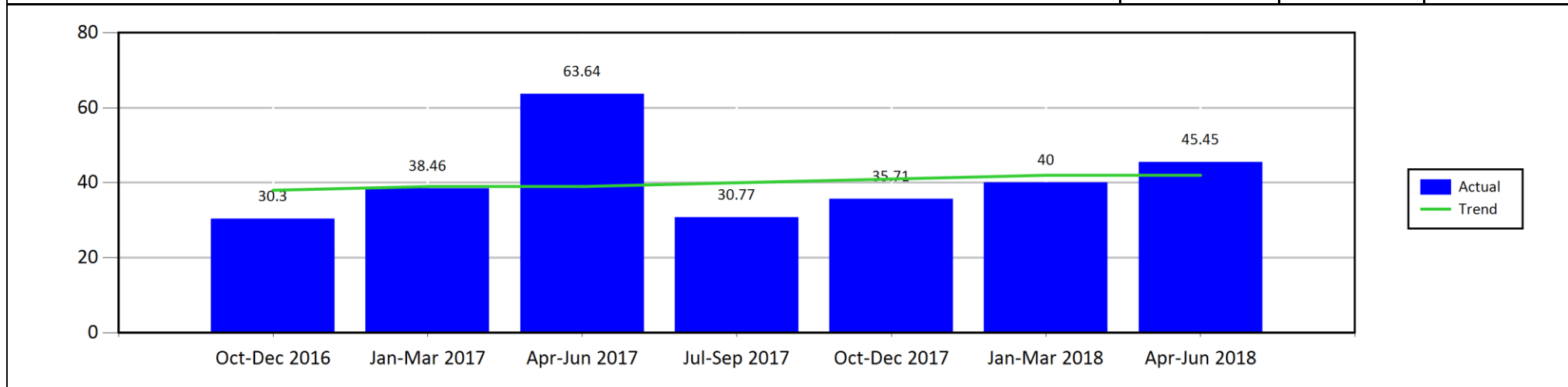
KPI Title	Period	Time Frame	Period Actual
Percentage of sleeping risk properties where the first appliance met the response standard within the travel time ischrone-Wiltshire Council	Quarter	Apr-Jun 2018	56.1%



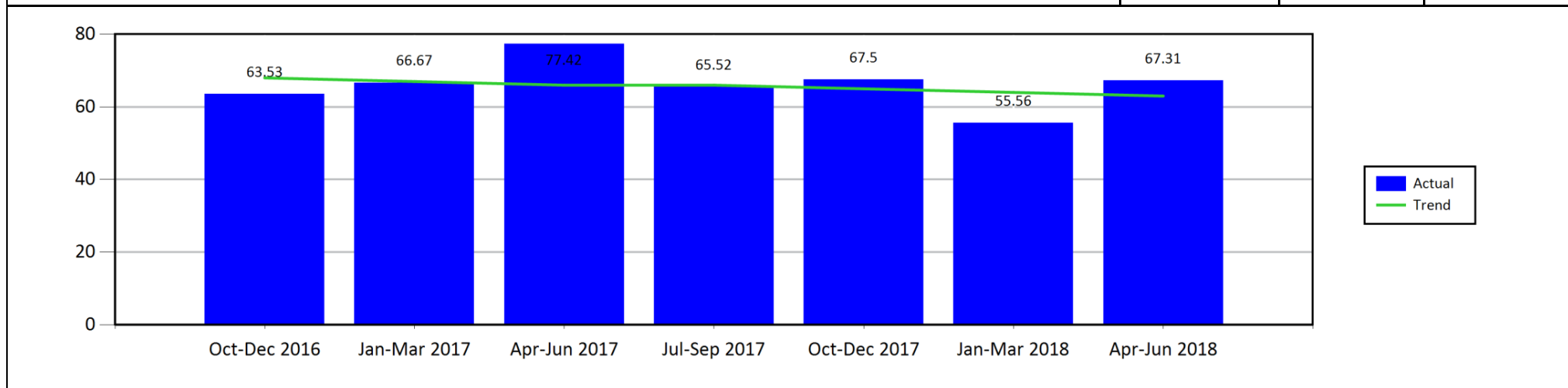
RES01-Percentage of sleeping risk properties where the first appliance met the response standard-Wiltshire Area	Quarter	Apr-Jun 2018	47.92%
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KPI Title	Period	Time Frame	Period Actual
RES03-Percentage of incidents to other properties where the first appliance met the response standard-Wiltshire Area	Quarter	Apr-Jun 2018	45.45%



