



**DORSET & WILTSHIRE**  
**FIRE AND RESCUE**



# Annual Report 2019/20

**PASSIONATE ABOUT  
CHANGING & SAVING LIVES**



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Cllr Rebecca Knox,  
Chair of the Fire and  
Rescue Authority



Ben Ansell,  
Chief Fire Officer

Last year was once again very busy, with new and emerging challenges. We attended 14,208 operational incidents where people needed our urgent assistance which included rescuing 86 people from fires and 301 from road traffic collisions.

Whilst we are best known for our emergency response capability, we do a lot of work to prevent fires and accidents from happening in the first place. To help ensure that commercial and public buildings are legally compliant and safe, we work closely with owners or developers. Last year we engaged with hundreds of local businesses and responded to 1,278 consultations from building control bodies applications as well as undertaking 1,173 fire safety audits. A key focus has been to continue working with those responsible for residential high-rise buildings following the publication of the Grenfell Tower Inquiry Phase 1 report.

We completed 12,934 Safe and Well visits last year in higher risk homes. These visits engage with people likely to have a fire, helping them to reduce their risk by offering advice as well as fitting free smoke alarms. Whilst doing this, we also help them to improve their general wellbeing by providing advice and signposting them to where they can find support with any additional needs they may have. This helps to reduce the pressures and costs for our partners in the longer term.

We continue to work with young people to help keep them safe and encourage them to make informed life choices. Last year 41,252 children attended safety education talks and we also ran 22 courses for young people including our Fire Cadets and Prince's Trust programme. To help make our roads safer, we also delivered road safety education to 18,127 people from across Dorset and Wiltshire.

We are working with our local authority partners to see how we can further reduce the huge financial and ecological costs of fires, with campaigns such as encouraging the responsible use of BBQs in heathlands and woodlands.

One of the big issues facing us and the rest of the world has been, and continues to be, dealing with the coronavirus pandemic. As a fire and rescue service we stepped up and worked with our partners to support the challenges being faced. As well as maintaining our own services, we worked with the ambulance service, health and local authorities.



# INTRODUCTION

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This included driving ambulances, delivering food parcels and urgent medicines, supporting health and care workers with face fitting personal protective equipment and assisting at temporary mortuary facilities. Looking forward to next year and beyond we know that we will not be immune from the significant financial consequences of this global and national health crisis.

Although we continue to be a low spending and efficient Service, saving over £6.7m annually from our combination in 2016, we still remain financially challenged. Despite having costs running significantly below the national average for fire and rescue services in England, we will still need to find over £2m of annual savings and our one-off financial reserves will only see us through for the next couple of years. This means that over the next few years, unless our financial income improves, we will need to take some very difficult decisions to further bring our costs down so that we can set a balanced budget. This will inevitably mean changes to our frontline protection, prevention and response arrangements which we are currently reviewing to determine the best way forward as part of developing our forthcoming Community Safety Plan.

