



DORSET & WILTSHIRE
FIRE AND RESCUE

Annual Report 2017/18



PASSIONATE ABOUT
CHANGING & SAVING LIVES

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Introduction



Ben Ansell,
Chief Fire Officer



Cllr Spencer Flower,
Chairman

This is our second Annual Report for Dorset & Wiltshire Fire and Rescue Service and the Authority that is responsible for it. Last year was once again very busy, with new and emerging challenges. There is still more work to be done to cement the task of bringing two former fire and rescue services into one, but we have made significant progress against our plans. We also remain absolutely focused on delivering the best possible service to the communities we serve.

Last year we attended 13,924 operational incidents where people needed our urgent help. Whilst we will always continue to provide this important service, we do a lot of work to prevent fires and

accidents from happening in the first place. To help ensure that commercial and public premises are legally compliant and safe, we work closely with owners who run commercial buildings or developers planning to build them. Last year we engaged with hundreds of local businesses and responded to nearly 1,500 building control applications as well as undertaking more than 1,200 fire safety audits.

We also work hard to identify the people likely to have a fire and speak to them about reducing their risk with wide-ranging safety advice and by fitting free smoke alarms. Last year we completed almost 12,000 safe and well visits in higher risk homes. Whilst talking to this group of more

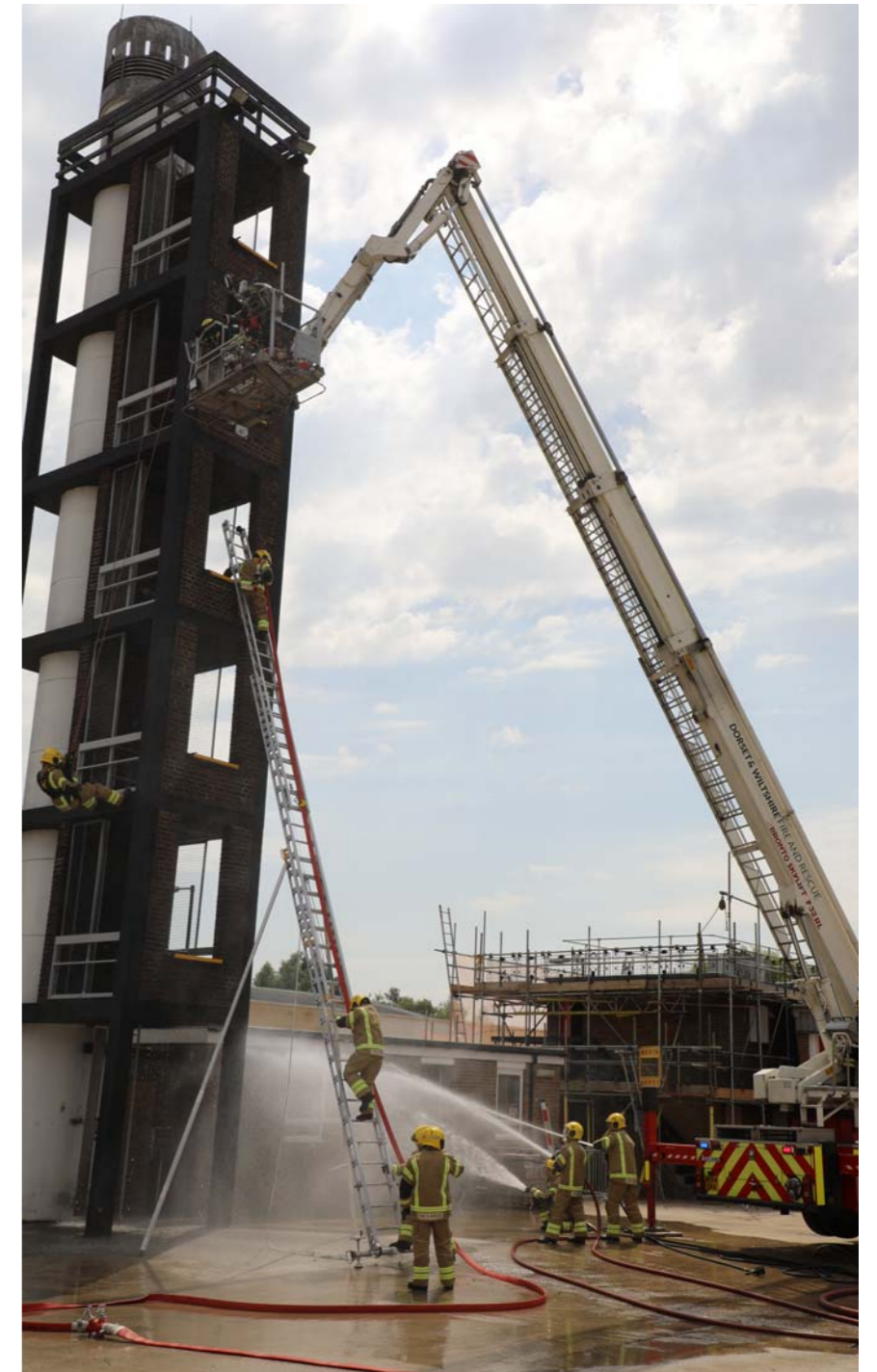
vulnerable people, we also try to help them to improve their wellbeing by providing advice and signposting them to where they can find support with any additional needs they may have. For example, during our safe and well visits we check for frailty, assess the person's ability to stay warm, their risk of falling in the home and we also offer crime prevention support. By making referrals to partners with the agreement of people who need additional support, this helps to reduce the pressures and costs for our partners in the ambulance, police and NHS in the longer term.

We continue to be focused on working with young people to help to keep them safe and encourage them to

make informed life choices. Last year we worked with thousands of children and young people who received safety education talks and we also ran a significant number of programmes for younger people. To help us educate more people about reducing risks and making safer choices, we are looking to expand the network of safety centres we support to include a new centre in Swindon. To help make our roads safer, we also delivered road safety education to nearly 19,000 young people including hundreds of army personnel from across Dorset and Wiltshire.

Finally, whilst this Annual Report gives you a flavour of what has happened last year, our Community Safety Plan 2018-22 sets out our future direction. This plan is available on our website or by contacting us.

We hope you enjoy reading this Annual Report.