RES05-Percentage of road traffic collisions where the first appliance met the response standard-Wiltshire Area	Quarter	Apr-Jun 2018	67.31%
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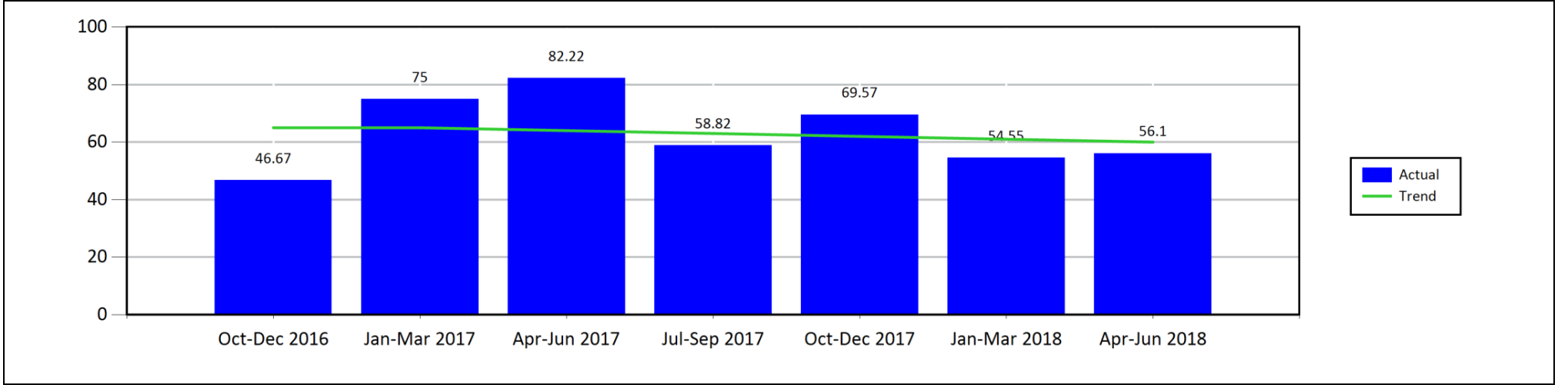
KLOE 10: How effective and efficient are our response arrangements for dealing with the range of incidents we attend?

Actions

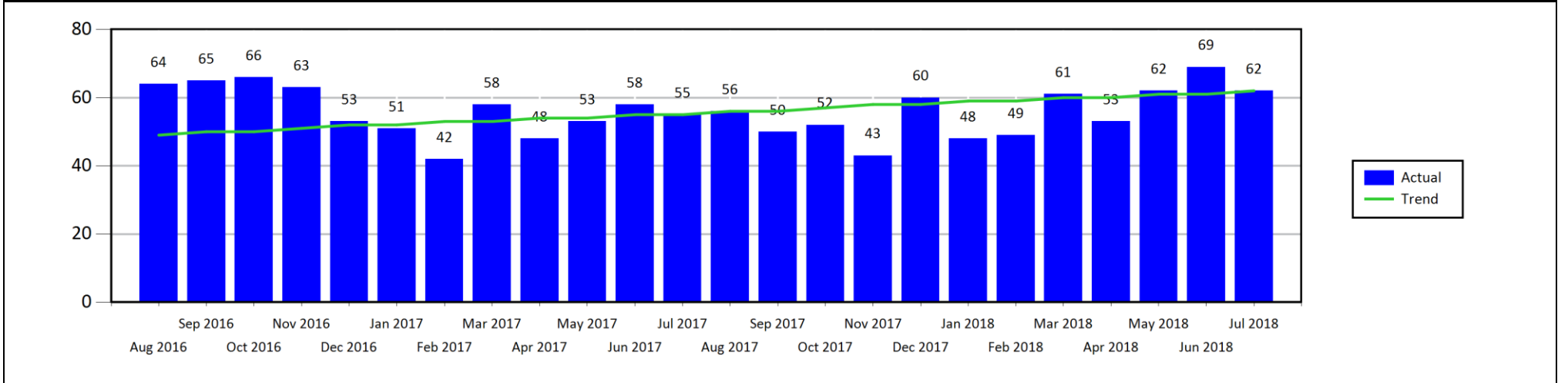
Action Code	Action Name
1.3.2.11	How effective and efficient are our response arrangements in Wiltshire for dealing with the range of incidents we attend?
<p>Progress comment:</p> <p>The purpose of response arrangements are to save life, protect property and to reduce harm to the environment. Response arrangements are one element within our Integrated Risk Management Plan (IRMP). Response arrangements are planned to make best use of operational resources in order to mitigate identified risks within our communities.</p> <p>The Emergency Response Standards introduced by the Fire and Rescue Authority are life-focused indicators setting challenging targets for a wider variety of incidents. The target response times to life risk incidents reflect the outcomes of research that was undertaken by Exeter University on fire survivability.</p> <p>The corporate target is that on 75% of occasions the first pumping appliance will achieve an attendance time of ten minutes to all premises fires; this response time includes call handling, mobilisation and travel time. The key performance indicators to support this target are 90 seconds call handling, two minutes turn out time for wholtime or five minutes for on-call with the remaining for travelling to the incident. The standard for the second pumping appliance is 13 minutes to premises with a sleeping risk e.g. dwellings, hotels, prisons and 15 minutes for non-sleeping risks. The response standard for Road Traffic Collisions (RTC) is 15 minutes for the first pumping appliance. For domestic premises outside of these travel times increased prevention activity is undertaken to reduce the risk of fire.</p> <p>This is achieved through the use of the Pinpoint data system in which all Safe and Well advisors, on-call support officers and whole-time crews are trained. Whilst the majority of our response standards in areas with wholtime appliances are met the Service continually monitors and seeks improvements in on-call availability to minimise response times. Where standards are not met for an incident within the response time boundaries, each case is investigated to improve performance wherever possible.</p> <p>In addition to the 24 fire stations across Wiltshire, a joint working protocol is in place with Defence Fire Risk Management Organisation (DFRMO) at MoD Corsham enabling them to respond outside the wire to life risk incidents in support of Service personnel. Flexi-duty officers maintain a number of specialisms to enhance responses to incidents such as National Inter-agency Liaison Officer (NILO), Hazardous Material Environmental Protection Advisor HMEPA, Fire Investigation etc. The duty system ensures that the availability of specialisms was maintained, and geographic coverage managed through zonal response areas. During spate (eg: multiple calls to flooding) conditions and major incidents an operational officer is embedded into Control to support decision making and resource planning.</p> <p>The Communities Programme seeks to strengthen response arrangements through: Completing an Emergency Cover Review to inform our emergency response arrangements and provide detailed community risk information for every station location. Reviewing the type, number and disposition of our emergency response vehicles such as pumping appliances, aerial platforms and other special appliances. Reviewing the arrangements for the technical rescue emergency response which includes rope, water and large animal rescue. Closer collaboration with Wiltshire and Dorset Police in the use of drones and thermal image cameras in order to support missing person operations. It was planned, in partnership with SWAST, to explore emergency medical response initiatives to improve community response to the most vulnerable with a view to developing our response capability, however due to the national representative body position, it has not been possible to progress this further.</p>	