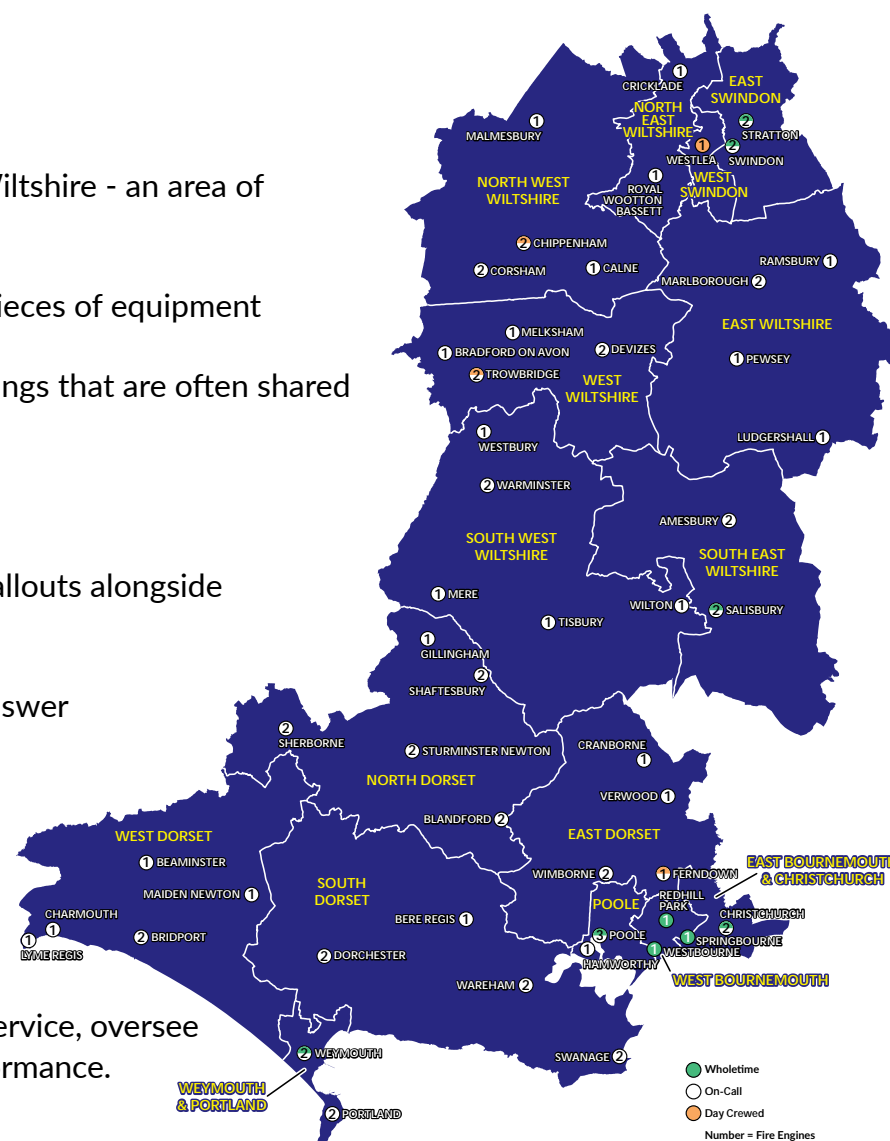
Finally, whilst this Annual Report gives you a flavour of what happened last year, if you would like to know more about us and the work we do, please have a look on our website. Alternatively, contact us by telephone on 01722 691000 or via email at [enquiries@dwfire.org.uk](mailto:enquiries@dwfire.org.uk) for anything you may want to know more about.

We hope you enjoy reading this Annual Report.



## Your fire and rescue service

- Serves over 1.49 million people
- covers Bournemouth, Christchurch & Poole (BCP), Dorset, Swindon and Wiltshire - an area of around 2,500 square miles
- uses 74 fire engines and a number of specialist vehicles and over 75,000 pieces of equipment
- operates from 50 community fire stations and a number of other key buildings that are often shared with our partners, and
- delivers the service through a fantastic team of\*:
  - 603 on-call firefighters who make themselves available for emergency callouts alongside their other commitments
  - 443 wholetime firefighters, including those based in Fire Control who answer 999 emergency calls, 24 hours a day, 365 days of the year
  - 299 corporate staff who help to provide and support our essential front-line services to both residents and local businesses
  - 115 volunteers who support us at community events, and
  - 18 elected Members of our Fire and Rescue Authority, who govern the Service, oversee its finances, consider new policy initiatives and monitor operational performance.



\*Figures accurate as of 31st March 2020



# ABOUT US

Our 'One Team' approach of delivering our services is based on a set of values and behaviours that encourages a positive working environment for all.

R

Responsibility

E

Equality

S

Support

P

Professionalism

E

Excellence

C

Communication

T

Transformation



As your Fire and Rescue Service we are always looking to improve what we do and how we do it. We have a great workforce that works tirelessly to help make Dorset and Wiltshire a healthier and safer place to live, work and visit. Our current Community Safety Plan sets out our future ambitions for the Service over the coming years.



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

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

## Our priorities



### **Making safer and healthier choices**

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



### **Protecting you and the environment from harm**

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



### **Being there when you need us**

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



### **Making every penny count**

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



### **Supporting and developing our people**

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



# MAKING SAFER AND HEALTHIER CHOICES



## Education

By teaching children and young people to keep themselves and others safe and well, our education programmes aim to create safe and healthy communities. This includes:

- learning to be 'fire safe' at home and in their communities by developing their fire safety knowledge
- understanding the consequences of anti-social behaviour such as deliberate fire setting
- road safety awareness
- water safety to reduce deaths and injuries from flooding and other water related incidents, and
- developing skills to make positive choices to lead and maintain a safe and healthy lifestyle.