About us

Your fire and rescue service

- Serves over 1.45 million people.
- Covers Bournemouth, Dorset, Poole, Swindon and Wiltshire - an area of around 2,500 square miles.
- Delivers the service through a fantastic team of firefighters, control staff, non-station based staff and corporate staff including a large number of enthusiastic volunteers.
- Uses 74 fire engines and a number of specialist vehicles and over 50,000 pieces of equipment.
- Operates from 50 community fire stations and a number of other key buildings.



When you think of fire and rescue, you probably think of our emergency response service. However, this is only one part of what we do. To help us focus our thinking and resources, we have five priorities aimed at improving the safety and quality of life for

everyone who lives in or visits the beautiful counties of Dorset and Wiltshire.

This Annual Report gives you an overview of our performance over the past year against our priorities.



Making safer and healthier choices



Key headlines



Overview

Last year we delivered safety education talks and youth intervention programmes to over 22,000 children and young people. Our youth intervention programmes continue to be very well received. We delivered 22 youth courses last year with over 240 attendees, all helping to deliver positive outcomes for the young people and adults who attended.

From 1 April 2017, we undertook 11,905 Safe and Well visits at the homes of higher risk vulnerable people. Our visits provide advice and information not only on how to drive down the risk from fire, but also how people can improve their overall health and well-being. By doing this, we are seeking to provide support for those experiencing

frailty, issues with keeping warm, those who may risk falling in the home, people suffering from mental health issues and we also offer crime prevention advice. By working with partners in public health, local authorities, social services and the police, our approach helps to reduce the demands on these services and, as a result, saves money.

To help us target those who are more vulnerable, we have invested in software that allows us to target community risk and we have been working hard to increase the amount of partnership data available to us through initiatives such as Single View in Wiltshire and the Dorset Information Sharing Charter in Bournemouth, Dorset and Poole.

We also have a number of portable misting units which can be fitted as a temporary measure in the homes of very vulnerable people, who often have significant mobility issues. The 'Orion Network' which uses transmitters and repeaters on our fire stations, allows our Service Control Centre to be notified automatically should the portable misting units activate and a suitable response is then sent to help.

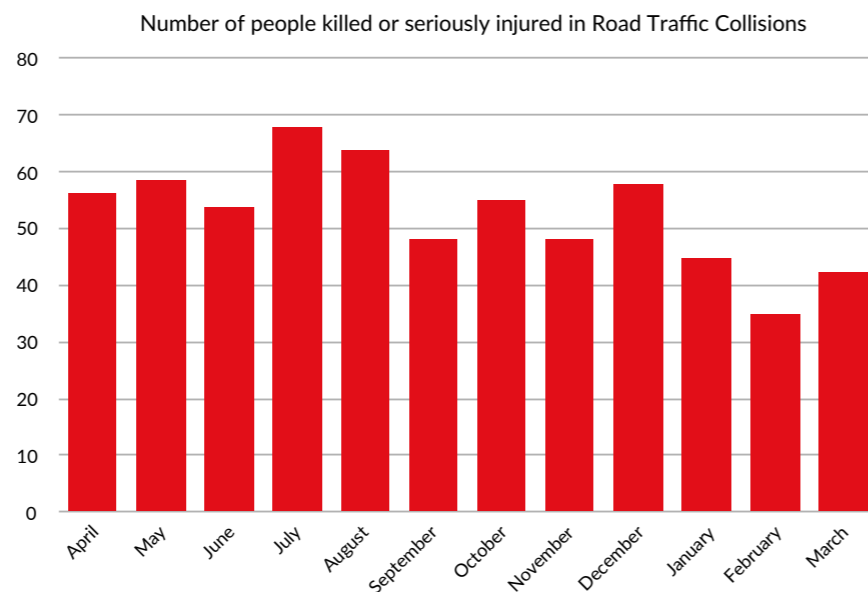
We continue to focus on educating young drivers aged 16-24. The main education programme is through Safe Drive Stay Alive Roadshows. These are delivered in partnership with the Police, Ambulance and the NHS and supported by volunteers. They are focused on schools and colleges and we have delivered road safety

education to 17,184 people from across Dorset and Wiltshire. In addition, 24% of the British Army are located within the Service area and statistics indicate that Army staff are 161% more likely to

be involved in a road traffic collision than the rest of the UK population. As a result, we have focused some of our efforts on this high-risk group, delivering our roadshow to 1,800 Army personnel.

Leading to:

- Increased awareness and a reduction in the risks of accidental and preventable fires in the home starting.
- More young people and military staff aware of the devastating effects road traffic collisions can have on families and communities.
- Less anti-social behaviour and arson.
- More young people reaching their potential through working with families, children and young adults.
- More protection and support for vulnerable people so they can live fulfilling, independent lives.
- Less hospital admissions for vulnerable people.



Case study

James* was referred to our Prince's Trust Team programme by his key worker at the supported housing accommodation he was living in.

He openly admitted to having substance misuse issues and had been unemployed for about six months after struggling to complete a college course.

James turned up sporadically in week one and struggled to engage in the programme, but week by week he started to get involved and gain more confidence. After building positive relationships with the other team members, James excelled in his work experience placement and turned up in week nine of the course with a different attitude and appearance. Through support from the Team Assistant, a secondee from the British Army, James was fast tracked to an initial interview for the Army, which he successfully completed.

James is continuing to live a life without substances and is looking forward to proving to family, friends and himself just what he is capable of.

* Name changed.

Moving forward

Across our education and youth intervention programmes we continue to look for opportunities to strengthen our work across the public sector, with voluntary agencies, the military and blue light services. This is to make sure we are maximising the positive impact we have on communities and individuals and that we are contributing towards wider health outcomes.

Our youth intervention and education programmes, such as Salamander, Safer People and Responsible Communities (SPARC) and the Prince's Trust Team programme; along with our driver education work and the work we do in promoting wider health and wellbeing are complemented by activities and events which take place at the SafeWise safety centres. We also support SafeWise financially in conjunction with partners and other key stakeholders.



Protecting you and the environment from harm



Key headlines



Overview

During 2017/18 our fire safety protection activities focused on buildings where there is a sleeping risk and we particularly targeted residential care homes, accommodation above commercial units and houses in multiple occupation. However, following the Grenfell Tower fire in June 2017, our fire safety teams'

work was dedicated to high rise premises. The work involved reassuring residents and supporting building owners through testing times. Every residential premises of five or more floors (180 across our Service area) was inspected and, importantly, they were all deemed to be safe.

Our teams have also been working with Local Enterprise Partnerships to offer support to a wide range of businesses on fire safety issues with partners such as Trading Standards, Environmental Health and Building Control. We are also using social media to pass business safety messages in a timely fashion to support business leaders on key safety areas.