Key Performance Indicators

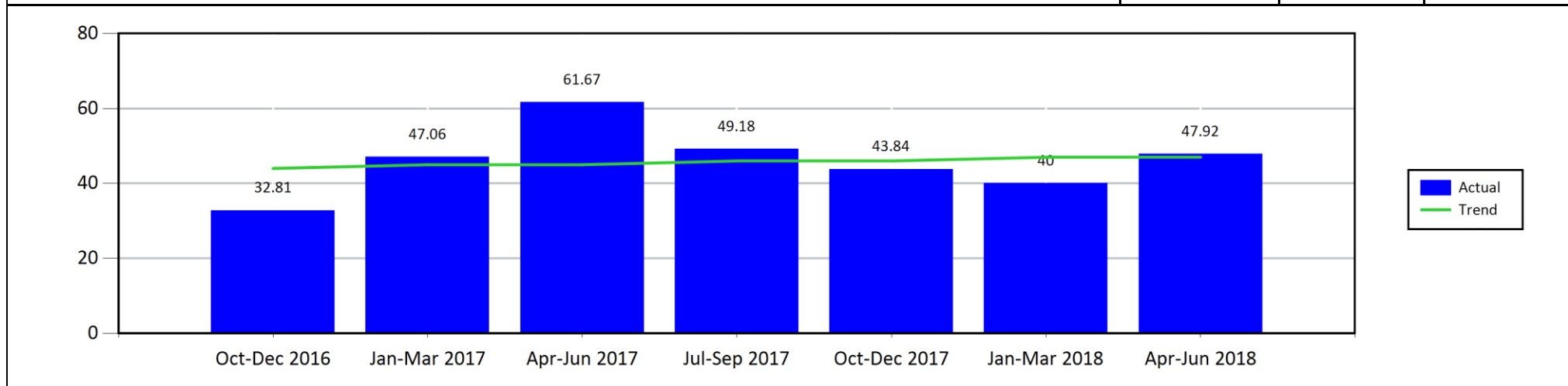
KPI Title	Period	Time Frame	Period Actual
Percentage of sleeping risk properties where the first appliance met the response standard within the travel time isochrone- Wiltshire Council	Quarter	Apr-Jun 2018	56.1%



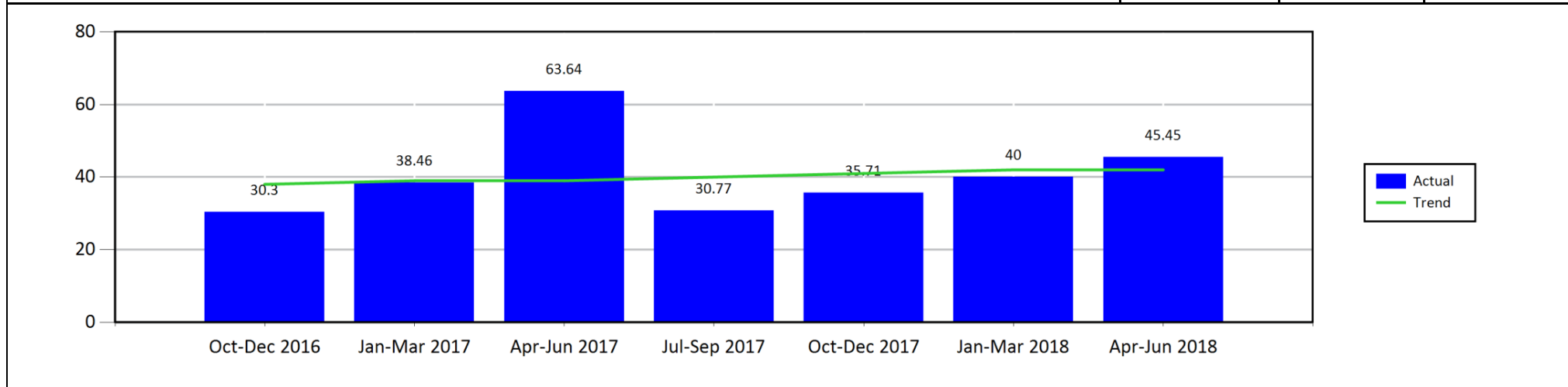
KPI Title	Period	Time Frame	Period Actual
PRO02-Attended false alarms from automatic fire detection equipment – non-domestic premises-Wiltshire	Month	Jul 2018	62