We also deliver education messages to adults within our communities including reminders to test or replace smoke alarms, how to stay safe during the summer BBQ season, bonfire night safety advice, highlighting the importance of chimney sweeping in autumn, and around Diwali, the festival of lights. Social media is increasingly important in delivering these messages within the community.

## Impact to wider society

Last year we delivered safety education talks in schools, children's groups and bespoke educational sessions to over 41,000 children. Our aim is that following educational sessions, children will speak about what they have learnt with others in their household, helping to reduce the likelihood and subsequent economic burden of fires in the home.







## Youth intervention

Our youth intervention programmes continue to be very well received. We delivered 22 youth courses including Fire Cadets, Safer People and Responsible Communities (SPARC) and Salamander last year with 278 attendees, all helping to deliver positive outcomes for the young people and adults who attended. Those attending these courses are able to gain qualifications such as; The Prince's Trust Employability, Teamwork and Community Skills Qualification, Business and Technology Education Council (BTEC) Level 2 Award in Fire Services in the Community, Emergency First Aid at Work, Assessment Qualification Alliance (AQA) Award in Fire Services Training and the National Fire Cadet Level 1 Award. Throughout the year we have also delivered Junior Good Citizen events to 2,892 children.



## Impact to wider society

74% of young people who completed the Prince's Trust programme in 2019-20 moved into education, employment or training within six months of graduating. A national report by the Prince's Trust indicates that through helping young people into employment, £2.3m is saved in benefit payments and increased tax payments nationally. This national report also showed that by supporting those who had previously offended (or those who were at risk from doing so) into positive outcomes, for every £1.00 spent on the programme £2.99 of societal benefit was created. Combined with external funding, we spend approximately £112,000 on the Prince's Trust programme annually, thereby providing societal benefit across our communities of almost £337,000.





## MAKING SAFER AND HEALTHIER CHOICES

This year we received 78 referrals to the Firesetters scheme, an early intervention programme which aims to reduce firesetting behaviour by explaining the dangers and consequences to young people involved in firesetting or 'fire play'. These referrals resulted in 46 interventions or visits, and, as a result, the programme has seen a reduction of 40% in the number of deliberate fires caused by youths reoffending.

### Impact to wider society

For each £1.00 we invest in our Firesetters scheme we generate a societal saving of £4.52, which also includes savings for the fire and rescue service, NHS, ambulance and police. In 2019-20 this represented savings of almost £280,000. In 2017-18 national estimates put the economic cost attributed to arson at £1.49bn. We are working towards achieving a 50% reduction in deliberate fires within Dorset and Wiltshire, which could see annual societal savings of around £350,000.





## Home visits



We undertook 12,934 Safe and Well visits at the homes of higher risk vulnerable people. Our visits provide advice and information not only on how to reduce the risk from fire, but also how people can improve their overall health and wellbeing. By doing this, we are seeking to provide support for those experiencing frailty, or have issues with keeping warm, or those who may risk falling in the home, or people suffering from mental health issues, and we also offer crime prevention advice.

### Impact to wider society

By working with partners in public health, local authorities, social services and the police, our approach helps to reduce the demands on these services and, as a result, saves money. For example, our advisors are trained to look for risks in the home that may cause a slip, trip or fall. It is estimated that slips, trips and falls cost the NHS £133m per year. If we can stop this happening in the first place, then we reduce the impact on the NHS and wider society.

We take our approach to safeguarding vulnerable adults and children very seriously with 24/7 arrangements in place to manage safeguarding referrals. All personnel with specific safeguarding responsibilities received additional training appropriate to their role and to support the UK's counter terrorism strategy.







# MAKING SAFER AND HEALTHIER CHOICES



## Road safety

Attending road traffic collision incidents remains a substantial part of the work we do, with 718 such incidents attended last year. Working in partnership with the police, we aim to reduce the number of road traffic collisions with prevention activity. Over the past 12 months, we have provided targeted education programmes to 18,127 people including:

### 46 Safe Drive Stay Alive events

This is where serving members of the police, fire, medical services and those affected by fatalities give real life accounts of local incidents they have witnessed. These sessions are mainly targeted at young drivers between Years 11 and 13, as the 17-24 year-old group are at the highest risk of being involved in a road traffic collision. Attendees are asked to complete a questionnaire before and after the event to ascertain if there has been any

immediate change in attitudes to road safety. Before the event 5% of respondents said they would not wear a seatbelt when driving, compared to 1% after the event.

