

Performance Report Quarter 1

Dorset & Wiltshire Fire and Rescue Service

Swindon Local Performance & Scrutiny Committee

1 April – 30 June 2020



DORSET & WILTSHIRE
FIRE AND RESCUE

Priority: Making safer and healthier choices

KLOE 1: How well do we understand the risk of fire and other emergencies?

KLOE 1 Summary

Performance against this KLOE remains on track with no significant issues to raise with Members.

Availability and attendance of wholetime appliances remains good and in line with the corporate target. Any failure to arrive at an incident within 10 minutes is rare and will be due to exceptional circumstances. These occasions are thoroughly investigated by station managers and any possible actions taken to ensure this is minimised.

In this quarter, on-call appliances were available to respond to incidents 67.69% of the time. Whilst the availability of on-call appliances continues to be stable, there are a number of initiatives underway to improve this further including:

- a Service wide on-call pay model due to be introduced over the coming months
- a review of on-call staff current contract availability so that we can better target recruitment at station level to any availability gaps
- and succession planning to maintain availability and support recruitment.

On-call support officers (OCSO) are proactive in recruitment in local communities promoting the Service through 'have a go' events. The coronavirus pandemic has restricted some of our progress, but we are working to establish new ways for the public to understand more about our Service, such as our virtual open day on Facebook.

In April 2020, a new strategy was implemented for automatic fire alarms at commercial premises between the hours of 8am and 6pm. This has improved station productivity and reduced the costs of calling out on-call firefighters by £12,035 since implementation. In addition to this we have also seen 98 hours of wholetime firefighters' time saved on this initiative which is better spent on training and prevention activity.

At this stage there is no requirement for support from Members in this area.

KLOE 1 sub-diagnostic

How well do we engage with all parts of our community and other sources to define, assess and manage emerging or future risks in Swindon?

The Service undertakes a Strategic Assessment of Risk to ensure that decision-making and planning remains current and reflective of the landscape within which we operate. The document is developed through a PESTELO (Political, Economic, Sociological, Technical, Legal, Environmental) horizon scanning analysis that draws on a broad range of information, data and intelligence, looking both externally (locally and nationally) and internally and against risk and demand. It is used to ensure that the priorities within the Service's Community Safety Plan (CSP), and the subsequent delivery plans, remain focused on maximising the impact the organisation has on improving public safety and health and wellbeing. The most recent Strategic Assessment of Risk for 2019-2020 was published on the Service's website in April 2020. The document was developed taking account of the local Health & Wellbeing strategy, Community Safety Plan, Police and Crime Plan and Community Risk Register. As part of its development the Service consulted with members of the Local Resilience Forum, Community Safety Partnership and Health & Wellbeing Board.

The Service has a Service Delivery Plan action for 2020-21 to further strengthen the Strategic Assessment of Risk through more analysis at a Group level to achieve a more localised perspective. As a group we are yet to start this work due to the current situation with the coronavirus pandemic.

As members of various boards and partnerships, we actively contribute to multi-agency working and engagement with our community. In this quarter, the key outcomes and discussions of these included:

- Swindon Safeguarding Partnership - within Swindon we continue to support the board at virtual meetings. We have also been involved in a serious case review which is ongoing
- Swindon Community Safety Partnership Board - we continue to support the board by attending meetings. There is currently a review being undertaken to see the value of the board and to make improvements in its reporting. This may mean streamlining other meetings to try and cut down on duplication in the future. The board has a new chair in Assistant Chief Constable Deb Smith of Wiltshire Police and the Vice Chair is Steve Maddern, Director of Public Health at Swindon Borough Council.

- Swindon Health & Wellbeing Board – these continue to be supported by the Area Manager. Recently the Board worked on and signed off the Local Outbreak Plans which are linked to the coronavirus pandemic.
- Swindon Domestic Abuse Strategy – locally, we continue to support this strategy with our partner agencies. In May, two local firefighters from Westlea Fire Station carried out a charity Tyre Flip over a 10km course to raise money for the Firefighters Charity and Swindon Domestic Abuse. This raised over £2,000 being split between the two charities.

The Service actively contributes to multi-agency working and engagement with the community through various partnerships and the Local Resilience Forum. Currently, the focus is on the ongoing situation and management of the coronavirus pandemic and currently the development of the local outbreak management plans.

KLOE 1 sub-diagnostic

To what extent do we have the capacity and capability we need to achieve operational performance, including the allocation of resources to prevention, protection and response activity in Swindon?

In this quarter on-call appliances were available to respond to incidents 67.69% of the time in Swindon. Ongoing action being taken to ensure on-call availability includes:

- a Service wide on-call pay model due to be introduced over the next few months
- a review of on-call staff current contract availability so that we can better target recruitment at station level to any availability gaps
- succession planning to maintain availability and support recruitment
- a local on-call support officer (OCSO) organised ‘have a go’ event at Stratton Fire Station in April. However, this had to be cancelled due to lockdown restrictions. The team is currently looking at alternative dates to reintroduce this recruitment tool.