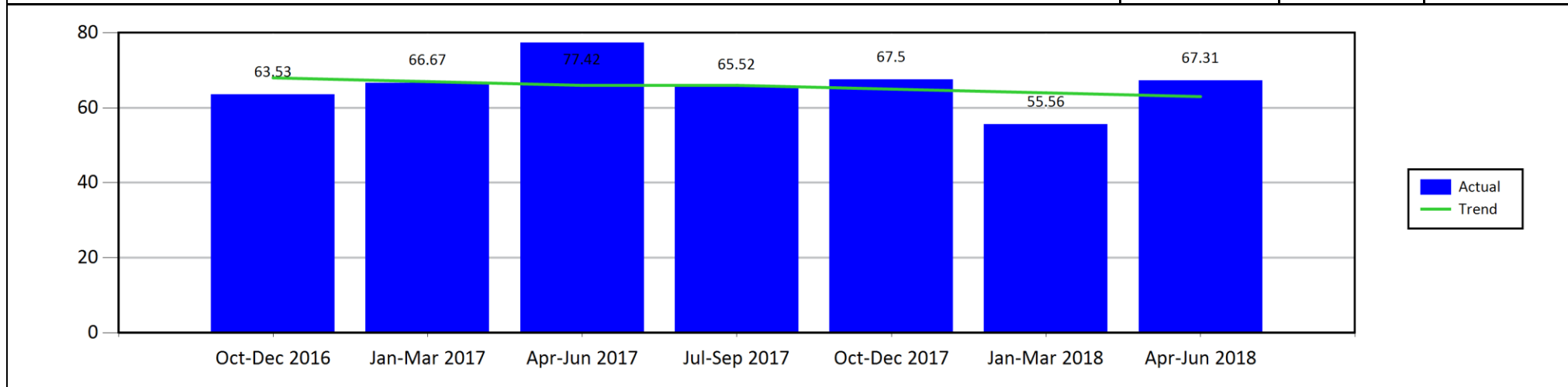
KPI Title	Period	Time Frame	Period Actual
RES01-Percentage of sleeping risk properties where the first appliance met the response standard - Wiltshire Area	Quarter	Apr-Jun 2018	47.92%



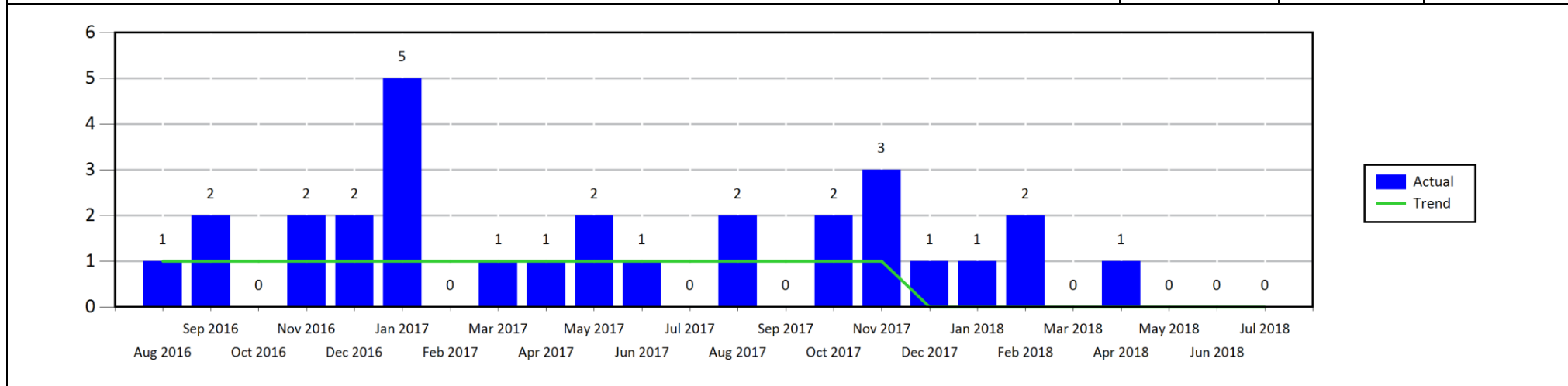
RES03-Percentage of incidents to other properties where the first appliance met the response standard - Wiltshire Area	Quarter	Apr-Jun 2018	45.45%
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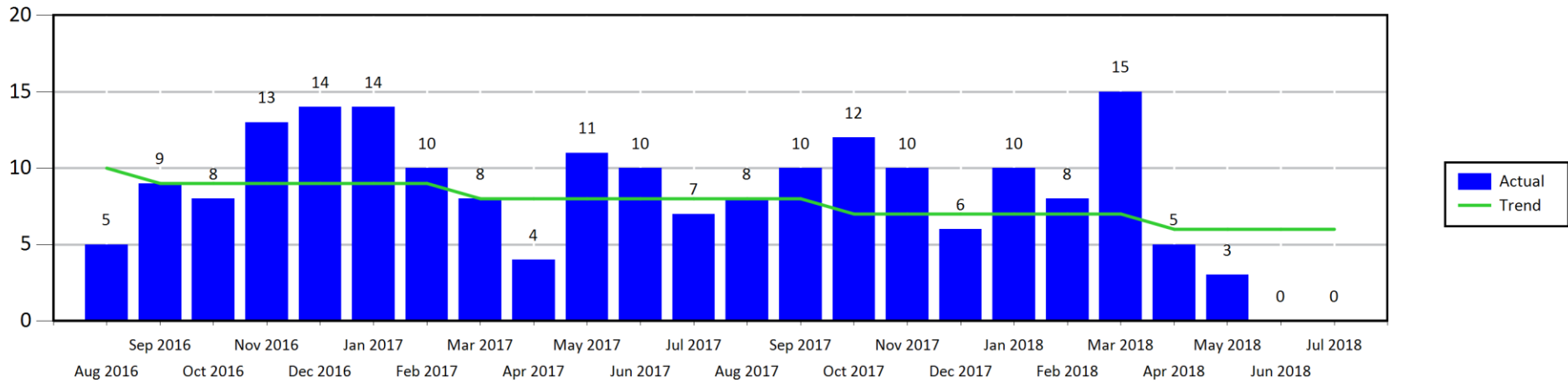
KPI Title	Period	Time Frame	Period Actual
RES05 - Percentage of road traffic collisions where the first appliance met the response standard - Wiltshire Area	Quarter	Apr-Jun 2018	67.31%



