Performance Report Quarter 2

Dorset & Wiltshire Fire and Rescue Service

Bournemouth, Christchurch & Poole Local Performance & Scrutiny Committee

1 July – 30 September 2019



Bournemouth, Christchurch & Poole (BCP)

Priority: 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?

Action Code	Action Name
	KLOE 1: How are we working with our partners in Bournemouth, Christchurch and Poole to reduce fire and other community risks to improve the well-being and independence of vulnerable people?

Progress comment:

We are continuing to work with partners to ensure that we are targeting resources at the most vulnerable and making every contact count. Our approach uses data and information to support the delivery of our prevention and education activities. We endeavour to identify those most at risk through a number of methods. This includes referrals from our partners, direct referrals from the public and uses specialist computer modelling software, Pinpoint and MOSAIC. The modelling software uses data sets and algorithms to help us determine where the most vulnerable in our communities are, and this is actively used to target resources.

We are also working to ensure we are contributing towards wider health outcomes. To help achieve this we have recently been invited to become a full member of the Bournemouth, Christchurch & Poole (BCP) Health and Wellbeing Board. Our aim is to contribute towards the strategic outcomes that are set out in the Sustainability and Transformation Plans (STP) for our Service area. By working with partners, we look to add value to key themes such as 'prevention at scale' through the on-going development and delivery of our Safe and Well visits and youth intervention initiatives.

The Safe and Independent Living (SAIL) scheme is currently the immediate focus within the STP in trying to move from a general reactive approach of treatment and care to having more emphasis on prevention and proactive care that will enable vulnerable people to live more independently. We will continue to work at a strategic level to strengthen relationships and generate a collective understanding of the potential role we might play in adding capacity to emerging STP delivery plans. This allows us to align our delivery plans and our evaluation to key priorities within Health and Wellbeing strategies.

Area Management teams continue to coordinate work and build on partnership arrangements across the Service area to see where we can add value. It helps to protect vulnerable people through active participation in community safety partnerships, safeguarding boards, strategic road safety boards, drug and alcohol governance boards; and in supporting the domestic abuse strategies through signposting, and our safeguarding arrangements.

We are working with the BCP Community Safety Partnership to raise the profile of arson and deliberate fires and their impact both on the Service and the community. Through sharing of intelligence on these fires, we will work collaboratively with partners to reduce them.

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

Action Code	Action Name
	KLOE 2: How are vulnerable people in Bournemouth, Christchurch and Poole receiving the support, advice and information they require to reduce their risk of fire?

Progress comment:

In quarter 2 we completed 1,059 Safe and Well visits. This is an increase of nearly 5% compared to the same quarter last year. 86% of these visits were carried out with occupiers classified as high to very high-risk vulnerable people. As our corporate target is to ensure that 90% of our planned Safe and Well visits are undertaken on high priority, high risk vulnerable people by 2020, we are close to achieving this target.

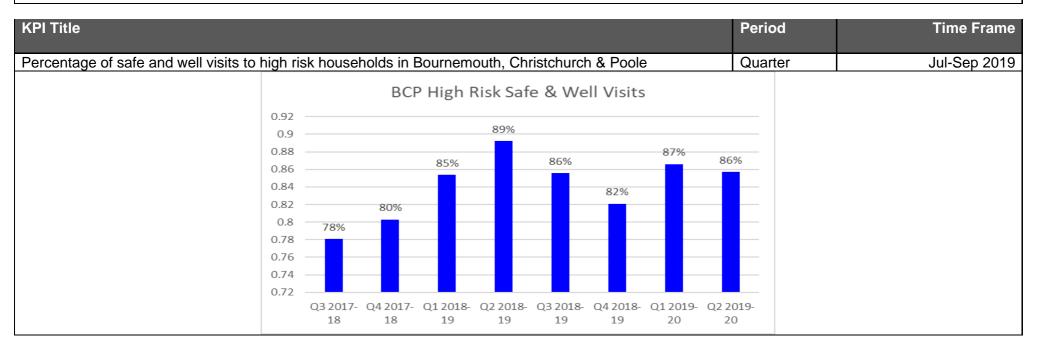
A pilot with the British Red Cross has commenced. This has been scoped out by the National Fire Chiefs Council and aims to increase referrals for people who have recently been discharged from hospital. Within the quarter we received 38 referrals and completed 30 very high-risk referrals. The pilot will finish in October when feedback will be drawn from nationally to look at a national memorandum of understanding. We will feedback to Members once we have an update on this. The pilot has enabled us to access and support some of those most vulnerable within the community, we're striving to attend these occupiers within ten working days. In tandem with this project the Safe and Well teams have been working with key hospitals to raise the profile of our work and set up referral mechanisms across primary care networks to target vulnerable people who are discharged from hospital.