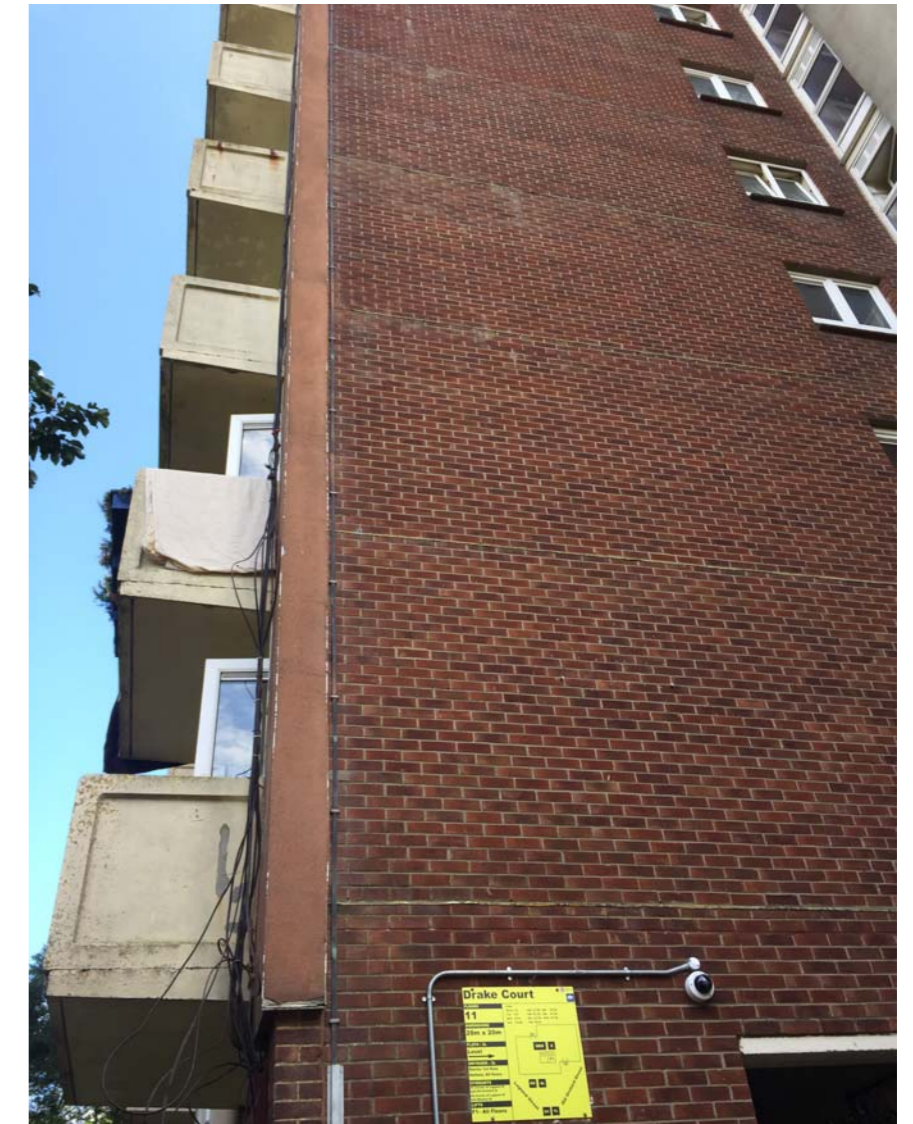
work enables them to achieve greater consistency in fire safety compliance within their premises.

We take our approach to safeguarding very seriously with 24/7 arrangements in place to manage safeguarding referrals. All personnel with safeguarding responsibilities received additional training appropriate to their role.

Operational crews have continued to gather and review information and intelligence on key risks within their areas to help ensure that they are prepared for emergency incidents should they occur. We have also invested in improved technology to assist operational crews to get timely data to support their roles.

Our fire safety team undertook 1,230 fire safety audits and responded to 1,498 building regulations consultations as part of our statutory duties. We have been actively engaging with hundreds of local businesses to raise awareness of their fire safety responsibilities and, where necessary, to drive down the number of false alarm calls generated by faulty systems or misuse.

The Primary Authority Scheme enables businesses to use one fire and rescue service to provide consistent fire safety advice across all of their premises, irrespective of location. We are the national lead for all fire safety matters for a number of organisations including Aster and Colten Care, the Royal National Lifeboat Institution (RNLI) and Oak Furniture Land. Our



We are fitting high rise information plates to help our crews keep people safe

All high-rise buildings are included in the site-specific risk information process and we use our Community Fire Risk Management Information System to identify Grade 1 and 2 listing status, so that these premises are included in our intelligence gathering for operational incidents.

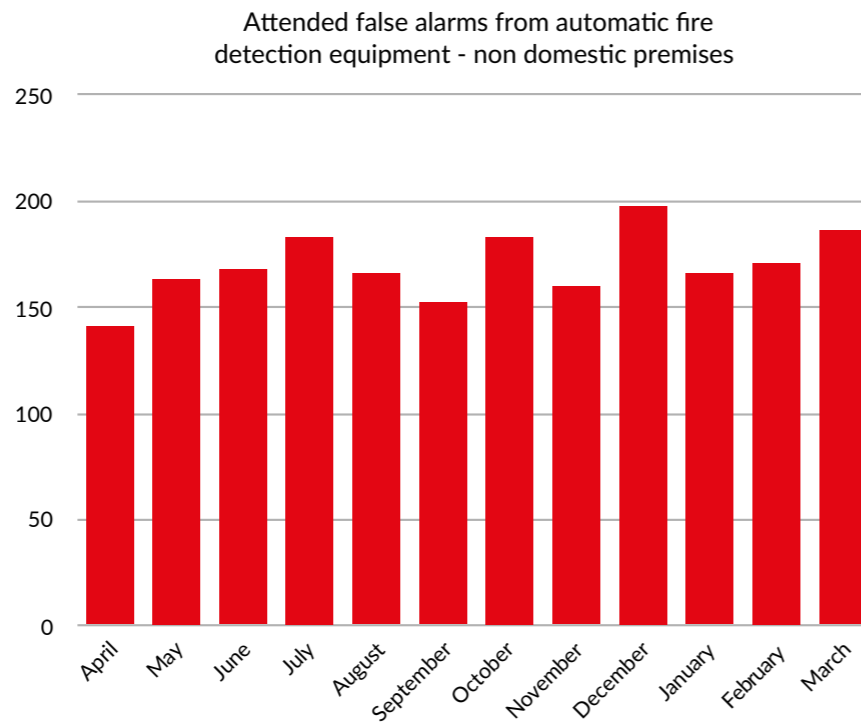
We have maintained our active role within both Local Resilience Forums that operate across our Service area, contributing to the assessment of community risks and developing plans to respond should those risks result in an emergency. This includes making sure the plans are tested.

