Performance Report Quarter 2

Dorset & Wiltshire Fire and Rescue Service

Swindon Local Performance & Scrutiny Committee

1 July - 30 September 2019



DORSET & WILTSHIRE FIRE AND RESCUE

Swindon

Priority: Making safer and healthier choices

Health Services (CAMHS), Targeted Mental Health Services (TaMHS) or child social care.

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
1.1.1.4	KLOE 1: How are we working with our partners in Swindon to reduce fire and other community risks to improve the well-being and independence of vulnerable people?
Progress com	ment:
the most vulner to one of the m can be seen as	o Manager attends the Swindon Community Safety Partnership Board which assists in information sharing and ensuring we are reaching rable and hard to reach members of the community. We also provide data on a quarterly basis around deliberate fire-setting. This is linked ain priorities which is reducing anti-social behaviour (ASB) within Swindon. Deliberate fire-setting may be linked to ASB and therefore we a key partner in trying to reduce this. Local Officers also attend the Pinehurst and Haydon Wick Community Safety Groups, which look at f ASB and community cohesion.
SBC tenants ar	anagers attend the Community Safety Partnership Tasking meeting with Swindon Borough Council (SBC) and the police to discuss at risk nd general ASB to identify any patterns. In quarter 2, Safe and Well presentations were delivered to the Learning Disability Partnership Community Navigators.
their team build	25 members of Swindon Borough Council's Adult Community Learning team (ACL) took part in a one-day Salamander course as part of ling programme. The ACL took part in ladder drills, search and rescue in a smoke house and road traffic collision work. The ACL were Ir Safe and Well referral scheme and will now be referring at risk persons for Safe and Well visits.
these 'sites' cor Committee with	to the Domestic Abuse Strategy Lead in SBC. This has been useful for those at risk from fire-setting due to domestic abuse and visits to ntinue to be carried out by our Safe and Well advisors. We continue to deal with referrals made through the Multi Agency Risk Assessments regards to threats of arson. This work will be carried out in conjunction with our partners. Additionally, this information is placed within our em so that crews are aware of the issues prior to attending.
team and the S	ergency Services Swindon (YESS) project was a pilot project developed between Swindon local emergency services, SBC Public Health MASH Youth Project, a charity hosted by Swindon Fire Station. The project was open to young people aged 16-18 who were showing rel mental health problems such as social anxiety and/or low mood and who were not receiving support from Child and Adolescent Mental

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

Action Code	Action Name
1.1.2.3	KLOE 2: How are vulnerable people in Swindon receiving the support, advice and information they require to reduce their risk of fire?
Progress comr	nent:
out with occupie	completed 559 Safe and Well visits. This is an increase of 83% compared to the same quarter last year. 73% of these visits were carried ers 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 on high priority, high risk vulnerable people by 2020, we are slipping against this target.
A key challenge including:	o for stations is generating enough referrals to meet the target number of visits. Work is being done to increase the number of referrals
stationsstations	outinely carrying out 'hot strikes' following domestic property incidents carrying out leaflet drops to high risk homes attending community events, and partnership with First City Nursing to generate referrals (30 referrals in quarter 2).
referrals for peo national memora teams have bee	British Red Cross has commenced in the south. This has been scoped out by the National Fire Chiefs Council and aims to increase ople who have recently been discharged from hospital. The pilot ceased in October and feedback will be drawn from nationally to look at a andum of understanding. We will feed back to Members once we have an update on this. In tandem with this project, the Safe and Well and working with key hospitals to raise the profile of our work and set up referral mechanisms across primary care networks to target one who are discharged from hospital.
group are appro	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 bached by a Safe and Well advisor to see if they would like a visit. Others are sent letters to encourage them to take up the offer of a visit. unning since the beginning of June 2019. Monitoring has revealed that 16% of these turn into visits, and the risk to the individual has been
reduction in acc which is the san	s that we measure how Safe and Well visits help to reduce fires and other community risks is by our corporate target of achieving a 5% cidental dwelling fires (from the average achieved during the last five years). In this quarter there have been 28 accidental dwelling fires, ne as the previous quarter. There have been no fire related deaths and one fire related injury this quarter. We continue to increase the & Well visits and work with prevention and our partners to raise awareness of fire safety in the home across our community.