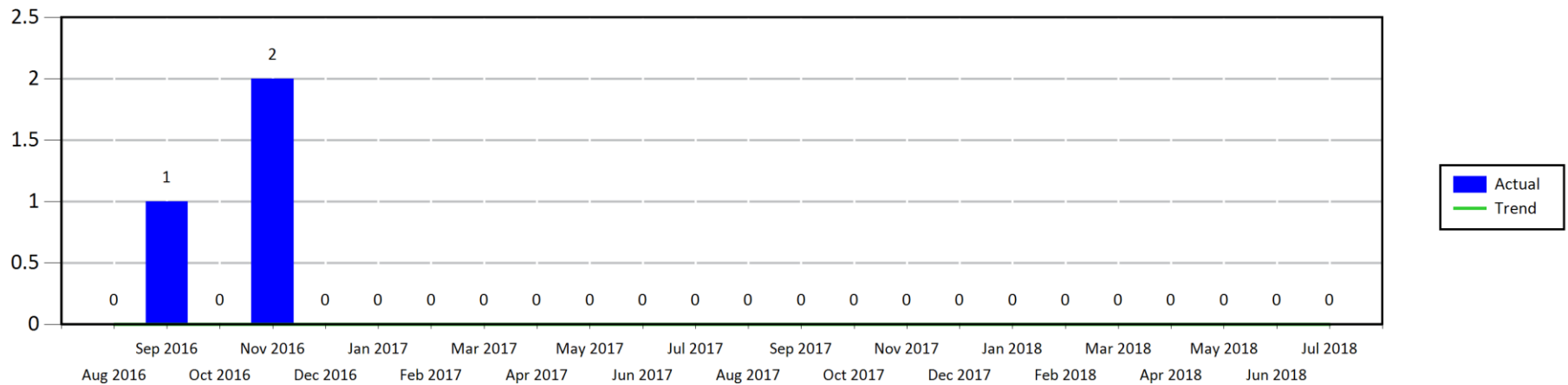
KPI Title	Period	Time Frame	Period Actual
RES11-Number of people rescued at fire related incidents-Wiltshire Area	Month	Jul 2018	0



KPI Title	Period	Time Frame	Period Actual
RES12 - Number of people rescued from RTCs - Wiltshire Area	Month	Jul 2018	0



KPI Title	Period	Time Frame	Period Actual
RES13 - Number of people rescued from flooding - Wiltshire Area	Month	Jul 2018	0