Moving forward

We will continue to have a pro-active approach to providing business support and education aimed at promoting residential and commercial sprinkler systems, alongside raising awareness of fire safety responsibilities and compliance. We are further strengthening our training to help identify safeguarding concerns and ensure that appropriate action is taken if a concern for a child or adult is raised.

Leading to:

- Fewer injuries, preventable fires, deaths and accidents.
- Less damage to our areas of wildlife.
- Less disruption from extreme weather.
- Fewer false alarms and unnecessary call outs.



Case study

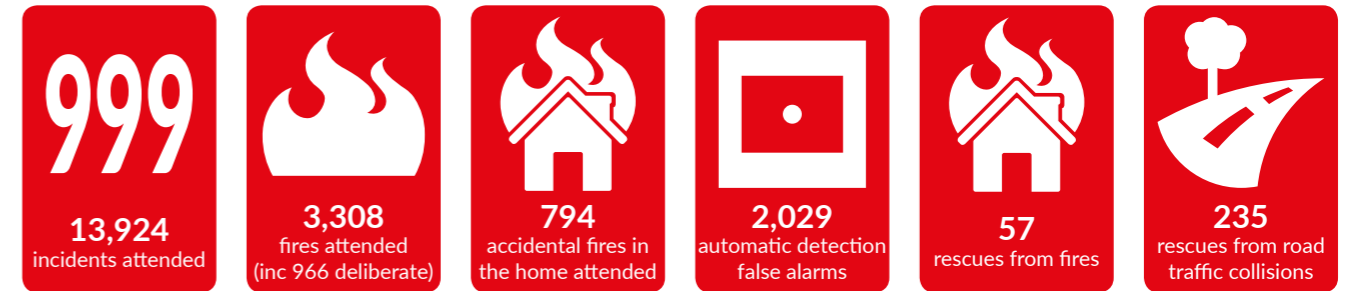
Following the Grenfell Tower tragedy, the Fire Safety Team was pro-active in making sure all of the high rise residential buildings within Dorset and Wiltshire were safe and that issues being raised as a result of the tragedy were managed in a professional and timely manner to make sure the public remained safe. Operational teams

also made sure that, should an incident in a high rise building occur, they had the most up to date information available on all of the buildings and that their procedures had been tested. Fire Safety teams across the Service continued to work proactively with all local authorities to educate and raise standards in fire safety regulation compliance.

999 Being there when you need us



Key headlines



Overview

Last year we attended 13,924 incidents including 3,308 fires; 966 were deliberately set fires and 794 accidental fires in the home. These figures indicate a small increase in the numbers from the previous year. We also rescued 57 people

from fires and 235 from road traffic collisions. Sadly, there were also ten deaths in fire related incidents, of which the Coroner has so far determined that seven were caused by fire. We have set our emergency

response standards to focus on life risk. For sleeping risks, we aim to arrive within ten minutes (for the first appliance) and 13 minutes (for the second appliance) from the time the call is received by our Service Control

Centre. We achieved this standard on 71.2 % and 65.1% of occasions. For other buildings (i.e. those not classified as a sleeping risk), our standards are ten minutes and 15 minutes for the first and second appliances. We achieved these standards on 67.9% and 64.1% of occasions.

We know that our ability to achieve our response standards is not always possible because of where people live and where our fire stations are. However, we continue to work hard to help identify the most vulnerable in our communities, allowing us to focus our efforts on fire safety and prevention activities.