KPI Title				Perio	od		Time Frame		
Number of accidental dwelling fires, number of fire related deaths in accidental dwelling fires & number of fire related injuries in accidental dwelling fires in Swindon					Quar	ter			Jul-Sep 2019
Swindon incidents	Q3 2017-18	Q4 2017-18	Q1 2018-19	Q2 2018	3-19	Q3 2018-19	Q4 2018-19	Q1 2019-20	Q2 2019-20
Accidental dwelling fires	9	37	29		20	32	26	28	28
Fire related deaths in accidental									
dwelling fires	0	0	0		0	1	0	0	0
Fire related injuries in accidental dwelling fires	1	5	2		0	2	3	1	1

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
1.1.3.2	KLOE 3: How do we deliver our safety education to children, young people and communities in Swindon, helping them build safer and healthier lives?
Progress com	nment:
	cers continue to target the following year groups in primary schools: Reception, Year 2, 5 and 6. In quarter 2, the number of children afety lessons in school was 1,396 compared to 1,096 in the same quarter last year.
	Team aims to visit 75% of schools within Swindon. In quarter 2 they visited seven schools out of 50, equating to 14% of schools. Currently chools in Swindon that we are unable to visit.
	ool holiday period we provide libraries with the opportunity to arrange a date to have an interactive safety story session. The library staff ate and we provide the resources and themed session for children and their parent /carers.
educate young	rvention programmes provide some of the most vulnerable young people in our service area with personal development programmes to help g people in the dangers of engaging in risk taking behaviour. In Swindon this includes Salamander, an intensive eight-day course for young Inerable adults.
	Salamander, Swindon has a Fire Cadet Unit for young people aged 13-18. This 38-week programme follows the National Fire Cadet model adets to work towards the National Fire Cadet Level 1 certificate and a BTEC Level 2 Award in Fire Services and the Community
	Salamander course was commissioned by the Swindon Downs Syndrome Group. A total of 16 young people and adults participated on the started on 13 August 2019 with all 16 completing.
who started in	19, the Swindon Fire Cadets graduated from their 38-week programme by demonstrating their skills at their Pass Out Parade. All 15 cadets September 2018 completed the course and all 15 gained the National Fire Cadet Level 1 certificate and the BTEC Level 2 Award in Fire he Community.
	s Scheme is an early intervention programme that aims to reduce firesetting behaviour by explaining the dangers and consequences to in a sensitive and informed manner with appropriate resources. In quarter 2, we received five new referrals and carried out 12 interventions.
	dedicated to supporting all communities in Swindon. In August crews took part in the Swindon PRIDE parade and party event, with crews ty talks to educate and generate safe and well referrals.

Crews supported the Hindu community by attending the Hindu Festival on 9 August 2019, where they talked about fire safety in the home and worked to generate Safe and Well referrals.

Swindon young wardens were rewarded for their hard work with visits to local fire stations. Whilst at the station the young wardens learnt about the role of a firefighter, home fire safety and what to do in the event of a fire.

Over 100 students at Wiltshire College's Lackham campus benefited from a day's water and animal rescue training on 25 September 2019, courtesy of White Watch Stratton Fire Station. Firefighters demonstrated the equipment they have for such rescues, and how it is used in an emergency situation, giving the students both theoretical and practical input.