### Eight Survive the Drive events

This is a programme specifically for military personnel, who are statistically at greater risk of being involved in a road traffic collision.





## Seven Biker Down events

A programme in Swindon and Wiltshire that prepares motorcyclists for helping fallen bikers, whilst protecting themselves and educates them on the science of being seen. Feedback included a 70% increase in confidence in notifying emergency services of their location following an incident, and an 80% increase in confidence in being the most visible they could be.

## Various other road safety events

Including Operation Close Pass (a cycle safety initiative), Older Drivers Forums (targeting those aged over 70) and Drink Drive events.

## Additional contributions include:

- Road Safety Week and
- the national Armed Forces Day event held in Salisbury in June 2019.

## Impact to wider society

Despite the number of vehicles on the road in Dorset and Wiltshire continuing to increase, since 2015 there has been an annual reduction in the number of road traffic casualties on our roads, from 4,482 casualties in 2015, to 2,590 in 2019. This equates to a reduction within our Service area of more than £86m in casualties' costs according to Department for Transport figures. Overall, we spend approximately £135,000 on road safety education a year, so this represents significant value for money in terms of the contribution it makes to road safety.





# MAKING SAFER AND HEALTHIER CHOICES

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## Summary

### This work leads to:

- increased awareness and a reduction in the risks of accidental and preventable fires in the home
- reduced economic cost to society from fewer fires and other emergencies
- more young people aware of the devastating effects road traffic collisions can have on families and communities
- less anti-social behaviour and arson, reducing demand on emergency response
- more young people reaching their potential through working with families, children and young adults
- more protection and support for vulnerable people so they can live fulfilling, independent lives, and
- less hospital admissions for vulnerable people.

### Moving forward our focus will be to:

- continue to develop new opportunities to strengthen our work across the public sector, with voluntary agencies, the military and blue light services so that we can focus our resources on activities that further provide value for money
- continually evaluate our interventions to allow us to demonstrate the impact they have in keeping people safe and healthy
- continue to develop our collaborative partnership work with the NHS in areas such as hospital discharge teams which we see as a priority to help us target those at greatest risk from fire, and
- continue our work on reducing road traffic collisions.





# PROTECTING YOU AND THE ENVIRONMENT FROM HARM



Our fire safety activities continue to identify high-risk premises, gathering and reviewing information on the risks at key premises, to help ensure that crews are prepared for emergency incidents, should they occur. The highest risk sites have site specific risk information produced which is available

for crews on mobile data terminals, as pictured below, when they attend incidents. This information is regularly updated by crews to ensure it is accurate and relevant. Following the publication of the Grenfell Tower Inquiry Phase 1 report, we are adopting the recommendations

and working within the building safety programme, which focuses on high rise residential buildings.

From a wider perspective, we are working with the Government to support new Fire Safety legislation that will be implemented in 2021.





# PROTECTING YOU AND THE ENVIRONMENT FROM HARM



## Our actions following the Grenfell Tower fire

Following the publication of the Grenfell Tower Inquiry Phase 1 report, we are working to ensure we are well prepared for an emergency in any of the residential high-rise buildings in Dorset and Wiltshire.

Our operational crews continue to familiarise themselves with local residential high-rise buildings to ensure we provide a swift response if needed. Where required we capture and update site specific risk related information to assist in the event of an emergency. We have a programme of planned exercises where buildings are put through evacuation scenarios allowing the crews and building managers to practice working together in real time to maintain the safety of occupants and firefighters. Training has been undertaken by our Fire Control team, the crews and officers dispatched to incidents in residential high-rise buildings to better support the occupants during a 'stay put' strategy or where a building needs to be evacuated.

We are working with building owners to jointly understand the building construction and how the fire safety measures are maintained. We continue to work towards implementing changes to building regulations and fire safety legislation.

We continue to work very closely with our Local Authority Housing and Building Control partners to ensure that our joint actions are proportionate and consistent. Where buildings are used as university accommodation, we liaise with the housing provider to provide advice for the students on their induction and throughout the year with inspections and safety messages. Our involvement in the multi-agency local resilience forums, allows a greater understanding of each other's role in the event of an emergency to work more effectively.