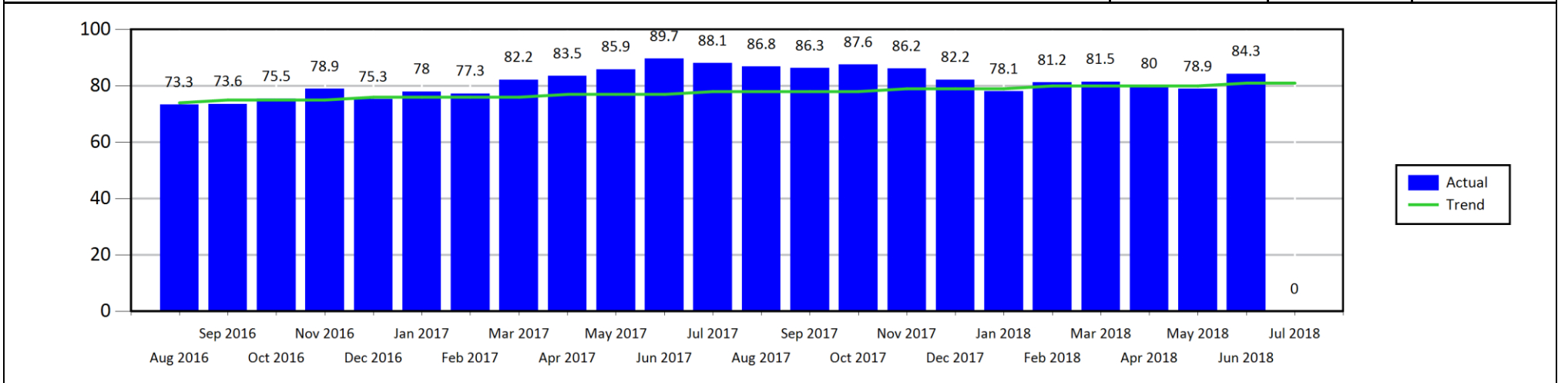
KLOE 11: How are our operational staff prepared for the identified hazards and risks associated with the range of incidents they are likely to attend?

Actions

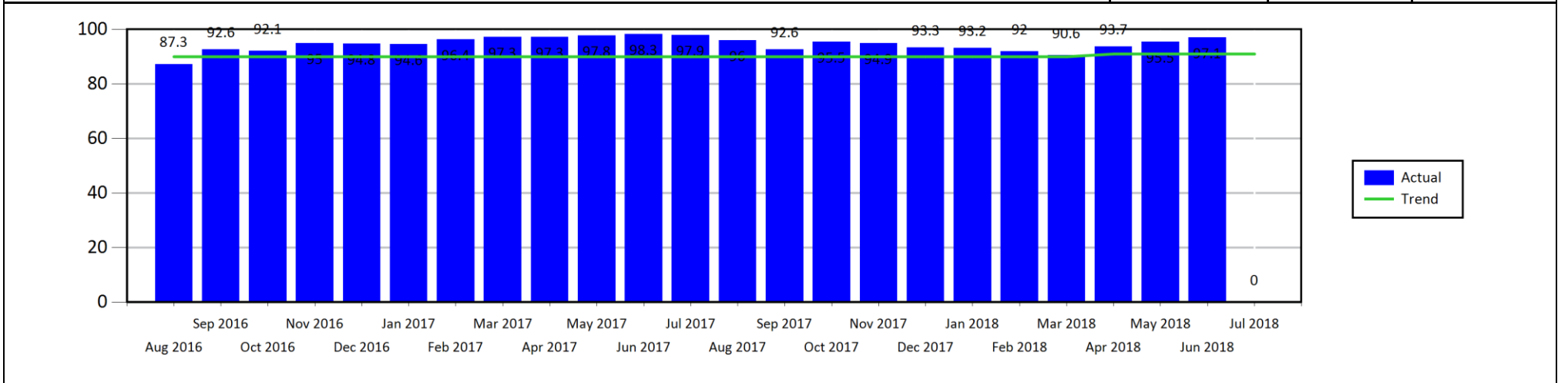
Action Code	Action Name
1.3.3.15	How are our operational staff prepared for the identified hazards and risks associated with the range of incidents they are likely to attend in Wiltshire?
<p>Progress comment:</p> <p>Extensive work has been undertaken to continue to ensure that all operational personnel are afforded the opportunity to maintain an appropriate level of competence that is necessary for them to undertake their role efficiently, effectively and safely.</p> <p>Operational training has continued to be a key focus of Wiltshire AMT to ensure that all firefighters are competent within their respective roles.</p> <p>As a direct result of this focus, operational licence figures improved over the past 18 months. However, in the fourth quarter of 2017/18 the overall figure for all Wiltshire operational staff showed a slight decrease in overall competence. Through targeted management this trend has been corrected with figures showing a marked improvement to:</p> <ul style="list-style-type: none"> • Whole-time 97.1% • On call 84.3% <p>Wiltshire Area Management Team (AMT) continue to strive to achieve its own ambitious target of 100% for all operational staff. Where individual or stations are shown to have lower than acceptable levels of competence in Operational License, robust action plans were developed by Station Managers and On-Call Support Officers in conjunction with training support.</p> <p>Outcomes from premises and environmental risk inspections and reviews are promulgated to all operational crews to ensure that there was a common understanding of the relative risks across Wiltshire.</p> <p>Wiltshire Area Management team were key contributors to the Mobile Data Terminal replacement programme to ensure that identified risks and hazards were available to operational crews in all conditions i.e. removable from the vehicle, relevant and clearly displayed, durable and meeting the needs of operational staff. This allows key risk information and up to date operational procedures to be readily available at the incident ground.</p>	