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 67 deliberate fires (primary and secondary) in Swindon compared to 96 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 aligns 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
1.1.4.3	KLOE 4: How are we delivering effective road safety education in Swindon to reduce road traffic deaths and injuries?
Progress com	ment:
the average kille	nership, our corporate target is to reduce the number of deaths and serious injuries in road traffic collisions (RTC) by 40% by 2020 (against ed or serious injuries figures 2005-09). At present we are awaiting confirmed data from Wiltshire Police concerning the Killed and Seriously jures for RTC's across Swindon.
attending: - Lawn Manor, (- Bradon Forest - Lydiard Park, S - Abbey Park, S - Commonweal,	
There were also - DSTL Farehar - HMS Collingw - RAF Odiham - MOD Lynehan - RAF High Wyo	n
emergency serv areas. Watch M	course designed to provide training to motorcyclists in what to do in the event of a collision to preserve another rider's life, until the vices arrive. Motorcyclists' deaths have made up about a quarter of all road deaths over the past four years in the Wiltshire and Swindon lanager Dean Hoskins is leading on the initiative and has several courses planned. Funding has been secured for the provision of two fire e Service that will be used to highlight and further engage with the biker community and raise the profile of Bikerdown and Bike Safe.
There were thre 11 July – 17 atte 15 August – 11 5 September – 3	attendees

KPI Title		Period	Time Frame	
Number of people killed and s	seriously injured in road traffic co	Quarter	Jul-Sep 2019	
Swindon RTCs	Q2 2019-20	Q2 2018-19		
Fatalities	Data not available	4		
Seriously Injured	Data not available	13		
KSI total	Data not available	17		
M4 RTCs	Q2 2019-20	Q2 2018-19		
Fatalities	Data not available	0		
Seriously Injured	Data not available	0		
KSI total	Data not available	0		

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
1.2.1.3	KLOE 5: How are we effectively working with our partners in Swindon to safeguard the vulnerable people we come into contact with?
Progress comn	nent:
In this quarter 14	4 safeguarding referrals were made, 12 of which came from operational crews, one from Fire Control and one from Fire Safety.
Area Manageme	ent teams monitor performance reports to ensure consistency in reporting of safeguarding issues across the group.
A report has bee	en completed for the Performance and Quality Assurance Group Swindon Safeguarding Partnership.
	alated for two particularly vulnerable individuals. We are working with our local partners to progress support and action at this vulnerable ding hoarding mitigation activity and mental health support.
The Area Manag	ger represents the Service on the Swindon Safeguarding Adult Board

KPI Title				Р	eriod	Time Frame
Number of safeguarding ref	errals from DWFRS in Swindon			G	uarter	Jul-Sep 2019
	Swindon safeguarding referrals	Q1	Q2	Q3	Q4	
	2018-19	8	4	5	13	
	2019-20	25	14			

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
1.2.2.3	KLOE 6: How are we providing advice, support and consistent regulation for local businesses in Swindon so they can meet their legal fire safety obligations?
Progress com	ment:
	<u>dits</u> porate targets is that by end of March 2020, we will have audited 100% of known sleeping accommodation identified as high risk where the der applies. We have completed 651 of 750 audits (86.8%) as of this quarter.
51 building reg	ation Applications ulation applications were completed this quarter compared to 33 in the same quarter last year. Of these, all were completed within the 15- onsultation period. We work closely with Local Authority Building Control to ensure we are consistent in delivery and meet statutory nes.
increase for qu	v corporate target to reduce Automatic Fire Alarm activation (AFA) by 5% each year. Current performance against this target is a 17% arter 2 compared with the same quarter in the previous year. Analysis suggests that the highest proportion of AFAs are as a result of faulty 14 of 96 recorded as such for quarter 2. Protection and Group teams are working together with the top ten AFA repeat generators to
	mplaints or concerns for safety from operational crews, partners and the general public. Action is prioritised based on life risk (inspected in non-life risk (inspected in seven days). In Swindon there were four high risk complaints this quarter and all of these were dealt with
	<u>s</u> eactive work, we will audit premises that fall under the Regulatory Reform (Fire Safety) Order 2005 following a fire. During this quarter there n non-domestic properties, and we completed five post fire audits.
	<u>ications</u> s with licensing applications to ensure premises are safe for temporary changes in use and occupancy. During this quarter we completed applications compared to 15 in the same quarter last year.
Notices and pro	<u>osecutions</u> Irter there were no enforcement notices and one prohibition notices was served in Swindon. There were also no prosecutions.