The Service has only recently reintroduced the on-call testing days and initial training courses. We will start to see some of this backlog being reduced over time.

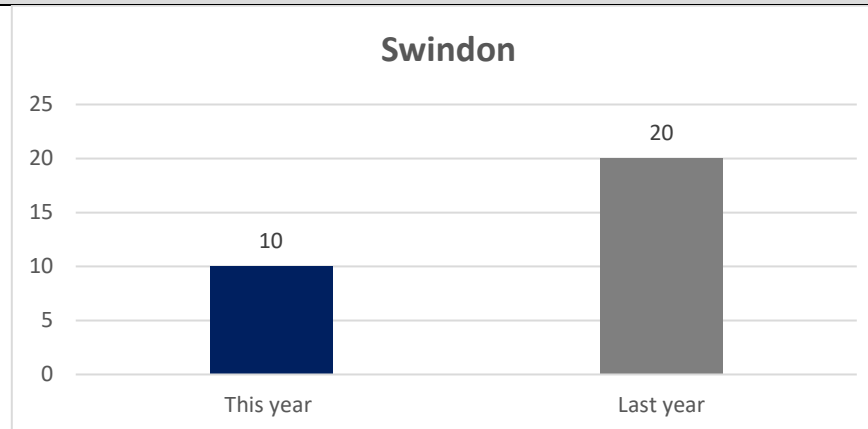
The new strategy for non-attendance to automatic fire alarms at commercial premises between the hours of 8am and 6pm has improved station productivity and reduced costs of calling out on-call firefighters by £12,035 since implementation in April 2020. In addition to this we have also seen 98 hours of wholetime firefighters' time saved on this initiative that is better spent on training and prevention activity. The figures above are for the Service as a whole.

The year to date performance against our response standards is on track for all incident types.

Maintenance of skills and Operational Licence for operational staff is currently good and on track to achieve 80% compliance across both wholetime and on-call personnel. Wholetime watches have achieved these figures and we are now working towards on-call staff achieving this by the end of September. With regards to Operational Licence, we are currently trying to catch up on courses that had to be cancelled. We are in date for the main areas such as Breathing Apparatus, Incident Command and Driving. There are some shortages across the area in Casualty Care, but these are being booked in over the coming months to improve the delivery of our work.

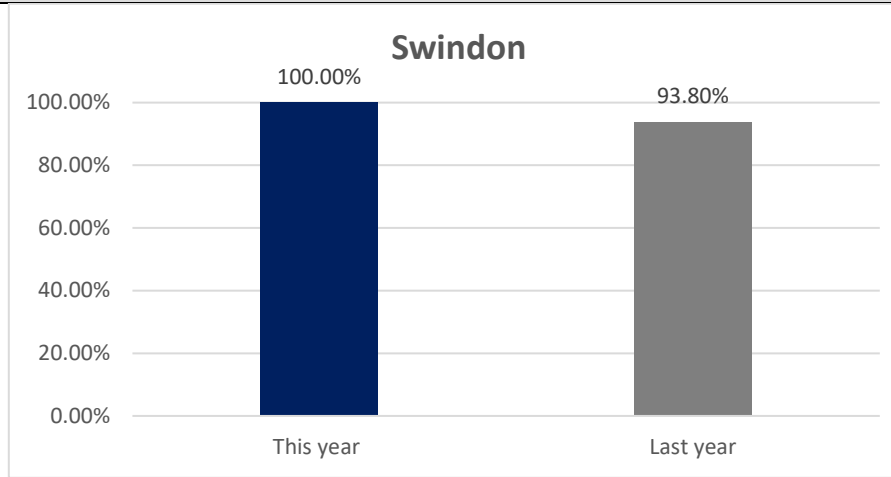
KPI

Number of people rescued at incidents (year to date)



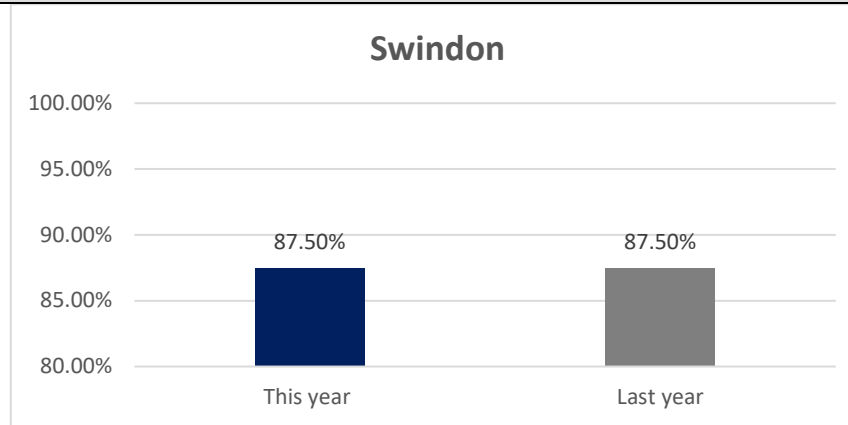
KPI

Percentage of sleeping risk properties where the first appliance met the response standard (year to date)