Key Performance Indicators

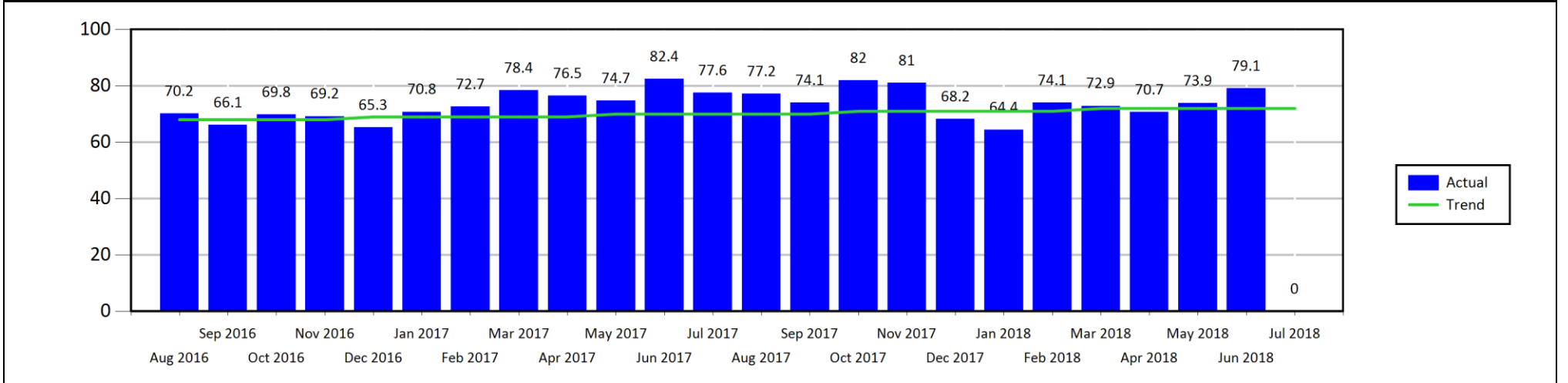
KPI Title	Period	Time Frame	Period Actual
Percentage competent in Operational Licence - Wiltshire Area RDS	Month	Jul 2018	0%



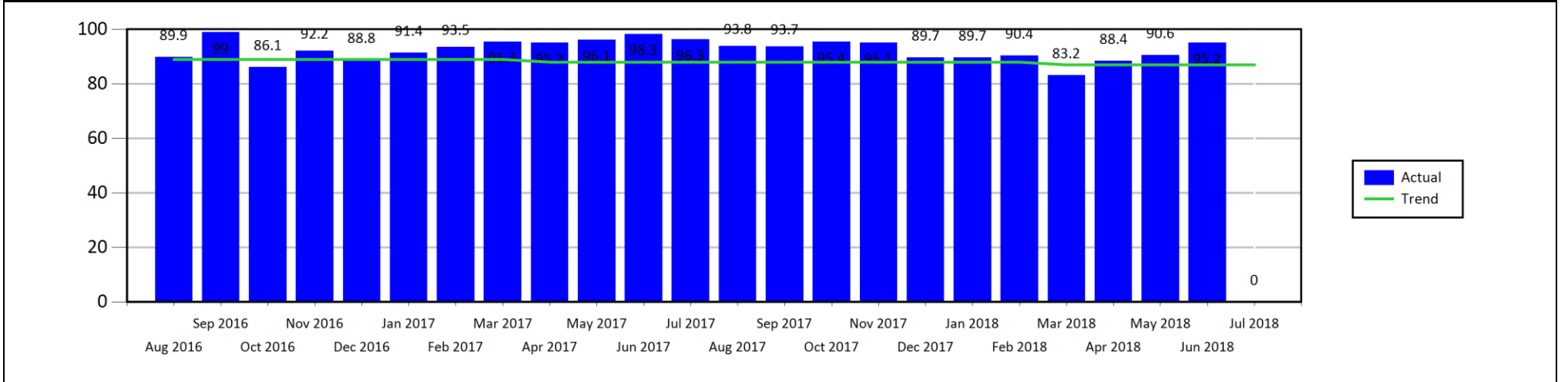
KPI Title	Period	Time Frame	Period Actual
Percentage competent in Operational Licence - Wiltshire Area WDS	Month	Jul 2018	0%



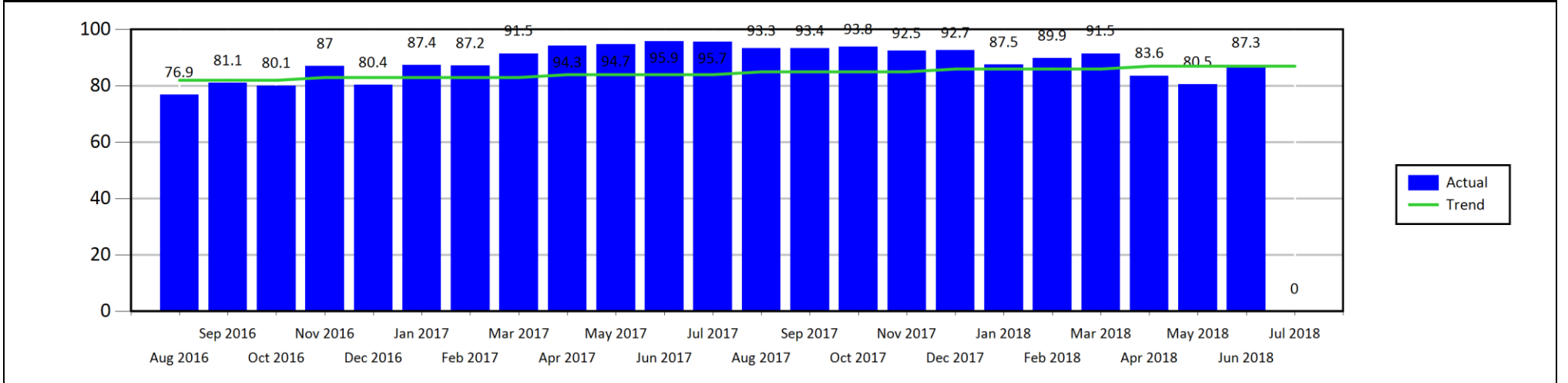
KPI Title	Period	Time Frame	Period Actual
Percentage competent in the BA modules of the Operational Licence - Wiltshire Area RDS	Month	Jul 2018	0%