Every call to a person who has collapsed behind a closed door is now being followed up by our team. Those who are known to meet our vulnerable target group are being approached by a Safe and Well advisor to see if they would like a visit. Others are being sent letters to encourage them to take up the offer of a visit. This has been running since the beginning of June 2019. Monitoring has revealed that 16% of these turn into visits.

One of the ways that we measure how Safe and Well visits help to reduce fire and other community risks is by our corporate target of achieving a 5% reduction in accidental dwelling fires (from the average achieved during the last five years). In this quarter there have been 56 accidental dwelling fires which is one more than the previous quarter and one less than the same quarter last year.

In this quarter there was one fire related death and five fire related injuries in accidental dwelling fires BCP. One fire death has also been heard at the HM Coroner's Court, and this has been recorded as an accidental fire death.

KPI Title				Period	Time Frame
Number of safe and well visits in Bourner	nouth, Christchurch and Po	ole		Quarter	Jul-Sep 2019
1	BCP 400	18- Q2 2018- Q3 2018-	1087 1037	2 2019-	



KPI Title	Period	Time Frame
Number of accidental dwelling fires, number of fire related deaths in accidental dwelling fires & number of	Quarter	Jul-Sep 2019
fire related injuries in accidental dwelling fires in Bournemouth, Christchurch & Poole		·

Bournemouth, Christchurch & Poole incidents	Q3 2017-18	Q4 2017-18	Q1 2018-19	Q2 2018-19	Q3 2018-19	Q4 2018-19	Q1 2019-20	Q2 2019-20
Accidental dwelling fires	25	53	61	57	54	54	55	56
Fire related deaths in accidental								
dwelling fires	1	2	0	0	0	0	0	1
Fire related injuries in accidental								
dwelling fires	1	4	1	3	1	2	0	5

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

Action Code	Action Name
	KLOE 3: How do we deliver our safety education to children, young people and communities in Bournemouth, Christchurch and Poole, helping them build safer and healthier lives?

Progress comment:

Education officers continue to target the following year groups in primary schools: Reception, Year 2, 5 and 6. In quarter 2, the number of children receiving fire safety lessons in school was 765 compared to 1,576 in the same quarter last year. Education officers visited 11 schools seeing 765 children. In this academic year, we have a new programme of targeting schools to offer visits, and at present have no concerns about contacting schools.

During this period, two primary school classes (60 children) from the BCP Local Authority area visited a SafeWise Safety Centre.

During the summer holidays six library visits were undertaken, teaching 78 children about drowning prevention. The Safety sessions delivered in libraries are short sessions aimed at younger children, giving an appropriate safety message with activities following the story.

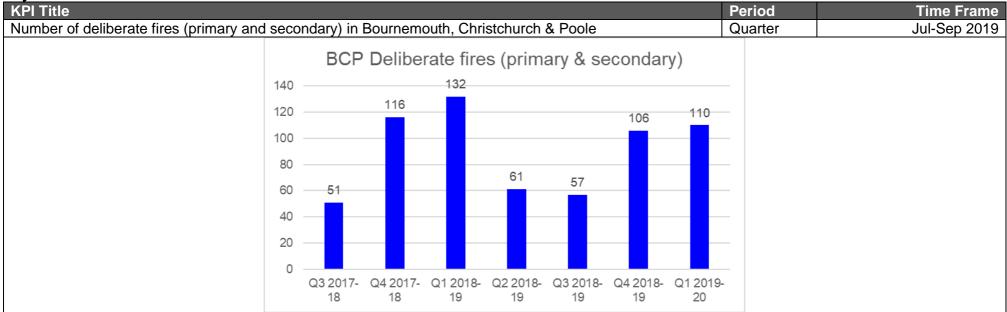
In September the education officer spoke to over 1,550 new students at the Freshers Fair at the Arts and Bournemouth University. Giving fire safety advice including cooking safety, the biggest cause of fires in university accommodation, and handing out spatulas with the cooking safety message.

Our youth intervention programmes provide some of the most vulnerable young people in our service area with personal development programmes to help educate young people in the dangers of engaging in risk taking behaviour. In Bournemouth and Poole this includes Safer People and Responsible Communities (SPARC), an intensive 5-day course for young people aged 12-17 who are at risk of engaging in risk taking behaviour.