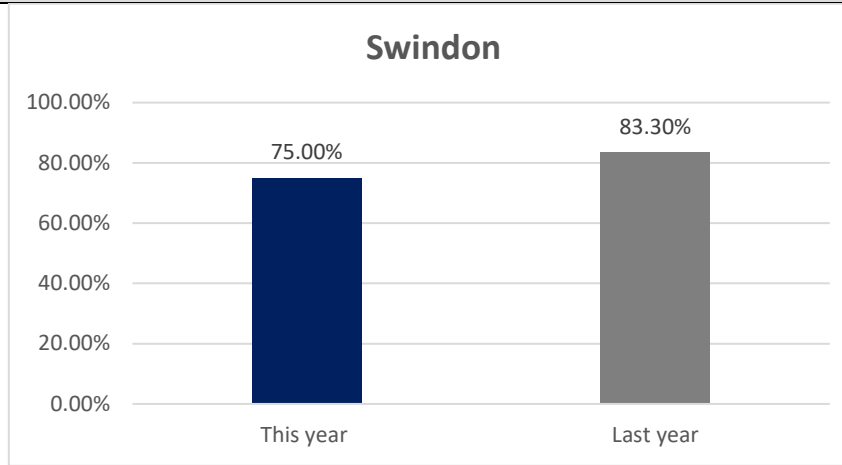
KPI

Percentage of road traffic collisions where the first appliance met the response standard (year to date)



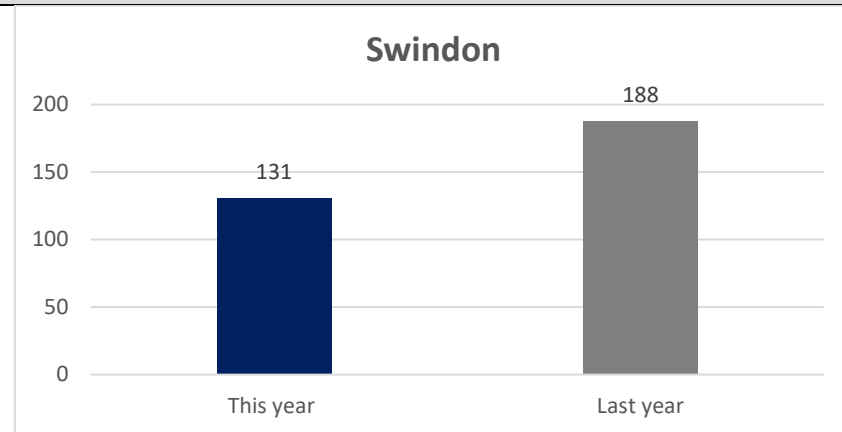
KPI

Percentage of incidents to other properties where the first appliance met the response standard (year to date)



KPI

All attended false alarms from automatic fire detection equipment (year to date)



KLOE 2: How effective are we at preventing fires and other risks?

KLOE 2 Summary

Performance against this KLOE is currently being monitored with some areas to highlight with Members.

Increasing partnership referrals remains a key focus for the Safe & Well team, particularly from hospitals and health care organisations. Whilst the coronavirus pandemic has changed the way we interact and provide home fire safety advice for the vulnerable, we have continued to deliver safe and well visits for the most vulnerable in the Swindon community.

Social distancing measures put in place have inevitably impacted our ability to deliver face to face prevention activities this quarter, including education, youth intervention and road safety. Teams have adapted their delivery where possible or focussed their efforts on other methods of engagement such as social media. This has included sharing government and partner agency key messages surrounding coronavirus pandemic awareness. It has also enabled the team to focus on building relationships and planning for future activities in prevention. Stations continue to be proactive in prevention messages, with a recent focus on disposable BBQs and water safety.

We are developing an evaluation of our prevention activities to measure the impact they are having on preventing fires and other risks. Alongside this is the value for money framework which provides evidence of the Service, partner and wider societal savings from our prevention interventions.

At this stage there is no requirement for support from Members in this area.

KLOE 2 sub-diagnostic

How well are we raising awareness and campaigning to prevent fires and promote community safety in Swindon?

A programme of activity aligned to both the National Fire Chiefs Council (NFCC) Fire Safety Campaign calendar and local campaigns was carried out by the Prevention team, mainly through producing online resources and social media. In this quarter, this included:

- Child Safety Week 1-8 June – supported with the creation of online resources
- Royal Life Saving Society Drowning Prevention Week 12-19 June – including a seaside safety story read by Olympic swimmer Sharron Davies and resources promoted on the website and social media
- Road Safety coronavirus education modules – covering advice such as essential travel, driving during the pandemic, pedestrians and advice to two-wheelers. These modules have had national coverage
- Fire safety in the home – including reminders to cook safely and have fire plans in place
- Bonfire and BBQ safety – particularly during significant periods of hot weather and when household waste collections were suspended.