## Fire safety

Our fire safety team undertook 1,173 fire safety audits and responded to 1,278 building regulations consultations as part of our statutory duties. All building regulations consultations were completed within statutory timelines. We continue to offer support to a wide range of businesses on fire safety issues with partners such as Trading Standards, Environmental Health and Building Control, which helps us to design safety within the fabric and use of buildings.







# PROTECTING YOU AND THE ENVIRONMENT FROM HARM



## Fire safety complaints

During 2019-20 we dealt with 436 fire safety complaints from the public, concerned about the buildings they use. We follow the Government's Better Regulation Framework and take robust action, including prosecution where this is warranted.

If you wish to tell us about fire safety risks in commercial premises, such as locked or blocked fire exits, you can:

- email the fire safety department at [enforcement@dwfire.org.uk](mailto:enforcement@dwfire.org.uk)
- call 01722 691717 during weekday office hours (9am-5pm), or
- call our Fire Control team on 0306 799 0019 out of weekday office hours (5pm-9am).

## Summary

### This work leads to:

- fewer injuries, preventable fires, deaths and accidents
- increased compliance in fire safety law making workplaces safer
- reducing utility consumption and carbon emissions to reduce costs and adverse environmental impacts
- less damage to our areas of wildlife
- less disruption from extreme weather, and
- fewer false alarms and unnecessary emergency call outs.

### Moving forward our focus will be to:

- prepare for the introduction of new legislation from the Government's building safety programme in direct response to the Grenfell Tower Public Inquiry and Dame Judith Hackitt's review of the building safety regulatory system
- implement a new policy regarding the daytime response to automatic fire alarms in commercial premises to reduce attendance at false alarms, and
- continue to work with key stakeholders to ensure high rise and complex building fire safety remains a priority.



**999**  
14,208  
incidents attended

**3,251**  
fires attended  
(inc 984 deliberate)

**706**  
accidental fires in  
the home attended

**86**  
rescues from fires

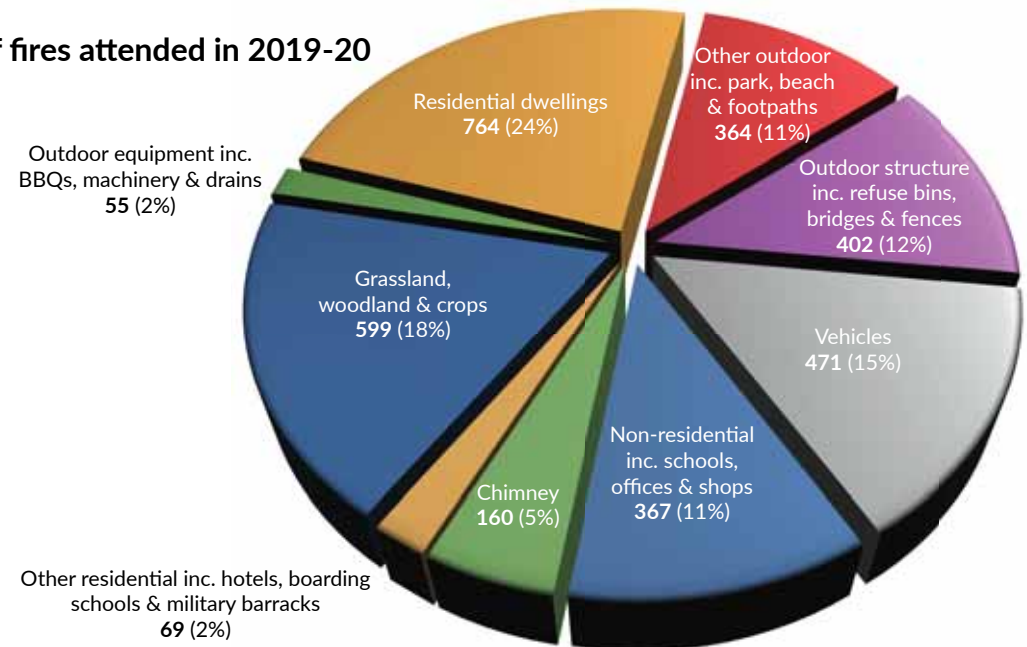
**301**  
rescues from road  
traffic collisions

**5%**  
reduction in  
accidental dwelling  
fires

Last year we attended 14,208 incidents including 3,251 fires; 984 were deliberately set fires and 2,267 were accidental fires. Of these accidental fires, 706 were in the home, representing a 5% reduction from the average during the last five years. In 2008 the economic cost of fire estimate put the value of a house fire at £44,216, which with inflation would put the cost at approximately £59,439 today. Beyond this economic cost, we know

the emotional and physical loss from a fire in the home can be devastating for those affected, so our ongoing focus on prevention will continue. Our firefighters rescued 86 people from fires and 301 from road traffic collisions. Sadly, there were also six deaths in fire related incidents, of which Her Majesty's Coroner has so far determined that (at time of publication) three were caused by fire. The remaining three potential fire deaths are awaiting a Coroner's verdict.