The Prince's Trust Team 119 cohort graduated during their presentation ceremony on the 8 August 2019. This 12-week personal development programme supports young people aged 16-25 who are not in education, employment or training. A total of ten young people completed the 12-week course and all ten gained the Prince's Trust Employment, Teamwork and Community Skills qualification alongside a First Aid Level 3 qualification.

The Hamworthy Cadet Unit launched on 2 September 2019 and the 15 cadets have been learning about personal protective equipment (PPE) used by the fire service, radio communications and how to put up ladders and run out hose. The cohort is almost an equal mix of males and females and they are all engaging well.

This work contributes to our corporate target of achieving a 5% reduction in deliberate fires (from the average achieved during the last five years). In this quarter, there were 110 deliberate fires (primary and secondary) in BCP compared to 132 in the same quarter last year. Since 2014-15 there has been a gradual increase in deliberate fires year on year across the Service which is consistent with national trends. The Arson Reduction Coordinator has developed a five-stage action plan as part of an Arson Reduction Strategy to tackle deliberate fires.



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

Action Code	Action Name
1.1.4.1	KLOE 4: How are we delivering effective road safety education in Bournemouth, Christchurch and Poole to reduce road traffic deaths and injuries?

Progress comment:

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 (RTC). Our secondary aim is to assist the military and business drivers to improve their driver behaviour. The tertiary aim is to target all other road safety casualties.

We are now represented on all local Road Safety Partnership meetings in Dorset and BCP and the Service has representation on the Strategic Group, Road Death Overview Panel, Tactical Group, and education training and publicity meetings.

Working in partnership, our corporate target is to reduce the number of deaths and serious injuries in road traffic collisions by 40% by 2020 (against the average killed or serious injuries figures 2005-09). At present we are awaiting confirmed data from Dorset Police concerning the Killed and Seriously Injured (KSI) figures for RTCs across BCP.

There was one Safe Drive Stay Alive (SDSA) event held in this quarter.

Bikerdown is a road safety programme aimed at motorcycle riders. The programme is currently being set up in Wiltshire and is intended to be rolled out across the whole of the Service in the next few months.

The Older Drivers Forum is about keeping mature motorists on the road safely for longer; whether that's helping to give practical and informative help and support to continue driving or pointing them in the right direction for an assessment to identify their driving needs. The Service has supported the Road Safety Partnership to deliver four courses over the last quarter.

KPI Title	Period	Time Frame		
Number of people killed and seriou	Poole Month	Jul-Sep 2019		
	Bournemouth Christchurch & Poole RTCs	Q2 2019-20	Q2 2018-19	
	Fatalities	Data not available	2	
	Seriously Injured	Data not available	30	
	KSI total	Data not available	32	

Priority: 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?

Action Code	Action Name
	KLOE 5: How are we effectively working with our partners in Bournemouth, Christchurch and Poole to safeguard the vulnerable people we come into contact with?

Progress comment:

In this quarter, 11 safeguarding referrals were made, five of which came from operational crews; two from the Safe & Well Team; one from Youth Intervention; two from Fire Control and one from Fire Safety.

Area Management teams monitor performance reports to ensure consistency in reporting of safeguarding issues across the group.

The Group Manager represents the Service on the Bournemouth, Christchurch and Poole Safeguarding Board.

Positive feedback has been received from the Bournemouth, Christchurch and Poole Safeguarding Board on the work we are carrying out and the information supplied for the Board's annual report.

We have been involved in the independent review process of the Bournemouth, Christchurch and Poole Safeguarding Board.

KPI Title						Time Frame
Number of safeguarding re	Quarter		Jul-Sep 2019			
	Bournemouth, Christchurch & Poole safeguarding referrals	Q1	Q2	Q3	Q4	
	2018-19	12	7	11	11	
	2019-20	21	11			

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

Action Code	Action Name
	KLOE 6: How are we providing advice, support and consistent regulation for local businesses in Bournemouth, Christchurch and Poole
	so they can meet their legal fire safety obligations?

Progress comment:

Fire Safety Audits

One of our corporate targets is that by end of March 2020, we will have audited 100% of known sleeping accommodation identified as high risk where the Fire Safety Order applies. We have completed 904 of 1078 audits (83.86%) as of this quarter.

Building Regulation Applications

79 building regulation applications were completed this quarter compared to 103 in the same quarter last year. Of these, all were completed within the 15-day statutory consultation period. We work closely with Local Authority Building Control to ensure we are consistent in delivery and meet statutory consultation times.