Local managers were heavily involved in the Community Wellbeing hubs which was set up to deal with the most vulnerable within the community. The hub was run by Swindon Borough Council employees and volunteers. The Service was involved in many meetings and staff members from across the Service were used to identify key members of the community who were shielded. This work also identified those members of the community who we can have further dialogue with for safe and well visits once restrictions are lifted.

Social media is proactively used throughout the Service at corporate and station level. We saw high engagement with local station Twitter and Facebook accounts. This particularly helped to push safety messages out across the area. We also have a link into the community messaging service which can be used on a more localised basis.

Other initiatives we are currently working on include a feasibility study for establishing a charitable mechanism to generate funding for youth intervention and road safety activities, implementing a Firesetters strategy, creating a Water Safety strategy, designing a positive impact film for schoolchildren, and launching Biker Down with supporting Fire Bikes.

Our programme of youth intervention activities such as the Salamander, SPARC, Cadets and Prince's Trust courses, as well as our Fire Safety Education activities will be evaluated to measure the impact on preventing fires and promoting community safety.

KLOE 2 sub-diagnostic

How well are we working with partner organisations in Swindon to promote road safety and reduce the numbers killed and seriously injured on the roads?

The Service is a member of the Wiltshire & Swindon Road Safety Partnership. We use road traffic collision data from this partnership to target those most at risk on the roads.

We align our activity to local and national campaigns including the National Roads Partnership calendar, THINK, Highways England, Road Safety Partnerships, and NFCC campaigns. This quarter included:

- Social media support of the #takeextracare campaign which was also included this is in our digital workbook for young people
- Support of the "Older Drivers Forum" and the UK Government MOT exemption campaign in the production of our digital leaflets
- Social media support of "My Red Thumb" in May 2020 which aims to reduce road traffic casualties by encouraging as many people as possible to stop using handheld mobile phones whilst driving
- Social media support of NFCC and National Police Chiefs Council "Fatal 4" campaign relating to the most common reasons for road traffic collisions in May and June.

We work with Wiltshire Police and South Western Ambulance Service Foundation Trust (SWASFT) to jointly deliver the Safe Drive Stay Alive (SDSA) programme to young people in Swindon. Due to the coronavirus pandemic we have been restricted from delivering these courses. New virtual reality technology is due to be launched to support the delivery of the SDSA programme, this date is yet to be determined.

The Service continues to work in partnership with the Ministry of Defence (MOD) to deliver the Survive the Drive programme to military personnel who are statistically more at risk of being involved in incidents on the road. Due to the coronavirus pandemic we have been restricted from delivering these courses. However, we have maintained contact with the MOD.

Throughout lockdown, the Service has been supporting and attending both the Strategic Road Safety Board and the Delivery Group. We have drafted and presented to the Strategic Board a Wiltshire & Swindon Road Safety strategy. This is still in development and is awaiting feedback from partners. The partnership is also considering the commissioning of a strategic assessment of road traffic collisions to have a better understanding of the cause of collisions enabling the partnership to make better informed decisions.

KLOE 2 sub-diagnostic

How well are we working with partner organisations to tackle fire setting behaviour and support the prosecution of arsonists in Swindon?

The Firesetters Scheme is an early intervention programme that aims to reduce firesetting behaviour in young people currently engaging in firesetting. We receive referrals from partners including the Youth Offending Services, police, parents. This year, to date we have received one referral in Swindon, which has since been closed as the young person relocated out of the county. There are eight cases currently open.

The Service's Arson Reduction Coordinator represents the Service at partnership meetings concerning fire-related anti-social behaviour.

Data on the number of deliberate fires in Swindon is provided on a quarterly basis for stations to monitor. Operational crews can react to trends and implement prevention activity with support from prevention teams as required. Station managers maintain good links with the Arson Reduction Coordinator to highlight arson trends for interventions within the station area.

KLOE 2 sub-diagnostic

To what extent is preventative activity, such as the home fire safety check programme, focussed on those most at risk in Swindon?

Due to the coronavirus pandemic we have had to adapt how the Safe & Well team provides fire safety support. Occupiers have been telephoned to provide guidance and only those who were particularly vulnerable and in need of equipment have been visited.

As a result, the number of visits has reduced by 164 when compared to last year. However, partner referrals have increased from 42 to 267. This has been due to the partnership working with the Swindon Hub, many referrals having been created via welfare checks on vulnerable people.

We have used social media instead to actively promote and ensure key messages are shared.

KLOE 2 sub-diagnostic

What progress has been made with partner organisations in preventing fires and keeping people safe in Swindon?

Road Safety

Throughout this quarter we have been supporting and attending both the Strategic Road Safety Board and the Delivery Group. We have drafted and presented to the Strategic Board a Wiltshire & Swindon Road Safety Strategy. This is still in development and is awaiting feedback from partners. The partnership is also considering the commissioning of a strategic assessment of road traffic collisions to have a better understanding of the cause of collisions enabling the partnership to make better informed decisions.