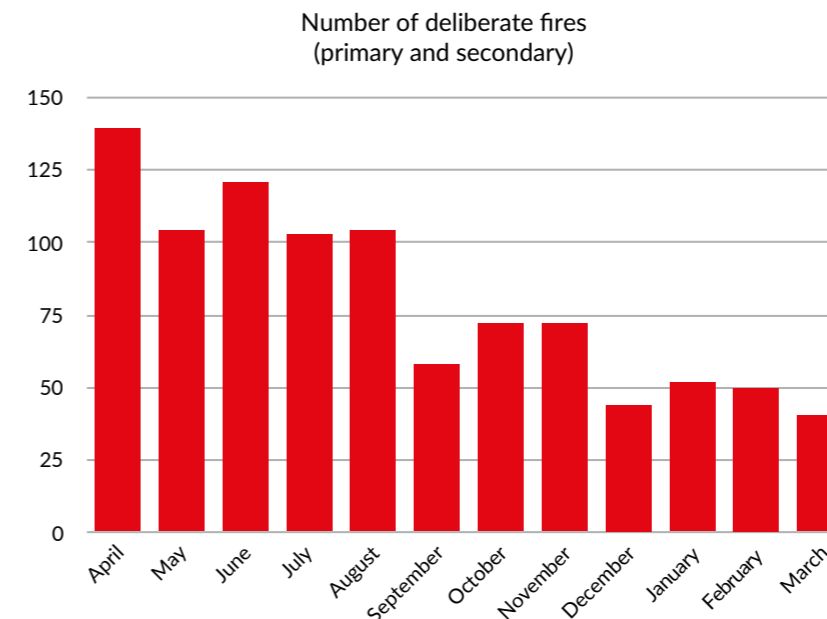
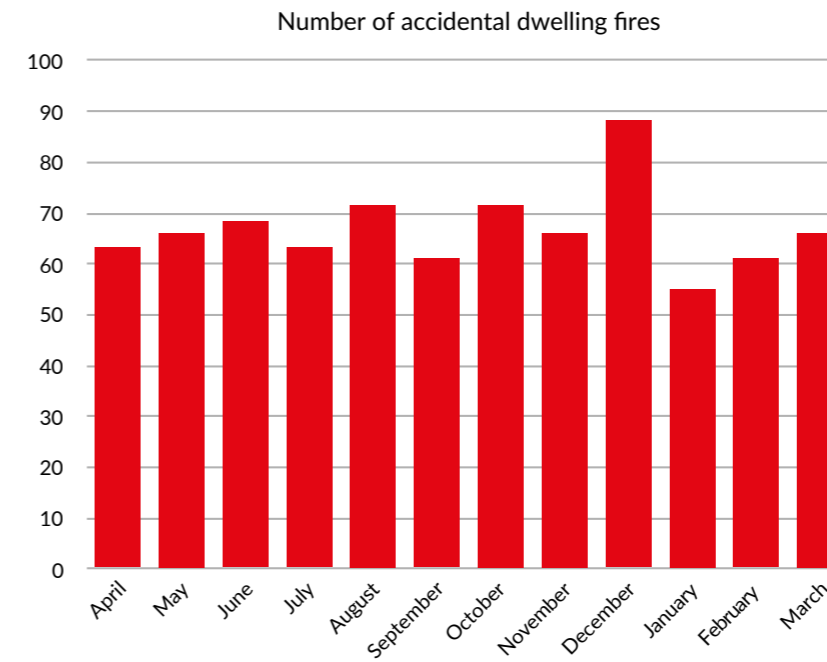
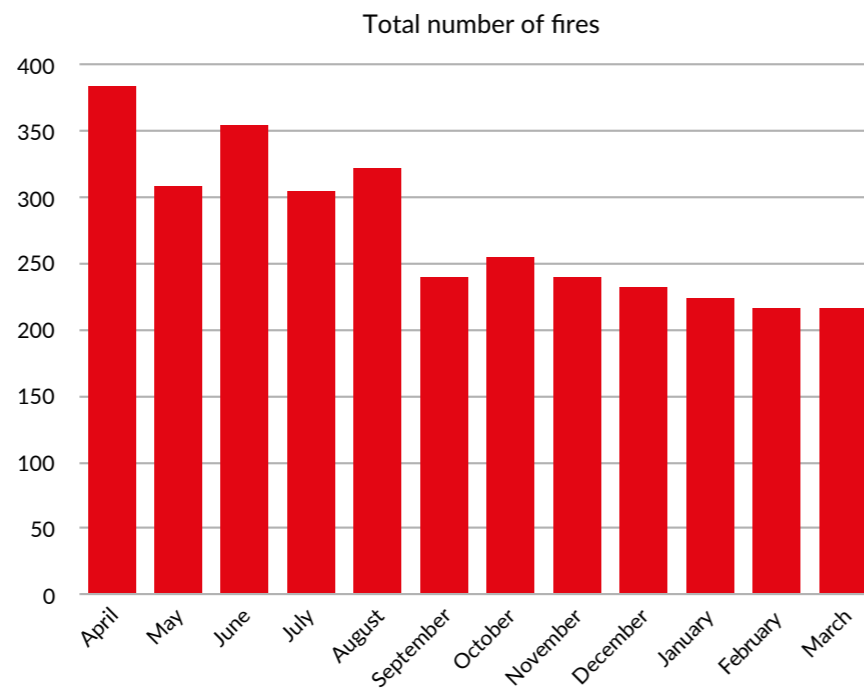
To ensure that operational firefighters are safe to carry out their roles effectively, we have continued to develop and invest in how we help them to acquire, apply and maintain their operational competences. This includes focusing on priority areas through individual operational licenses which allow them, and the Service, to be confident they can fulfil all of the safety critical aspects of their role, including incident command.

A key element of incidents is capturing the learning points. We achieve this through a comprehensive debriefing process and our operational effectiveness

database. Where an incident requires organisation to work together in an emergency, we review our performance collectively to ensure we have operated together as effectively and efficiently as possible.

Leading to:

- Fewer injuries and deaths from accidental and preventable fires.
- Safer roads with fewer road traffic collisions that result in injury and death.
- Fewer deaths and serious medical injuries.
- Safer firefighters and staff.



Moving forward

Our work during this year has built on the work we undertook in the previous year that focused on aligning our operational ways of working. Our training teams now deliver consistent training and assessment across the Service and we continue to perform strongly at operational incidents, both as a single agency and with other blue-light partners. We have also improved the mobile technology firefighters use to help ensure they have the accurate and timely information they need to do their job efficiently and safely.

Whilst our availability to respond to the range of emergencies that we face in our major towns and city is resilient, 85% of our response appliances are crewed by on-call duty system firefighters who mostly operate in rural areas.

Attracting, recruiting and retaining on-call firefighters continues to be a challenge locally and nationally. We have therefore been involved in local initiatives to try to improve the number of on-call duty system staff. As part of this work we have introduced on-call support officers while we continue to progress with an improved pay model through our on-call salary scheme.

Case study

A multi-agency exercise to test the Major Accident Control Regulation procedures was attended by 100 emergency services staff including 30 from DWFRS. The exercise tested the response to a

simulated mass detonation within an ammunition compound.

The debrief confirmed that suitable and sufficient plans were in place to deal with such an emergency.



Key headlines

 clean audit from external auditors	 110 freedom of information requests	83.3% of complaints resolved within timescales	 119 injury or ill health incidents reported	 below average costs per head	 at or below costs against a national 'basket of goods'
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Overview

The Authority has a Medium-Term Finance Plan in place, developed with Members. The plan demonstrates how the Authority will balance its revenue budget over the medium term, using reserves and balances as necessary. As the Authority achieved all of the savings identified in the Combination Business Case, the key areas of focus in 2017/18 were to ensure

that our requirements were scrutinised even more closely so that we could establish longer term sustainable budgets. In doing this, we also needed to make sure that we had the capacity and skills to continue to improve and become more efficient, helping us to deliver against the priorities in our Community Safety Plan.

Total Government funding for 2017/18 was £15.467m, leaving £38.019m to be raised from Fire Precept (Council Tax).

For 2017/18 our Band D fire precept figure was £70.59, compared to a national average for combined fire authorities of £74.44.

As well as ensuring sound financial management, we are also pleased that our internal and external auditors have not raised any significant governance issues. Each year we are required to provide an annual statement of assurance. The statement includes a number of links to the reports that assess our performance along with our Statement of Accounts, our Annual Governance Statement and our external assessment reports. These are all available from our website.

The commitment by the Fire Authority to gain British Standard Occupational Health and Safety Assessment Series 18001 by the end of April 2019, is progressing well and is on track.