Automatic Fire Alarms

We have a new corporate target to reduce Automatic Fire Alarm activation (AFA) by 5% each year. Current performance against this target is a 10% increase for quarter 2. Analysis suggests that the highest proportion of AFAs is as a result of faulty fire alarms with 61 of 187 recorded as such. Fire Safety and Group teams are working together with the top ten AFA repeat generators to prioritise reducing their AFAs.

Fire Safety Complaints

We receive complaints or concerns for safety from operational crews, partners and the general public. Action is prioritised based on life risk (inspected in 24 hours) and non-life risk (inspected in seven days). In BCP, there were 15 in total in this quarter, with 11 deemed high risk and all of these were dealt with successfully within 24 hours.

Post Fire Audits

As part of our reactive work, we will audit premises that fall under the Regulatory Reform (Fire Safety) Order 2005 following a fire. During this quarter there were 20 fires in non-domestic properties, and we completed 19 post fire audits.

Licensing Applications

The team deals with licensing applications to ensure premises are safe for temporary changes in use and occupancy. During this quarter we completed 23 licensing applications which is consistent with the number in the same quarter last year.

Notices and prosecutions

During this guarter there was one enforcement notice and no prohibition notices were served in Bournemouth, Christchurch, Poole. There were also no

prosecutions.

Prosecutions

Fires in non-domestic properties

Key Performance Indicators

KPI Title Period								Time Frame
Number of building regulation consultations, enforcement notices, fire safety audits, fire safety complaints, licensing jobs, prohibition notices, prosecutions and fires in non-domestic properties in Bournemouth, Christchurch and Poole								Jul-Sep 2019
Bournemouth, Christchurch & Poole Fire Safety activity	Q3 2017-18	Q4 2017-18	Q1 2018-19	Q2 2018-19	Q3 2018-19	Q4 2018-19	Q1 2019-20	Q2 2019-20
Building regulations	97	78	89	103	105	88	114	79
Enforcement notices	1	0	0	1	0	0	0	1
Fire safety audits	47	30	39	42	52	64	51	69
Fire safety complaints	6	18	23	38	16	30	23	15
Licensing jobs	18	26	23	23	15	23	34	23
Prohibition notices	0	0	0	0	1	0	2	0

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

Action Code	Action Name
1.2.3.1	KLOE 7: How are we identifying and driving down risks to the community, heritage and environment in Bournemouth, Christchurch and Poole?

Progress comment:

Operational crews continue to gather and review information on key risks within the area, to help ensure that they are prepared for emergency incidents should they occur. We are re-inspecting Site Specific Risk Information (SSRI) for any buildings of note and carrying out /renewing SSRIs for all high-rise properties across the area. We use our Community Fire Risk Management Information System to identify Grade 1- and 2-star listings status.

The BCP Group has no overdue SSRI records to amend and nothing due in the next month.

BCP Group's work towards managing local risk includes:

- Continuing to maintain effective links with developments in our area and responding to local consultations, for example, the review of the Poole Local Plan and the Boscombe Community Plan, to ensure that we have an influence on how proposed developments may impact on the Service's resources in the future
- Sites of special scientific interest within the area are being protected through the Urban Heath Partnership, the Service is coordinating heathland patrols at high risk times. We support the operational heathland partnership led by Dorset Police. Fire plans have been produced for the heath risk across the boroughs. These are available on the Mobile Data Terminals (MDT) for responding crews
- The Poole Island Group is now set up and functioning as partnership working
- The Operation Heathland Group is now set up and functioning to reduce heath/wildfire risk in the district.

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

Action Code	Action Name
	KLOE 8: How do we effectively support local resilience partnerships arrangements in Bournemouth, Christchurch and Poole to make
	sure we can fulfil our statutory responsibilities and improve community resilience?

Progress comment:

The Area Manager attends PREVENT as part of a multi-agency group. This programme falls under the Counter-Terrorism and Security Act 2015 which places a duty on specified authorities, to have due regard to the need to prevent people from being drawn into terrorism. Updates on risk and joint training are reviewed at a strategic level. At station level, our staff undertake Prevent training on Grow e-learning platform.

The Service is continuing to carry out Joint Emergency Services Interoperability Programme (JESIP) training with our partners, including the Coastguard, South West Ambulance Service Foundation Trust, police and the Royal National Lifeboat Institution. We are also a member of blue light groups across Dorset and Wiltshire, which include members of the police, ambulance and fire service and is a subgroup of the Local Resilience Forum (LRF). A typical meeting includes briefings on the latest threat from terrorism, VIP visits, new operational guidance and training opportunities, followed by debriefs of significant incidents for shared understanding. The most significant learning points are raised nationally using the Joint Organisational Learning system.