## Types of fires attended in 2019-20



## Emergency response

Our emergency response standards are focused on life risk. When there is an incident at a property with sleeping risk (private dwellings, care homes, hospitals, sheltered accommodation, student accommodation, hostels etc.) we send at least two fire engines. We aim for the first fire engine to arrive within ten minutes and for the second fire engine to arrive within 13 minutes from the time the call is received by our Fire Control team. Our decision to target these timings is based on a study on fire survivability times completed by Exeter University. Against our 75% target we achieved this standard on 71.1% of occasions for the first fire engine and 69.5% of occasions for the second fire engine. For other buildings that are not classified as a sleeping

risk, our standards are ten minutes for the first fire engine and 15 minutes for the second fire engine. We achieved these standards on 65.0% and 63.8% of occasions, respectively.

We know that our ability to achieve our response standards is not always possible because of where our fire stations are and where people live, particularly if they are located in more rural areas. However, we continue to work hard to help identify the most vulnerable in our communities, allowing us to focus our efforts on fire safety and prevention activities. By focussing our resources on preventing fires in these areas, our aim is to mitigate the risk of a fire occurring. We are also focussing on recruiting more on-call firefighters where there are gaps in our known availability



Matt Hicks

to fulfil this need (see page 31), and taking a number of

other initiatives to retain these important members of staff.



## Our response to the coronavirus pandemic

Like all organisations, we have been significantly affected by the coronavirus pandemic. Since the Government's lockdown began in March, all of our staff who are able to, have been working from home. Of course, as an emergency service, it is not possible for many of our staff to work in this way, and operational staff have continued to respond to emergency incidents in the usual way. We have been able to ensure that the availability of fire engines has remained high during this period.

We have been working with our partners within Bournemouth, Christchurch & Poole, Dorset, Swindon and Wiltshire to monitor and manage the impact of coronavirus on our staff and communities, in line with Government guidance. This included assisting South



Western Ambulance Service by driving ambulances alongside emergency care assistants or paramedics, visiting vulnerable

people, delivering welfare packages to food banks, schools and hospitals, supporting many key partners to ensure they

had correctly fitted personal protective equipment and assisting at temporary mortuary support facilities.

## Summary

### This work leads to:

- fewer injuries and deaths from accidental and preventable fires
- safer roads with fewer road traffic collisions that result in injury and death
- fewer deaths and serious medical injuries
- reduced economic cost to society from fewer fires and other emergencies
- safer firefighters and staff, and
- an increase in our understanding of the community risk and those we need to target.

### Moving forward our focus will be to:

- work alongside partners to identify opportunities for collaboration, including aligning operational procedures with neighbouring services, and
- attract, recruit and retain on-call firefighters. We have been involved in local and national initiatives to improve the number of on-call duty system staff. As part of this we will:
  - align and further streamline the selection process for on-call firefighters
  - implement a new on-call pay model to attract more candidates, and retain staff through flexible working and knowing the hours expected of them, and
  - further strengthen the training for new firefighters to make it more flexible for them.