There has also been good progress in developing a systems approach to asset

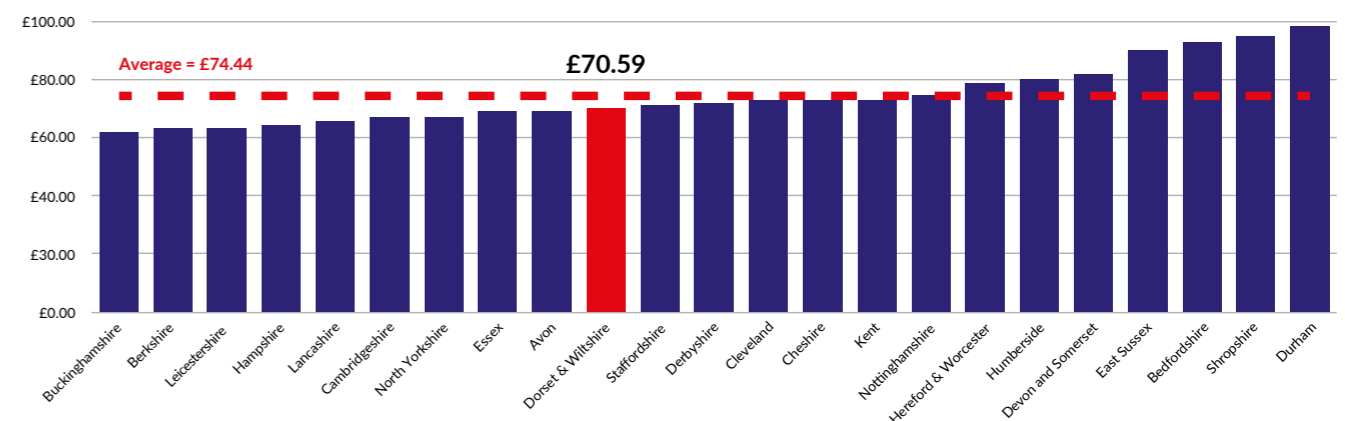
management in line with British Standards and our asset management strategy is on track. The integrated property asset management plan has been developed and partnership opportunities are being explored at a number of sites across the Service. Significant progress has been made in bringing together management information systems. This has enabled more efficient ways of working to be developed.

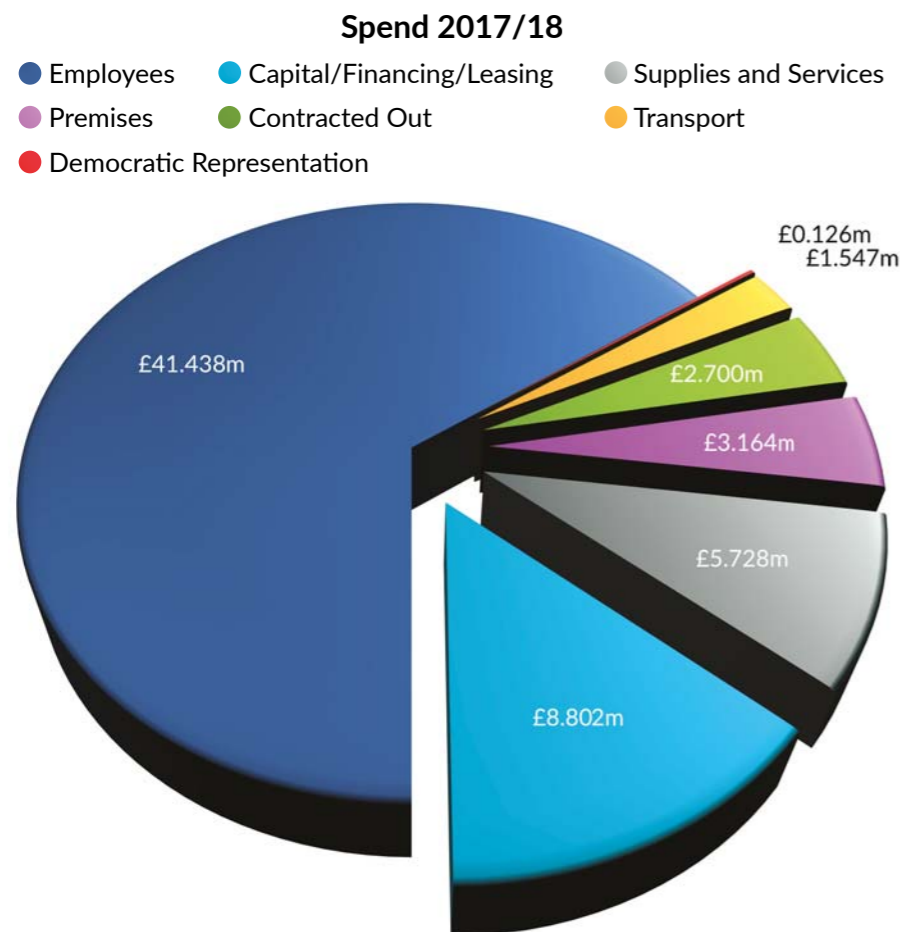
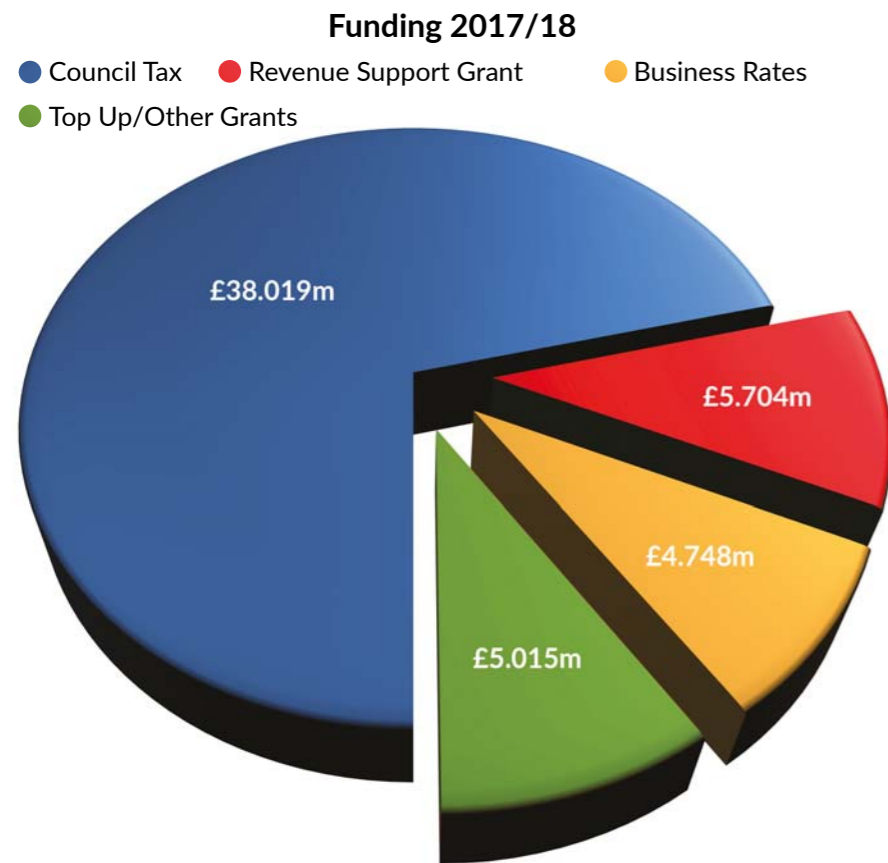
Our information, communication and technology (ICT) roadmap provides a five-year plan and is linked to our business plans that feed the medium-term finance plan. It is regularly reviewed and aligned with wider budget setting. ICT harmonisation continues with the Service having migrated to a new staff intranet and Office 365, in line with our smarter working programme.