Community resilience events are held by the local authority and as joint events by members of the LRF to promote the benefits of local level emergency planning. A strong example of community resilience in action is the Flood Warden Scheme run by the Environment Agency with support from partners. This scheme engages local people to act as community representatives, reporting flood information, informing their communities and helping to prepare for a flooding emergency.

Our multi-agency command training takes place across all levels of incident command. The Service has an annual exercise training programme which provides opportunities at station, group, area and Service level to challenge our response arrangements within the confines of a safe realistic exercise.

Through the Civil Contingencies Unit (CCU) we contribute to the assessment of community risk based on national guidance. By understanding risk and the priorities for our area, we can understand the impact of emergencies occurring and work with statutory partners to assess the gaps in our ability to respond.

Priority: Being there when you need us

KLOE 9: Are appliances available when we need them?

Action Code	Action Name
1.3.1.1	KLOE 9: Are appliances in Bournemouth, Christchurch and Poole available when we need them?

Progress comment:

At wholetime stations all appliances are available 24/7, however with on-call appliances there is less guaranteed availability. In this quarter on-call appliances were available to respond to incidents over 80% of the time in BCP.

Ongoing action being taken to ensure on-call availability improves where needed and can be consolidated where it is already high includes:

- a Service wide on-call pay model due to be introduced in April 2020
- a review of on-call staff current contract availability so that we can better target recruitment at station level to any availability gaps
- coordination and collaboration on operational skills and succession planning to maintain availability and support recruitment
- local On-Call Support Officer (OCSO) organised 'have a go' events
- Creation of an On-Call Engagement Strategy to manage expectations and improve two way communication across the Service.

An ongoing challenge we face is the current establishment and disposition of drivers. We have the numbers of drivers we should have across the Dorset group. However, some drivers are displaced through temporary promotion, secondment or sickness/light duties. Close planning takes place by watches, station managers and the training team to ensure stations are self-sufficient as much as possible.

Our corporate target is that on 75% of occasions, we will achieve our response standards based on a ten-minute response time, including all call handling and travel time, which is a good measure of whether appliances are available when we need them. For on-call stations this includes a five-minute turnout time, and for wholetime stations a two-minute turnout time, with a 90-second call handling time for Fire Control.

In this quarter we attended:

- 93.65% of incidents at sleeping risk properties where the first appliance met the response standard within the travel time isochrone
- 93.65% of incidents at sleeping risk properties where the first appliance met the response standard
- 89.47% of incidents to other properties where the first appliance met the response standard, and
- 100% of road traffic collisions where the first appliance met the response standard.

KPI Title					Period			Time Frame
Percentage of sleeping risk properties travel time isochrone, percentage of s response standard, percentage of inc response standard and percentage of standard in Bournemouth, Christchur	sleeping risk pro idents to other f road traffic co	operties where properties whe	the first applia ere the first app	nce met the liance met the		ır		Jul-Sep 2019
Response standards Bournemouth, Christchurch & Poole	Q3 2017-18	Q4 2017-18	Q1 2018-19	Q2 2018-19	Q3 2018-19	Q4 2018-19	Q1 2019-20	Q2 2019-20
Percentage of sleeping risk properties where the first appliance met the response standard within the travel-time isochrone	96.15%	96.08%	92.54%	91.94%	98.48%	100%	93.44%	93.65%
Percentage of sleeping risk properties where the first appliance met the response standard	96.15%	96.08%	89.86%	90.48%	98.48%	98.31%	94.94%	93.65%
Percentage of incidents to other properties where the first appliance met the response standard	100.00%	100.00%	100.00%	86.36%	87.50%	88.89%	91.30%	89.47%
Percentage of road traffic collisions where the first appliance met the response standard	100.00%	94.74%	96.00%	93.75%	96.88%	100.00%	100.00%	100.00%

KLOE 10: How effective and efficient are our response arrangements for dealing with the range of incidents we attend?

Action Code	Action Name
	KLOE 10: How effective and efficient are our response arrangements in Bournemouth, Christchurch and Poole for dealing with the
	range of incidents we attend?

