# **Performance Report Quarter 1**

Dorset & Wiltshire Fire and Rescue Service

Wiltshire Local Performance & Scrutiny Committee

1 April – 30 June 2020



# **Priority: Making safer and healthier choices**

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

### Key Line Of Enquiry (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 generally in line with the corporate target. Any failures to arrive at an incident within 10 minutes 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 77.10% of the time. Whilst the availability of on-call appliances continues to be good and 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 Wiltshire?

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 and Organisational) 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.

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:

- Wiltshire Group Safeguarding Partnership the Wiltshire Group Manager has attended the Drugs and Alcohol sub-group which has resumed following short suspension due to the coronavirus pandemic, working with key partners to identify emerging risks and trends
- Wiltshire Group Wellbeing Hub the Wiltshire Group Manager has been involved with the Wiltshire Council Wellbeing Hub to support the Council in protecting the most vulnerable during the lockdown. Support to the Wellbeing Hub has involved Service staff undertaking door knocking to confirm needs of shielded people and resource support to the food hub at Five Rivers Health and Wellbeing Centre in Salisbury using forklift vehicles. A safe and well referral stream was set up between Prevention and the Hub through a pathway that was incorporated into the outgoing and incoming call scripts
- Wiltshire Group Neighbourhood resilience sub-group the Wiltshire Group Manager has been an active member of the resilience sub-group that supported the wellbeing hub. This work is now evolving into a recovery coordinating group sub-group to support our communities with the new normal and ensuring that any safety issues are identified and resolved. This group will help the Group Manager to map our communities effectively.

The Service actively contributes to multi-agency working and engagement with the community through various partnerships and the Local Resilience Forum. At present, 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 Wiltshire?

In this quarter, on-call appliances were available to respond to incidents 77.10% of the time in Wiltshire Group. Ongoing action being taken to ensure on-call availability improves includes:

- a Service wide on-call pay model due to be introduced over September to October
- 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.

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.

The year to date performance against our response standards is currently being monitored for all incident types. All response standard failures are investigated for causes, trends and patterns. The main failures are due to call handling times and response into other areas.

Maintenance of skills and Operational Licence for operational staff is currently improving across work groups. Casualty Care, Breathing Apparatus and Incident Command are being monitored for on-call staff. Breathing Apparatus courses and Incident Command acquisition and refresher courses have restarted at Devizes Training Centre which will see an uplift in percentage levels.











### 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 Wiltshire 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 Wiltshire?

A programme of activity aligned to both the National Fire Chiefs Council (NFCC) Fire Safety Campaign calendar and local campaigns is carried out by both the Prevention team and operational crews. In this quarter, this included:

- The Wiltshire Group Manager hosted a pre-event assessment teleconference at the end of May to prepare Local Resilience Forum partners for increased wildfire risks caused by extreme conditions, with an associated press release
- The Wiltshire Group Manager conducted two radio interviews over the quarter, highlighting the risks from small bonfires and BBQs in response to an increase in fires
- The Wiltshire Group Manager and Wiltshire Council worked together to reduce accidental fires caused by BBQs and bonfires through advertising key fire reduction messages on mobile signage along the A303 over the May Bank Holiday
- Across this quarter, crews with social media accounts posted NFCC and Local Authority safety messages
- Boat Safety Week 16-22 May we visited 117 boats, engaged with 38 boaters and issued 27 fire safety packs. We also
  used social media to promote our boat safety campaign, with additional packs being requested
- Child Safety Week on 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 two-wheelers. These modules have had national coverage.

Social media is proactively used throughout the Service at corporate and station level. We saw high engagement with the clap for carers videos on Twitter and Facebook, with multiple views from the public.

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, Safer People and Responsible Communities (SPARC), Cadets and Prince's Trust courses, as well as our Fire Safety education activities will be evaluated to measure the impact on prevent fires and promoting community safety.

### KLOE 2 sub-diagnostic

How well are we working with partner organisations in Wiltshire 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. In this quarter, this 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, and
- 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 Wiltshire. 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, 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 Wiltshire?

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 Service, police and Social Services and parents. This year, to date we have received no new referrals in Wiltshire, with 11 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 Wiltshire 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 Wiltshire?

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 when compared to last year by 320 visits. However, partner referrals have increased from 89 to 93.

All work has been completely reactive, with no direct targeting of properties due to the risk of coronavirus. 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 Wiltshire?

### **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 at 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. 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 partnership working with local authorities. In Wiltshire we visited over 120 occupiers.

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

# Wiltshire 48 47 46 44 42 40 40 40 38 36 This year Last year





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# 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 wholetime 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 Wiltshire?

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 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 Wiltshire?

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 Wiltshire 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 Wiltshire 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 Wiltshire?

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. This represents cashable and non-cashable 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 developed as a result of non-attendance or any non-engagement from businesses.

Repeat offenders in Wiltshire 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 Wiltshire 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 coronavirus. We have also produced improved web-based information for businesses tailored to fit the current restrictions.

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

KPI		
re safety activity (year to date) - Wiltshire		
	This	Last
Fire safety activity (year to date) - Wiltshire	year	year
Number of building regulation consultations completed	66	79
Number of licensing jobs completed	18	36
Number of fire safety audits completed	0	123
Number of Fire Safety Complaints	3	5
Number of enforcement notices served	0	0
Number of prohibition notices served	1	2
Number of prosecutions	0	0





# 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 Wiltshire 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. Work is ongoing to build engagement with this process to ensure a consistent response level and standard.

Across the Wiltshire group, there have been no fire deaths confirmed by Her Majesty's Coroner to date in 2020-21. There remain two potential fire deaths that are awaiting a Coroner's verdict, these being Waiblingen Way, Devizes on 17 December 2019 and Windwhistle Way, Alderbury on 27 June 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 Wiltshire 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 Wiltshire?

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 (COMAH) 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 sub-groups 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 Wiltshire?

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, 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 the Training and Exercising Group 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.