Leading to:

- A stronger, more financially stable fire and rescue service putting as much money in the frontline as we can.
- Making our budget work harder so we can withstand reductions in central Government grant while ensuring that financial support goes where it is needed most.
- Maximising usage of buildings and minimising their running costs.
- Being more cost-effective by working more closely with other emergency services and local authorities.
- Improved work life balance for our staff.
- A reduced carbon footprint, fewer unnecessary journeys and more cost savings.

Band D Fire Precept 2017/18





Moving forward

Although we have achieved the savings identified through combination, plans to bridge our financial gap remain very challenging. We recognise that we need to respond to this by continuing to further strengthen our approach to value for money, reducing costs, finding savings and improving outcomes with fewer or the same resources. To achieve this, we will build upon our relationships with neighbouring emergency services and other key partners, so that we maximise the flexibility of service delivery to allow us to match resources to risk without compromising firefighter safety. We will also have completed our convergence programme following combination, with the Service operating in a unified way that is fully transparent, accountable, efficient and effective. This will be validated by external scrutiny which will include the planned inspections that will be undertaken by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

Case study

We led a group of fire and rescue services who wanted to upgrade their in-vehicle Mobile Data Terminal devices. We wanted to help the group achieve greater savings by standardising the requirement and aggregating the volume required. Taking these

higher volumes to market meant the opportunity for greater savings.

The combined procurement brought together common requirements, including installation, for seven different fire and rescue services and totalled 763 devices. This achieved an

indicative saving of 26% when compared to a blend of average bid prices and market pricing (where available).

This was equivalent to a total saving of approximately £800,000 for the customers who took part, of which the Service saved £236,000.





Developing and supporting our people



Key headlines



significant progress against issues from staff survey



positive action recruitment campaign



simplified values and behaviours framework



falling absence rates for on-call & corporate staff



below average gender pay gap

Overview

Mindful of our ageing workforce and our corporate target to increase the diversity of our workforce, we have put in place workforce and succession plans to ensure we have the right people, with the right skills in the organisation when we need them. This starts at the point of attraction and we have reviewed our recruitment literature to ensure that applicants are

well informed and have a good understanding of the varied career opportunities that we offer. We have carried out an external review of our recruitment processes and have developed an action plan to further streamline and enhance the work that we do in this area. As part of this work we have also invested in our E-recruitment system to improve its

functionality. Work has also been undertaken to improve how we identify and develop people through our approach to talent management. Our approach sets out to deliver outcomes for the individual and the Service that are aligned to our values and behaviours framework that form the foundations of our emerging approach to leadership development.

Opportunities to make use of new apprenticeship training and the associated levy funding continue to be explored in the context of wider workforce planning activities. An outline of the progress we have made in introducing apprenticeships is included in Appendix A (page 27).

We continue to make good progress with e-learning and we are developing a blended approach to our learning and development activities using e-learning to provide essential knowledge prior to attending workshops or training courses. This allows more time at face-to-face events to focus on skills and behaviours and, in some cases, means that the length of time spent on training can be reduced.

The Service has forged an exciting partnership with the Royal National Lifeboat Institution co-designing Leadership Programmes. This multi-agency programme will be a key foundation for developing our leaders and for operational members of staff attending the programme it includes a joint approach to incident command development and assessment.

Our Occupational Health provision has successfully moved to our new provider and we are working closely with them to develop new ways of working, using their expertise to support the introduction of a range of proactive health initiatives in accordance with the agreed contractual arrangements.

A comprehensive staff engagement plan is in place which is monitored on a quarterly basis to make sure that we continually improve employee engagement.

Moving forward

The health and well-being of our people is of the highest importance and we continually strive to offer effective support to all our staff groups. We recognise that we must develop more innovative and flexible employment models to attract and retain the highest calibre staff. We also recognise that our recruitment processes need to continually evolve to make sure that they are proportionate and streamlined so that any barriers to attracting

Leading to:

- An increase in the diversity of our operational workforce.
- Having sickness absence no higher than the average reported for other comparable fire & rescue services in England.
- Improved work-life balance for our staff.
- The development of our staff that provides them with the skills and behaviours to be able to drive forward continual improvement within the Service.

the best candidates are challenged and removed. Our current gender pay gap of 11.9%, although lower than the national figure of 18% based on full and part-time workers (Office for National Statistics, 2017), is also an area we want to address. It is therefore crucial that our approach to workforce planning continues to evolve to promote and enhance our employer brand.

When people enter the Service, we will make



sure that they continue to receive the right training and development to ensure they have the technical and personal skills required to undertake their role. This training will be delivered flexibly right across our Service area and to all staff groups. This approach will continue to make sure we have cost effective delivery

models that are evaluated to make sure they provide value for money.

We will be focused on identifying and nurturing talent through our leadership programme. Access to leadership development will continue to be triggered by real work activity and 360-degree feedback. Our

programme with the Royal National Lifeboat Institution will be embedded and other key partners from across the public sector will also be involved. Our approach will allow people to maximise their potential and enable everyone to flourish within a positive working environment that champions diversity and inclusion.

Case study

Our positive action campaign #BeOneOfUs was launched in October 2017. Posters, leaflets and banners were produced and our website included a link to an inspirational promotional video about a career in the Fire and Rescue Service and provided a structured 12-week fitness programme

for potential applicants to follow.