Progress comment:

National Operational Guidance

The Service is working towards the National Operational Guidance (NOG) Programme which strives to introduce a nationally standardised approach to policies, procedures and training across all Fire and Rescue Services in the UK. We continue to seek opportunities to work collaboratively with other fire and rescue services, both nationally and regionally, through the relevant NOG implementation forums. A gap analysis for 21 NOGs is now complete and the next steps are to streamline the guidance to make it more practical for operational use, and introduce a robust document management system.

Networked Fire Services Partnership

The Service meets with colleagues from Devon & Somerset and Hampshire Fire and Rescue Services on a bi-monthly basis to discuss cross-border collaboration. The three Control rooms across the partnership are linked, enabling each to take emergency calls and mobilise appliances on behalf of another service. The system selects the nearest appliances and Officers across the partnership to meet the response plans and they are mobilised automatically without the need to refer to the host or supporting service. This approach has significantly reduced call handling and mobilisation times. In this quarter a Programme Manager was appointed to further strengthen the partnership and drive projects forward.

Response arrangements

The BCP group continually meets most response standards as we predominately have wholetime appliances. Improvements are required with on-call appliances as at times they are unavailable due to crewing. Overall, we have an excellent performance for response times and for the ongoing management of our response arrangements.

Any failure to arrive at an incident within ten minutes is rare and will be due to exceptional circumstances. These occasions are thoroughly investigated by our station managers and all possible actions taken to ensure this is minimised.

The range of incidents that we attend include false alarms, fires, road traffic collisions and flooding. In BCP this quarter there were:

- 296 fires
- 9 people rescued at fire related incidents
- 1 person rescued at a flooding incident
- 10 people rescued at road traffic accidents, and
- 466 fire alarms from automatic fire detection equipment

(PI Title	Period	Time Frame
lumber of fires, number of AFAs, number of people rescued at fire related incidents, number of people escued from RTCs and number of people rescued from flooding in Bournemouth, Christchurch and Poole	Six months	Apr-Sep 201
BCP range of incidents 2019-20 YTD		
Fire rescues, 19RTC rescues, 28Flooding rescues, 1		
Fires, 626		

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?

Action Code	Action Name
	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 in Bournemouth, Christchurch and Poole?

Progress comment:

Training Centres

West Moors Training Centre continues to deliver courses such as Breathing Apparatus Refresher, Compartment Fire Behaviour Training, Incident Command, Emergency Response Driving and Trauma Care via an annual service training plan which ensures a consistent approach is adopted to all operational staff. A quarterly delivery plan is utilised for on-call training to provide support in the delivery of Maintenance of Skills and other essential training as identified within the Training and Response Co-ordination Group.

Maintenance of skills

Watch and station competency reviews form part of the monthly Group Management performance meeting. This ensures competency levels are at the required levels to maintain appliance availability.

Operational license

These are the skills required to keep appliances on the run and maintain availability. For this quarter the following percentage of competencies were recorded as in date:

Operational license	Overall BCP	On-call BCP	Wholetime BCP
Incident Command	90%	93%	87%
Emergency Response Driving (ERD)/Large Goods Vehicle (LGV)	100%	100%	100%
Breathing Apparatus	98%	97%	99%
Casualty Care	90%	82%	97%

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

Action Code	Action Name
1.3.4.1	KLOE 12: How do we learn from operational and community risks in Bournemouth, Christchurch and Poole to improve the response services we provide?

Progress comment:

Through our Integrated Risk Management Plan (IRMP) and operational reviews we are confident we have the required appliances and personnel in the right places. We undertake an annual Strategic Assessment of Risk. This assessment examines a range of key factors that impact on our organisation, from opportunities and challenges emerging from within the fire sector and those within the wider public-sector environment. We constantly review our position due to changes in incidents, the general movement of people and commercial and private dwelling development.

Following an incident, station managers determine whether a hot debrief carried out at the time was sufficient, or if a further formal debrief is required. All learning points agreed are captured and entered into the Operational Effectiveness Database (OED) for further consideration and progression to the Training and Response Coordination Group (TRCG) to review if further training is required based on the OED findings.

Fatal fires always trigger an operational debrief, and once HM Coroner has held the inquest and made a determination, fatal fire conferences are held twice a year so that we understand what more could be done to prevent a similar situation occurring in the future. Themes from our fatal fire conferences follow a national trend in that those affected are elderly, live alone and have mobility issues. This is the target audience of our Safe and Well visits.

Operational Assurance is performed at incidents by dedicated operational assurance officers and this is recorded with any required learning into the OED. Actions from the OED are then logged, tracked and managed for operational improvements.