below average  
Band D council tax  
precept

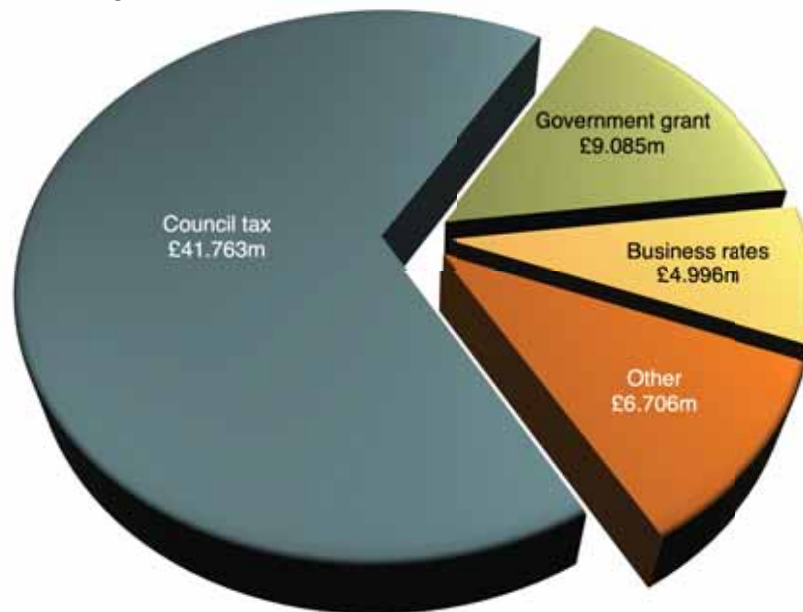


Below average  
firefighter costs  
(£20.66 compared  
to £22.08 national  
average)

The Authority continues to be a low spending and efficient one; by the end of 2019-20 we had achieved savings of £6.7m. Firefighter costs per person were £20.66 per 100,000 population compared to a national average of £22.08.

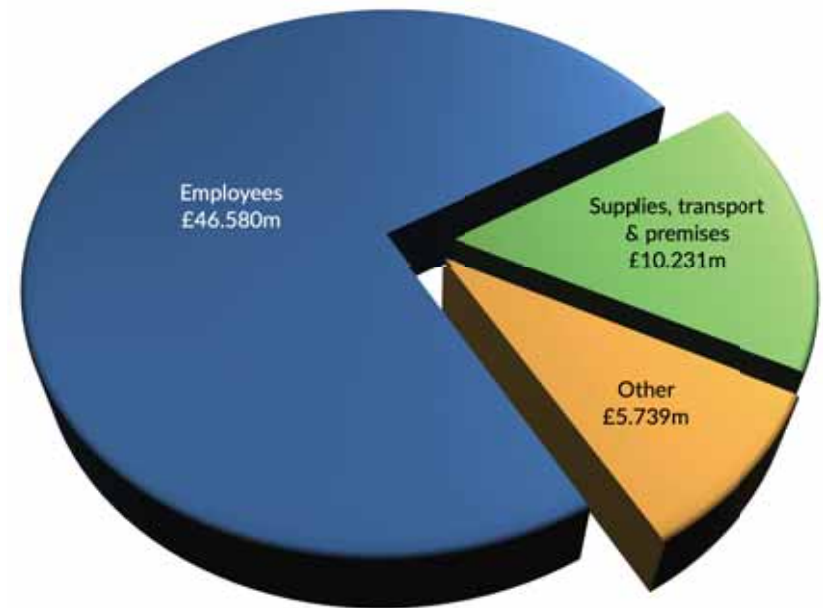
Total Government funding received by us for 2019-20 was £9.085m, leaving £41.763m to be raised from our

Funding 2019-20



proportion of the council tax demand (fire precept). For 2019-20 our Band D fire precept was £74.87 compared to a national average for combined fire authorities of £78.11. We still have considerable financial challenges unless our income improves. We are currently evaluating several options to allow us to set a balanced budget as part of developing our forthcoming Community Safety Plan.

Spending 2019-20







# MAKING EVERY PENNY COUNT



clean audit from  
external auditors

As well as ensuring sound financial management, we are pleased that our internal and external auditors have confidence in our arrangements and have not raised any significant governance issues.

Our commitment to smarter working and cloud-based technology has seen an investment in information and communication technology to help us further drive our efficiency and