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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 Swindon					Quarter			Jul-Sep 2019	
Swindon 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	40	72	33	33	86	44	43	51	
Enforcement notices	0	0	1	0	0	0	0	0	
Fire safety audits	38	35	89	46	36	20	30	21	
Fire safety complaints	3	4	3	2	7	3	7	4	
Licensing jobs	13	12	9	15	7	11	11	9	
Prohibition notices	0	0	0	0	1	0	0	1	
Prosecutions	0	0	0	0	0	C	0	0	
Fires in non-domestic properties	3	9	13	12	6	10	10	10	

Action Code	Action Name
1.2.3.3	KLOE 7: How are we identifying and driving down risk risks to the community, heritage and environment in Swindon?
Progress com	ment:
There are curre	ntly no Site Specific Risk Information (SSRI) plans out of date within the Swindon group.
receive several we continue to months and cor detectors. We a	hager continues to have a link into Multi-Agency Risk Assessment Committee (MARAC) meetings with other partner agencies. This is to referrals to properties and occupiers who have been the victim of domestic abuse. Additionally, where threats of arson have been made, be contacted by the Domestic Abuse Lead from Wiltshire Police when a risk is identified. This relationship has been built over the last 12 ntinues to work well. Safe and Well advisors are asked to attend the property and give advice and ensure the property is fitted with smoke also highlight the threats of arson through the mobilising system to ensure crews and control staff are aware, which also helps with police pecific addresses
	to identify risks in accordance with the Fire and Rescue Service Act 2004 (7.2d) and through local intelligence. This information is shared eighbouring fire and rescue service crews through Mobile Data Terminals on appliances.
	s the area continue to monitor local industrial and commercial areas for risk/arson reduction. This is linked in with our Protection department are made aware of any significant issues that may need further investigations.
combination, a buildings within these buildings incident comma	nation Plates (PIP) were first introduced to the legacy services pre-combination, although with different styles of PIP adopted. Post- common PIP format was decided upon to use for all our high-rise buildings within the Service. Currently we have just over 200 high rise the Service, with more development plans being put in every year. Great progress has been made in delivering the new PIPs for many of . The completed PIPs should be visible to crews on arrival at an incident and will soon be available via Mobile Data Terminals to assist anders with formulating tactical plans more quickly, thanks to the fuller picture of information. Over the course of the next 12 months, you more and more of the new PIPs across the Service area, with the aim of covering all our high-rise buildings.

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

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
1.2.4.3	KLOE 8: How do we effectively support local resilience partnership arrangements in Swindon to make sure we can fulfil our statutory responsibilities and improve community resilience?
Progress com	iment:
of local risk, pla	nire Fire and Rescue Service (the Service) has continued to support the Local Resilience Forum (LRF) by contributing to risk assessments an preparation, prevention activities, training, and response. This has been achieved by actively engaging with the LRF groups; Executive ss Management Group, Risk Management Group, Training and Exercising Group and relevant sub groups.
- BREXIT plan - Warning and - Severe weath	as supported the following LRF activity: ning with Wiltshire LRF informing group ner group on at the regional Chemical, Biological, Radioactive, Nuclear (CBRN) plan.
The local Area	Manager sits on the Swindon and Wiltshire LRF, and is made aware of all community and national risks.
This meeting b	p Manager represents the Service at the Swindon PREVENT Board. In quarter 2 he represented the Service at a Channel Panel meeting. rought agencies together to look at individual cases where an individual has shown concerns for radicalisation. A risk assessment is carried t other solutions are available.
	rt in a multi-agency major exercise at the Great Western Hospital, testing our ability to respond to an explosion at the hospital, working with vhilst testing the hospital's own emergency arrangements.
	s arranged and took part in a multi-agency RTC exercise at Honda. This involved local LRF partners and Oxfordshire Fire and Rescue bjective was to test a multi-agency response at operational and tactical command levels.
	he local Group Manager attended an LRF tabletop exercise involving a marauding terrorist attack. This will further embed LRF partnership prove community resilience.
	cal Station Manager and Stratton Fire Station crews will be taking part in a multi-agency exercise at RAF Fairford involving an aircraft crash the local LRF, and Gloucestershire LRF, whilst supporting the United States Air Force.

Priority: Being there when you need us

KLOE 9: Are appliances available when we need them?