We are also maintaining contact with our other road safety partners, Arval who fund SDSA and the MOD who commission Survive the Drive.

Youth Intervention, Education, and Arson Reduction

During lockdown we have worked to build partnerships for the future with area boards, schools and community groups that have identified risks to young people to provide courses tailored to reduce the risk. The positive partnership with Swindon Borough Council continues, and they have advance funded four courses in Swindon. We are developing a relationship with the Office of The Police Crime Commissioner (OPCC) to fund courses based on reducing demand on the Police. We have quarterly meetings set up with the OPCC commissioning managers for youth to progress this work.

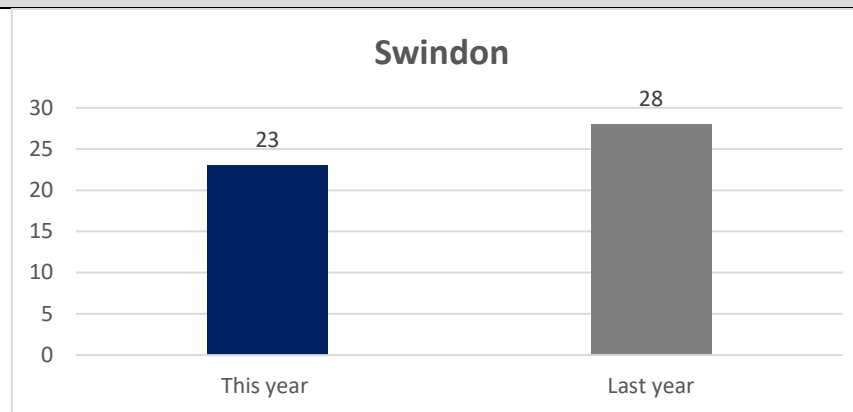
Safe & Well

During this quarter work with new partners has not been progressed as much as originally planned due to the coronavirus pandemic. We have supported both the Swindon and Wiltshire hubs with undertaking welfare checks on vulnerable occupiers. We hope that these new initiatives will continue to grow and enable us to strengthen working partnership with local authorities. In Swindon we 'knocked on' the doors of over 1,000 addresses, gaining over 300 referrals.

We have also received 36 South West Ambulance Service Foundation Trust (SWASFT) and police referrals for high-risk vulnerable people across Swindon and Wiltshire.

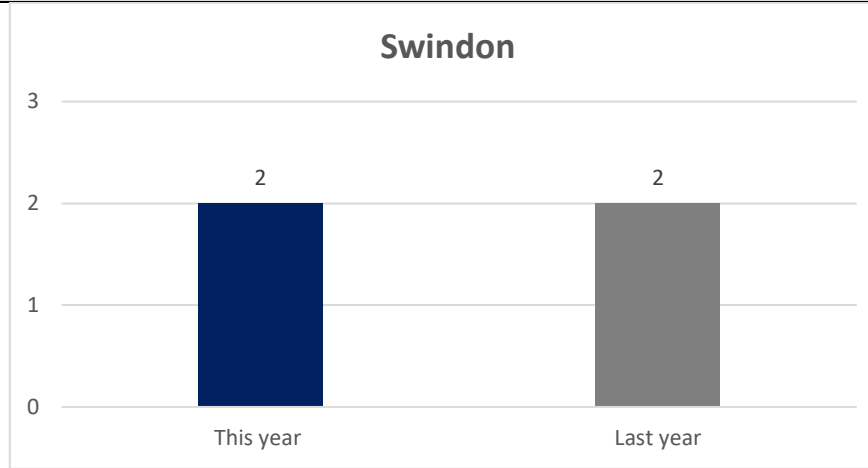
KPI

Number of accidental dwelling fires (year to date)



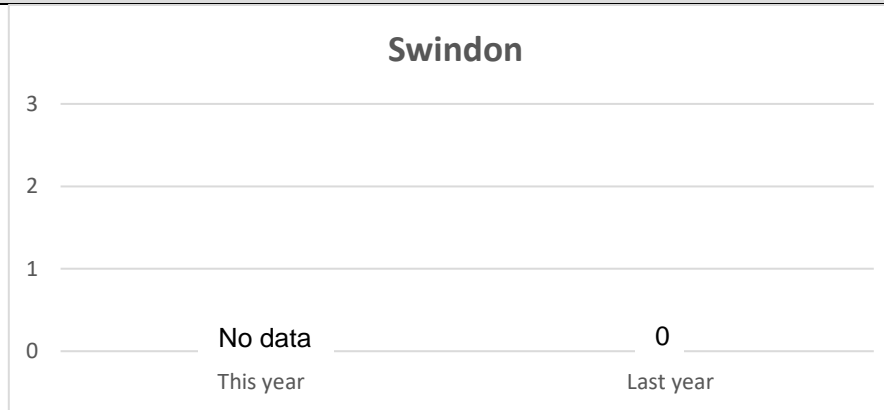
KPI

Number of fire related injuries (year to date)



KPI

Number of people killed in road traffic collisions (confirmed year to date)



Priority: Protecting you and the environment from harm

KLOE 3: How effective are we at protecting the public through the regulation of fire safety?