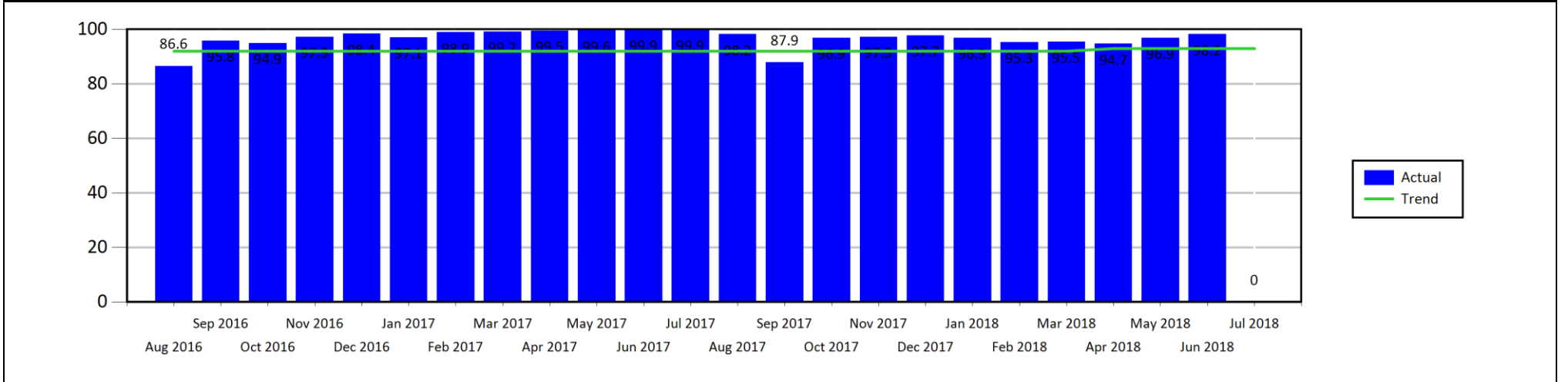
KPI Title	Period	Time Frame	Period Actual
Percentage competent in the BA modules of the Operational Licence - Wiltshire Area WDS	Month	Jul 2018	0%



KPI Title	Period	Time Frame	Period Actual
Percentage competent in the RTC modules of the Operational Licence - Wiltshire Area RDS	Month	Jul 2018	0%



KPI Title	Period	Time Frame	Period Actual
Percentage competent in the RTC modules of the Operational Licence - Wiltshire Area WDS	Month	Jul 2018	0%



KLOE 12: How do we learn from operational and community risk; to improve the response services we provide?

Actions

Action Code	Action Name
1.3.4.7	How do we learn from operational and community risk in Wiltshire; to improve the response services we provide?
<p>Progress comment:</p> <p>Outcomes from multiple risk identification work streams inform the wider Service of the necessary inputs in order to mitigate and where possible reduce the risk to the public and firefighters. This was achieved by capturing and feeding back learning points and notable practice from operational incidents.</p> <p>This also included a review of the operational training to meet the risk, provision of risk information to responding crews to ensure consistency in understanding, and a review of the weight of response, thereby ensuring that the most appropriate vehicles with the correct number of trained firefighters are mobilised in the first instance.</p> <p>Managers were automatically mobilised to a range of incidents to carry out operational quality audits. This learning was utilised to inform future training through directed training, future procedural and equipment changes.</p> <p>Furthermore, all personnel participate in incident debriefs immediately after an incident as well as structured debriefs for significant or notable events. These are achieved through command debriefs which are organised by the AMT for larger incidents and any operational learning was fed back into the Service to attain organisational development and improvement.</p> <p>A multi-agency debriefs took place following the major incident in the Salisbury area in which Wiltshire crews and officers were heavily involved. Subsequently lessons identified through this process were being applied in the ongoing major incident in Amesbury/Salisbury.</p> <p>All the Wiltshire Area Management Team are trained in the use of the Operational Effectiveness database which has been fully implemented across Wiltshire to enable effective reporting of notable practice as well as areas of operational improvement.</p> <p>Wiltshire Group are ensuring that this system is fully utilised by undertaking monthly performance management reviews of submissions and outcomes in conjunction with the Response Support department.</p>	