Action Code	Action Name
1.3.1.3	KLOE 9: Are appliances available in Swindon when we need them?
Progress com	nent:
appliances were watches at fire s	ations, all appliances are available 24/7, however with on-call appliances there is less guaranteed availability. In this quarter on-call e available to respond to incidents 48.51% of the time in Swindon. There are a number of wholetime firefighter vacancies across the stations in Swindon. The Service is currently developing a recruitment plan to balance the needs of the stations within the forecasted ment for 2021. Wholetime recruitment is due to commence in early 2020.
 a Service wide a review of on- coordination and 	being taken to ensure on-call availability improves include: on-call pay model due to be introduced over the next twelve months -call staff current contract availability so that we can better target recruitment at station level to any availability gaps nd collaboration on operational skills and succession planning to maintain availability and support recruitment, and Support Officer (OCSO) organised a recruitment event at the MFOR festival at Lydiard Park in July.
and travel time v	arget is that on 75% of occasions, we will achieve our response standards based on a ten minute response time, including all call handling which is a good measure of whether appliances are available when we need them. For on-call stations, this includes a five-minute turnout to to be the stations at two-minute turnout time, with a 90-second call handling time for Fire Control.
 90.91% of incide 90.91% of incide 	re attended: dents at sleeping risk properties where the first appliance met the response standard within the travel-time isochrone dents at sleeping risk properties where the first appliance met the response standard, dents to other properties where the first appliance met the response standard, and, d traffic collisions where the first appliance met the response standard.

KPI Title						Period		Time Frame
Percentage of sleeping risk propertie time isochrone, percentage of sleep percentage of incidents to other prop percentage of road traffic collisions	ing risk propert perties where t	ies where the fine first appliance	irst appliance m	et the respons	e standard, and	Quarter 2		Jul-Sep 2019
Response standards Swindon	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	88.46%	97.37%	96.88%	91.67%	88.57%	84.38%	93.75%	90.91%
Percentage of sleeping risk properties where the first appliance met the response standard	85.19%	94.87%	96.88%	88.00%	88.57%	79.41%	93.75%	90.91%
Percentage of incidents to other properties where the first appliance met the response standard	100.00%	100.00%	84.21%	55.56%	66.67%	100.00%	83.33%	90.91%
Percentage of road traffic collisions where the first appliance met the response								
standard	96.00%	81.48%	84.62%	91.30%	80.00%	94.74%	87.50%	95.24%

Action Code	Action Name
1.3.2.3	KLOE 10: How effective and efficient are our response arrangements in Swindon for dealing with the range of incidents we attend?
Progress com	ment:
The Service is v policies, procec rescue services has provided th	tional Guidance working towards the National Operational Guidance (NOG) Programme which strives to introduce a nationally standardised approach to lures and training across all fire and rescue services in the UK. We continue to seek opportunities to work collaboratively with other fire and b, both nationally and regionally, through the relevant NOG implementation forums. A gap analysis for the 21 NOG's is now complete which e Service with a clear direction on the work now required to comply with the guidance both at strategic and tactical levels. The next steps
team comprised	e and simplify the guidance to make it more practical for operational use and introduce a robust document management system. A project staff from across the Networked Fire Services Partnership (NFSP) will be established in the coming months in order to progress this work
The Service reg The three Contr The system sel without the nee provides a more	<u>Services Partnership (NFSP)</u> gularly meets with colleagues from Devon & Somerset Fire and Hampshire Fire and Rescue Services to discuss cross-border collaboration rol rooms across the partnership are linked, enabling each to take emergency calls and mobilise appliances on behalf of another Service. ects the nearest appliances and officers from across the partnership to meet the response plans and they can be mobilised automatically d to refer to the host or supporting service. This approach has significantly reduced call handing and mobilisation times, and therefore effective and appropriate response to incidents. In this quarter a Programme Manager has been appointed to further strengthen the ovide clear governance arrangements and drive NFSP related projects forward.
 141 fires 4 people resci 0 people resci 6 people resci 	cidents that we attend include false alarms, fires, road traffic collisions and flooding. In Swindon in this quarter there were: ued at fire related incidents ued at flooding incidents ued at road traffic accidents, and s from automatic fire detection equipment