KLOE 3 Summary

Performance against this KLOE remains on track with no significant issues to raise with Members

The Service has a Service Delivery Plan action for 2020-21 to deliver a risk-based inspection programme for non-domestic buildings. This will include assessing the premises inspected compared to premises where incidents are occurring to ensure effective targeting. This project is on track to be delivered in time to start on 1 April 2021.

In April 2020, a new strategy was implemented for automatic fire alarms at commercial premises between the hours of 8am and 6pm. Year to date, this is showing a 94% reduction in the number of unwanted automatic fire alarms compared to the previous year across the Service, representing savings to the Service of £12,035. In addition, we have also seen 98 hours of wholtime firefighters' time saved on this initiative that is better spent on training and prevention activity.

A key area of focus will stem from the outcomes of the Grenfell Tower Inquiry.

At this stage there is no requirement for support from Members in this area.

KLOE 3 sub-diagnostic

To what extent is enforcement and inspection based on risk in Swindon?

The Service has a corporate target to audit the top 100% of known sleeping accommodation identified as high-risk where the Fire Safety Order applies. This programme categorises high-risk by prioritising life risk, likelihood of fire and distance from operational response. Progress against this is being monitored due to the downturn in proactive audits as a result of the current coronavirus pandemic.

The Service has a Service Delivery Plan action for 2020-21 to deliver a risk-based inspection programme for non-domestic buildings. This will include assessing the premises inspected compared to premises where incidents are occurring to ensure effective targeting. This project is on track to be delivered in time to start in April 2021.

A key area of focus will stem from the outcomes of the Grenfell Tower Inquiry. Following the tragic Grenfell Tower fire just over three years ago we have worked hard with the Government and NFCC to implement the outcomes of the Hackitt report and the recommendations of the current Public Inquiry. This involves working with building owners to jointly understand the building construction and how the fire safety measures are maintained. We continue to work with NFCC Building Safety Team to feed into future legislative changes that will improve the safety of the occupants of tall buildings, including changes to Building Regulations and fire safety legislation. We work with our operational colleagues to share building information and work with our Prevention team to include the occupants of tall buildings in our safe and well work.

We continue to work very closely with our Local Authority Housing and Building Control partners to ensure that the current overlapping housing and fire safety legislation is well understood and that our actions are proportionate and consistent. We work to share building information to improve our mutual knowledge of buildings and their construction. Where buildings are used as university accommodation, we work with the housing provider to provide advice for the students on their induction and throughout the year with inspections and safety messages. Our relationship with the Local Resilience Forum colleagues allows a greater understanding of each other's role in the event of an emergency to work more effectively.

KLOE 3 sub-diagnostic**How well do we take enforcement action against those who fail to comply with fire safety regulations in Swindon?**

Our enforcement plan has been published and is available on the Service's website. The plan is based on the principles of 'Better Regulation' contained in the Regulators Compliance Code and outlines how we use our enforcement powers in an appropriate way.

Due to the reduction in proactive auditing in this quarter there are no Prohibition or Enforcement Notices to report.

KLOE 3 sub-diagnostic**How well do we work with other enforcement agencies in Swindon to share information on risk and take joint enforcement action?**

The Protection department uses and shares intelligence with partner agencies including Building Control, Housing, Food Standards, Care Quality Commission, Trading Standards and the Border Agency to jointly visit premises that present a high-risk. We are currently reviewing our existing Memorandums of Understanding (MoU) with key partner agencies and developing new MoU's where necessary to ensure the systematic sharing of information.

Building regulations consultations and licensing consultations in Swindon continue to be completed as required and within statutory timeframes.

KLOE 3 sub-diagnostic

To what extent are we working in partnership to reduce the burden of unwanted fire signals in Swindon?

In April 2020, a new strategy was implemented for automatic fire alarms at commercial premises between the hours of 8am and 6pm. Year to date, this is showing a 94% reduction in the number of unwanted automatic fire alarms compared to the previous year in across the Service. This represents cashable and non-cash able savings of £12,035 for on-call and 98 wholetime hours saved. We continue to monitor the impact of implementing this policy and so far, no incidents have developed as a result of non-attendance or any non-engagement from businesses.

Repeat offenders in Swindon have been identified and proactive contact has been made with each to reduce future instances. Work by operational crews to support this reduction in attendance at unwanted automatic fire alarms includes working towards accurate completion of premises information and incident types when updating the Incident Recording System.