Six 'have-a-go days' were held across the Service area and encouraged those attending to carry out some of the practical elements of the role such as hose running and wearing breathing apparatus. We will be extending the use of the #BeOneOfUs brand

across all staff categories commencing with updating our recruitment banners which are outside our fire stations.

The positive action team who developed the #BeOneOfUs campaign received a Team Making a Difference Award in May 2018.



Equality, diversity and inclusion



Our Public-Sector Equality Duty requires us to:

- Eliminate discrimination, harassment and victimisation.
- Promote equal opportunity.
- Foster good relations.

Equality, Diversity and Inclusion (ED&I) are an integral part of our values and during the past twelve months we have worked hard to make sure that everyone recognises that meeting our duties is their responsibility. To enable this, we have introduced an ED&I committee. Members

of the Committee include Area Managers, Heads of Departments, Network Diversity Champions and Representative Bodies. The Committee is responsible for positively driving forward improvements in ED&I throughout the Service.

All new starters to the organisation receive input on ED&I as well as training in understanding our values framework.

As Stonewall Diversity Champions we have continued our work to create an inclusive workplace where gender identity, sexual orientation and wider

diversity is recognised and valued. At the beginning of the year we relaunched our FirePride Network and revitalised our FirePride Allies Programme. Our Strategic Leadership Team led the way and we now have over 100 people who have committed to becoming Allies.

This work has led to the development of a number of support groups. These include groups to support women and men, those with disabilities, people who identify as Black, Asian or Minority Ethnic (BAME) and those with Mental Health issues. In February 2018 we

signed the MIND Blue Light Pledge and introduced MIND Blue Light Champions to break the stigma of talking about mental health in the workplace. To date we have over 20 MIND Blue Light Champions who have signed up to the programme and are available as a listening ear.

At the beginning of 2018 we designed a new corporate rainbow flag, which proudly flies outside our headquarters at the Five Rivers Health and Wellbeing Centre in Salisbury. We have adopted the rainbow colours to represent wider diversity and have linked them to our values and behaviours framework. We also have a fire engine in rainbow colours to represent the work we are doing to foster good relations between the diverse communities we serve. This community fire engine has been used at many different events across the Service

including Pride events, local carnivals, college fresher events and at hate crime conferences.

We continue to work with our partner organisations across Dorset and Wiltshire to combat hate crime. In the Dorset area we have taken the lead by Chairing Prejudice Free Dorset, the pan-Dorset Hate Crime partnership. In Wiltshire we continue to be a part of the multi-agency group developing a Hate Crime Strategy for the area.

One of our specific ED&I objectives is to create a workforce which better reflects the community we serve. We acknowledge that this is not the case at the moment, especially within our operational workforce. However, we have been actively trying to improve the situation. In the last year we ran a number of positive action events to support our

recruitment for wholetime firefighters through our #BeOneOfUs campaign. We will build on the success of this programme in the coming year.

To further embed ED&I across our organisation we have developed an Equality Assurance Framework which is aligned to the national Fire and Rescue Service Equality Framework. This process has helped us to identify areas where we are making progress and to highlight areas where we need to improve. We also took part in the Stonewall Workplace Equality Index last year to identify areas where we need to make further improvement. This self-awareness will be used to prioritise work to make sure that we continue our journey to create an inclusive work environment where our people feel genuinely valued for who they truly are.

Looking forward

As your fire and rescue service we are always looking to improve what we do and how we do it. We have a great workforce that works tirelessly to help make Dorset and Wiltshire a healthier and safer place to visit and work.

Our Community Safety Plan 2018-22 sets out our future ambitions for the Service over the coming years. The plan sets our key priorities and what we intend to focus on including a number of key targets.



Our key priorities



Making safer and healthier choices

This is about educating people to the dangers around them and preventing risky behaviour.



Protecting you and the environment from harm

This is our legal obligation to keep buildings and businesses safe for people to use.



Being there when you need us

Our emergency service responds quickly to people who are in danger or distress.



Making every penny count

It is important we are well managed and that we spend our budget wisely, and maximise what we do with it.



Supporting and developing our people

Making sure our people are at the centre of everything we do; are well-led and have the right approach, knowledge and skills, is crucial to the success of our Service.

By working together with other agencies in a joined-up way, we can deliver our priorities and reduce demands on the police, adult

care, children's services and health services and many others. Ultimately, this saves us all money and makes the best use of our valuable

public-sector resources. Our Community Safety Plan and our detailed delivery plan is available on our website if you would like to know more.

Appendix A

Meeting the public sector apprenticeship target 2017-18

Recent changes to apprenticeship regulations mean that we had a target to employ an average of at least 2.3% of our staff as new apprenticeship over the period 1 April 2017 to

31 March 2018. We were required to have regard to this target in making workforce planning decisions, either for new recruits or as part of career development for existing staff.

The following figures have been submitted to the Department for Education through our Apprentice Service Account for the period 01/04/2017-31/03/2018:

Figure A	Number of employees whose employment began in the reporting period in question	152
Figure B	Number of apprentices who began to work for us in that period and whose apprenticeship agreements also began in that period (This includes employees who were already working for us beginning their apprenticeship, as well as new apprentice hires)	2
Figure C	Number of employees employed by us at the end of the period	1364
Figure D	Number of apprentices who work for us at the end of the period	8
Figure E	Figure B expressed as a percentage of figure A	1.32%
Figure F	Figure D expressed as a percentage of figure C	0.59%
Figure G	Number of apprentices who worked for us immediately before that period. (Included as it is our first reporting period)	6
Figure H	Headcount on the day before the first day of each reporting period in the target Period	1321
Figure I	Figure B expressed as a percentage of figure H	0.15%

The Service has had regard to the new target, with all Heads of Departments encouraged to consider apprenticeships as part of their workforce planning reviews. This was for existing members of staff as a development opportunity or for any new appointments.

We have also been actively involved in a number of Trailblazer groups, working to develop new Apprenticeship Standards. For example, the

new Firefighter Standard and recently we have joined the Trailblazer for Business Fire Safety Inspector Standard. We have also provided feedback for the Community Safety Trailblazer standard.

Unfortunately, the new Firefighter Standard was not available during 2017/18, which restricted our ability to move forward with our apprenticeship plans. Following the Firefighter

Standard's recent approval, we are looking to identify a suitable training provider to enable us to move forward with our plans.

We also face barriers in meeting our target given the composition of our workforce. This is because our on-call firefighters, who make up 45% of our headcount, are not eligible for apprenticeships because they work a limited number of hours.



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