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



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						
1.3.3.3	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 Swindon?						
rogress com	ment:						
Emergency Res staff. A quarterl	es g Centre continues to deliver courses such as Breathing Appar sponse Driving and Trauma Care via an annual Service training y delivery plan is utilised for on-call training to provide support i Training and Response Co-ordination Group.	plan which en	sures a consiste	ent approach is add	opted to all operational		
laintenance of	skills						
	ion competency reviews form part of the monthly Group Manag to maintain appliance availability.	ement perform	ance meeting. T	his ensures compe	etency levels are at the		
equired levels	to maintain appliance availability. e <u>nse</u> skills required to keep appliances on the run and maintain availa		-				
equired levels perational lice hese are the s	to maintain appliance availability. e <u>nse</u> skills required to keep appliances on the run and maintain availa		-	entage of compete			
equired levels perational lice hese are the s	to maintain appliance availability. ense skills required to keep appliances on the run and maintain availa date:	ability. For this o	quarter the perc	entage of compete			
quired levels perational lice hese are the s	to maintain appliance availability. e <u>nse</u> skills required to keep appliances on the run and maintain availa date: Operational license	ability. For this of Overall Swindon	quarter the perc On-call Swindon	entage of compete Wholetime Swindon			
equired levels perational lice hese are the s	to maintain appliance availability. <u>ense</u> skills required to keep appliances on the run and maintain availadate: Operational license Incident Command Emergency Response Driving (ERD)/Large Goods	ability. For this of Overall Swindon 93%	Quarter the perc On-call Swindon 100%	entage of compete Wholetime Swindon 86%			

Officers regularly carry out operational assurance at incidents to identify good practice and areas for improvement. Crews debrief after every incident, and where appropriate, enter any notable findings on to the Service's Operational Effectiveness Database (OED) to share learning.

Watches continue to organise exercises across the area. An exercise at Honda in August simulated a large scale road traffic collision that tested our crews and their ability to work with Oxfordshire Fire and Rescue Service in line with JESIP protocols.

Crews took part in a major exercise at the Great Western Hospital involving all three blue light services, jointly testing our ability to deal with multiple casualties caused by an explosion whilst testing the emergency arrangements of the hospital.

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

Action Code	Action Name
1.3.4.3	KLOE 12: How do we learn from operational and community risks in Swindon to improve the response services we provide?
Progress comn	nent:
learning across t further action red which the key lea comment was al	ident, an operational debrief takes place to review our performance. Where necessary any learning is uploaded to the OED to share the organisation, and where appropriate is taken to the Training and Response Coordination Group (TRCG) for consideration of any quired. In this quarter we held five operational debriefs and four non-operational de-briefs for areas that affect operational response of arnings were; issues around fire-ground communications, general communications, project management and crew welfare. Positive so made around staff engagement, operational crew professionalism and effective team-working.
twice a year so t	s trigger an operational debrief, and once HM Coroner has held the inquest and made a determination, fatal fire conferences are held that we understand what more could be done to prevent a similar situation occurring in the future. Themes from our fatal fire conferences trend in that those affected are elderly, live alone and have mobility issues. This is the target audience of our Safe and Well visits.
main part, our re requirements an agencies and pa to both our staff different levels a exercises with H	er Reviews (ECR) are carried out to ascertain whether resources are in the right place at the right time. These reviews show that in the esources are correctly placed, however, specialisms are often reviewed separately due to the specific nature of the some of the training d equipment needed. We continue to learn from all incidents and capture information through debriefing at all levels, which includes other artners if they are available. This is important to ensure that these are used to improve our performance in response and reducing the risks and our communities. A new 'Exercise Policy' has now been released with areas and station managers working hard to achieve the and type of exercises required at certain times throughout the year. At present we are focusing particularly on cross border incidents and lampshire, Berkshire and Oxfordshire Fire and Rescue Services. Operational Assurance Audits will also form part of this procedure, again OED to capture information for future improvement and joined up working.