KLOE 3 sub-diagnostic

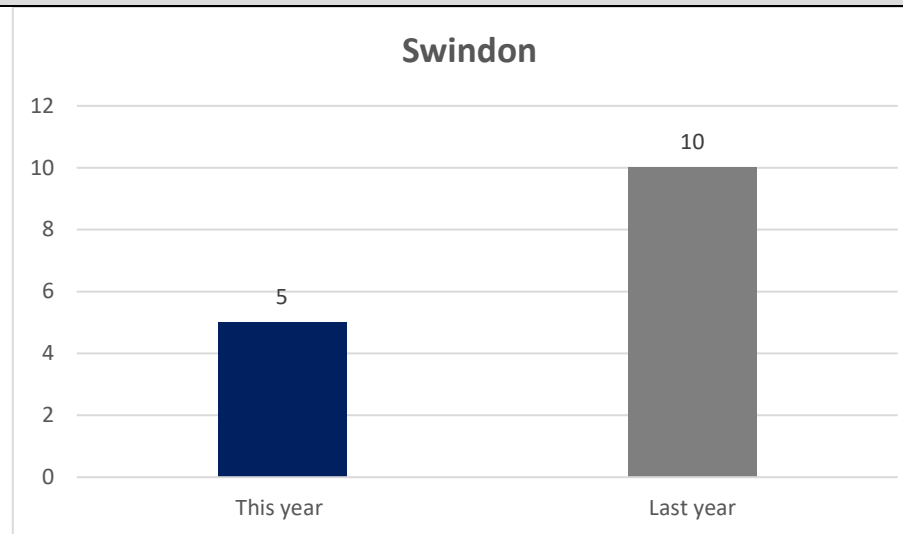
To what extent do we engage with local business or large organisations in Swindon to share information and expectations on compliance with fire safety regulations?

The Service facilitates events to proactively engage with local businesses or large organisations in Swindon. In this quarter due to the coronavirus pandemic, there were no physical events held. However, we actively liaised with Local Authority Healthcare and care premises to assist with amended procedures and guidance as a result of the coronavirus pandemic. We have also produced improved web-based information for businesses tailored to fit the current restrictions.

The Service attends the Swindon Safety Advisory groups which have met virtually for the planning of future events.

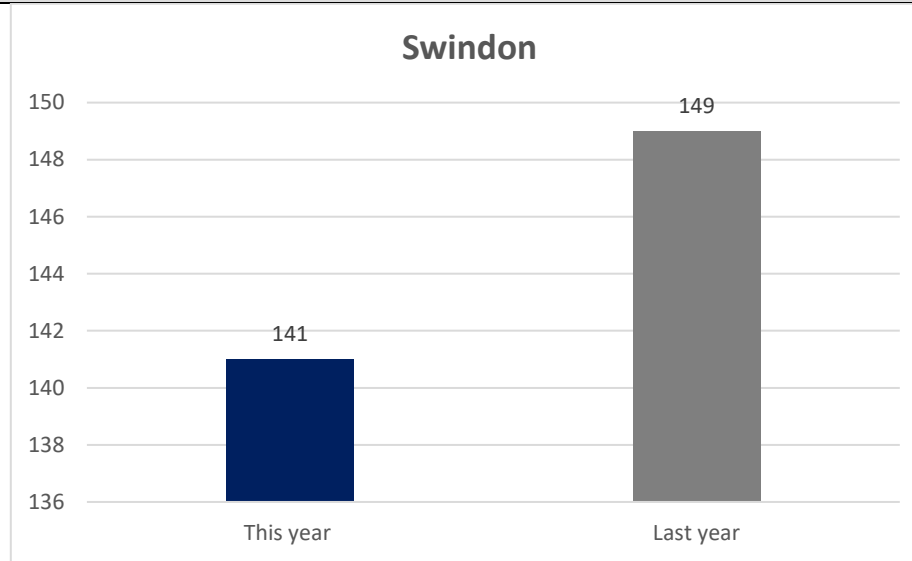
KPI**Fire safety activity (year to date) - Swindon**

Fire safety activity (year to date) - Swindon	This year	Last year
Number of building regulation consultations completed	36	43
Number of licensing jobs completed	9	11
Number of fire safety audits completed	0	30
Number of Fire Safety Complaints	1	7
Number of enforcement notices served	0	0
Number of prohibition notices served	0	0
Number of prosecutions	0	0

KPI**Number of fires in non-domestic properties (year to date)**

KPI

Number of fires (year to date)



Priority: Being there when you need us

KLOE 4: How effective are we at responding to fires and other emergencies?

KLOE 4 Summary

Performance against this KLOE remains on track with no significant issues to raise with Members

The use of the Operational Effectiveness Database (OED) continues to be effective in evaluating and improving operational performance. Operational assurance officers attend incidents to support incident commanders and audit incident ground paperwork and hot debriefs.

The debrief for the Wareham Forest Fire is expected to provide national learning outcomes. Due to the size of the debrief and current restrictions, it is being conducted in small, related groups to ensure all internal and external stakeholders can provide feedback.

Following the publication of the Grenfell Tower Inquiry Phase 1 Report, Officers are focusing on internal learning and improvement, equipment, operational training, call handling and information gathering.

Strategic department actions relating to National Operational Guidance (NOG) are being monitored by Officers and currently this is progressing on track with our current focus on the NOG Strategic Training Gap Analysis.

At this stage there is no requirement for support from Members in this area.

KLOE 4 sub-diagnostic

To what extent are consistent, rigorous and open systems in place in Swindon to evaluate operational performance and make operational improvements?

Following an incident, a hot debrief takes place to review our performance. Where necessary, a structured debrief report, capturing any learning, is then uploaded to the OED to share learning across the organisation, and where appropriate is taken to the Training and Response Coordination Group (TRCG) for consideration of any further action required.

Nothing of note has been elevated to TRCG, however, items for general information have been shared via the monthly response communication mechanism

It is the responsibility of operational assurance officers following mobilisation at an incident to co-ordinate a suitable return via the OED that captures learning and good practice. We are currently seeing good engagement with the process.

Across the Swindon group, there have been no fire deaths confirmed by Her Majesty's Coroner to date in 2020-21. There remains one potential fire death from which we are awaiting a Coroner's verdict, this is the incident which happened at Melville Close Walcot, Swindon on 26 April 2020.

Each fire death is investigated at a fatal fire case conference to explore Service and multi-agency learning and improvement. We also consider how we can improve the identification of vulnerable individuals and tailor our interventions accordingly.

KLOE 5: How effective are we at responding to major and multi-agency incidents?

KLOE 5 Summary

Performance against this KLOE remains on track with no significant issues to raise with Members.

The Resilience department continues to work closely with Local Resilience Forums to capture community risks and ensure the safety and wellbeing of the community, particularly during the coronavirus pandemic. The Service has invoked its internal pandemic plan to support the management of the Service through this pandemic, and also during this quarter declared a major incident for the Wareham Forest fire.

Officers from Swindon recently supported a Dorset Local Resilience Forum Wareham Forest fire debrief to discuss learning and identify how partners can work together to reduce wildfire risk.

Service exercise governance continues to be strengthened via a programme of exercising, including at our highest risk Control of Major Accident Hazards (COMAH) sites. The development of fire and rescue service specific tactical response plans continues for these COMAH sites to ensure clear guidance in the event of an incident at one of these sites.

At this stage there is no requirement for support from Members in this area.

KLOE 5 sub-diagnostic

How well have we anticipated, planned, trained and exercised against community risks in preparation for major incident and multi-agency response in Swindon?

The Service ensures awareness and alignment of its risks to those both nationally and locally, within the National Security Risk Assessment and the Local Resilience Community Risk Register. This is to both ensure the appropriate response and the continuity of the Service during a disruption. The Service has well-established and robust business continuity plans for these risks including severe weather, fuel disruption, etc. and currently has invoked its internal pandemic plan to support the management of the Service through the coronavirus pandemic. All internal Service arrangements are aligned to the local arrangements through the Local Resilience Forums to ensure the safety and wellbeing of our communities.

The Service maintains a well-established exercise programme to ensure plans and staff are well prepared, which is aligned to internal procedures and risks. The Service is also actively involved within the multi-agency exercises planned through the Local Resilience Forum. In addition, the Service is involved with the exercise programme of all sites identified within the Control of Major Hazards Regulations to ensure that appropriate fire and rescue service specific tactical plans are in place.

The Service has been actively involved within the Local Resilience Strategic Coordinating Group and appropriate subgroups throughout the coronavirus pandemic, ensuring support to the multi-agency approach during this major incident. This has included providing additional support to partners to meet the needs of our communities.

KLOE 5 sub-diagnostic

How well are we prepared to form part of a multi-agency response in line with JESIP in Swindon?

Due to the coronavirus pandemic all programmed courses have been cancelled until August. Meetings have been scheduled to consider modified ways to deliver this training.

Planning continues with the Joint Emergency Services Interoperability Programme (JESIP) training with our partners, including the Coastguard, SWAST, the police, and the Royal National Lifeboat Institution. JESIP courses prepare for multi-agency response. Training with wider partners includes MATT, MAOT and MASC course attended by Level 1-3 Incident Commanders from the Service. National Multi Agency Gold Incident Command (MAGIC) courses are also attended by Level 4 incident commanders.

Through Resilience Direct, we share site-specific response plans and cross-border risks to enable an effective multi-agency response in the event of a cross-border major incident. All flexi-duty officers are trained on accessing Resilience Direct via Incident Command acquisition courses, and at Officer training days held every six months.

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. The debrief for the Wareham Forest fire is being undertaken currently and is expected to provide national learning outcomes. Due to the size of the debrief and current restrictions, it is being conducted in small, related groups to ensure all stakeholders are able to provide feedback.

Station Manager Clement attends the Blue Light Group. Station Manager Clement and Group Manager Moncrieff attend Training and Exercising Groups to identify multi-agency training opportunities. The Service maintains positive work with the Local Resilience Forum regarding the coronavirus pandemic and the recent Black Lives Matter protests. These have been long-term meetings and resulted in multiple Level 2 and Level 3 commanders working with police, ambulance, Local Authority, NHS and volunteer agencies.