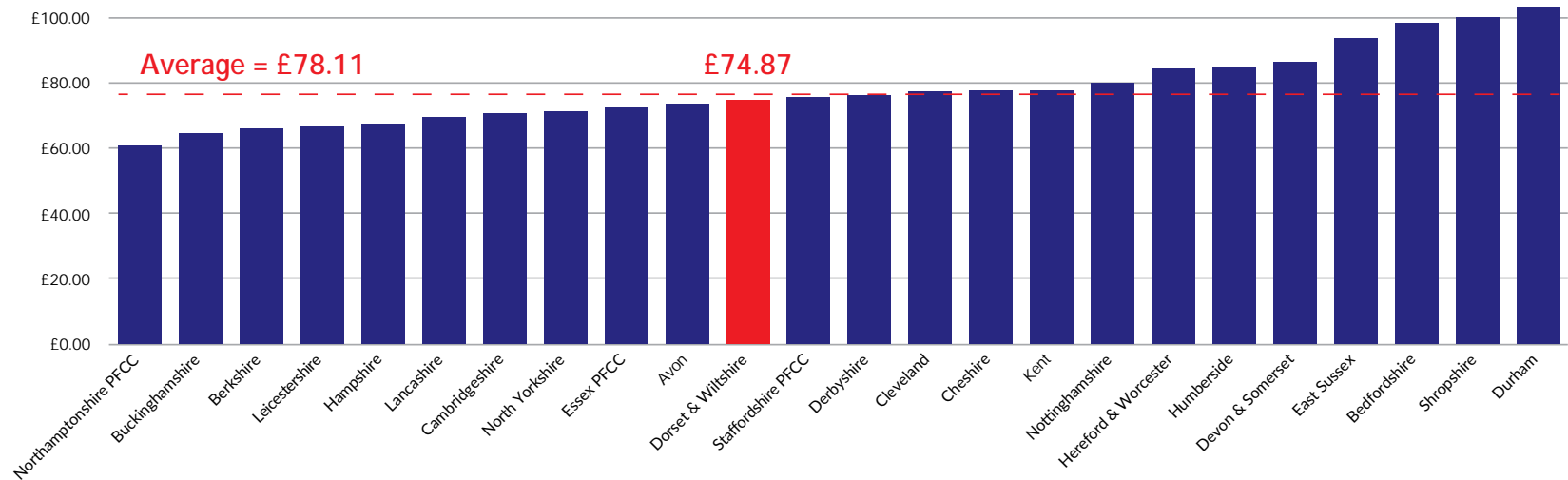
productivity. We are also automating processes to allow us to maximise technology and make further efficiencies.

We are currently working hard to migrate from our health and safety arrangements to comply with the International Standard ISO 45001. We are on track to achieve this before the target date of March 2021. This will be a considerable

achievement once attained, as only a few fire and rescue services in England have achieved this international standard.

Our business continuity arrangements have been further strengthened and are aligned to national best practice. Auditors have awarded the Service substantial assurance against both its business continuity and multi-agency arrangements.

Our charges within Band D Council Tax 2019-20



Combined Fire Authorities in England



During 2018 we were inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. This included assessments of the operational service provided to the public, the efficiency of the Service, and the organisational effectiveness of the Service. In June 2019 the Inspectorate published their first report for the Service. We were delighted to be awarded a 'Good' rating against all three pillars of the inspection; efficiency, effectiveness and people.

We are working hard to give our staff greater flexibility to improve efficiency and retain talent. All staff are now able to maximise the benefits of cloud-based technology and systems, to support smarter working. It is evident that substantial cost avoidance savings are being realised through increased use of online meetings and reducing unnecessary travel.



“The residents of Dorset and Wiltshire can be confident that they are receiving a quality service and I look forward to seeing what further benefits result from their recent combination.”

HM Inspector of Fire and Rescue Services Wendy Williams.



# MAKING EVERY PENNY COUNT

## Summary

### This work leads to:

- making the most efficient use of our resources,
- making our budget work smarter, and
- ensuring strong financial and corporate governance arrangements.

### Moving forward our focus will be to:

- further strengthen our approach to value for money reducing costs and improving outcomes with fewer or the same resources
- reduce economic cost to society from fewer fires and other emergencies
- improve cost-effectiveness through good purchasing and supplier management
- review our property, fleet and ways of working in light of our response to the coronavirus pandemic
- maximise our information and communication technology capability in supporting smarter ways of working to improve our efficiency and reduce costs, and
- work with our partners, particularly our neighbouring fire and rescue services and the police, to maximise efficiency and effectiveness.







## Developing our people



We maintain our commitment to investing in our people. Our staff development is a strong feature of what we do. We continue to work with partners in delivering leadership programmes at supervisory, middle and strategic level which allows people to maximise their potential.

We are keen to develop opportunities for apprentices and were involved with the trailblazing work developing firefighter apprentices. Three firefighters and four control firefighters have started their apprenticeships, and we have 23 apprenticeships in total as of the end of 2019-20.

## Supporting our military community

In 2019 we were delighted to receive the Defence Employer Recognition Scheme Silver Award. With a significant number of defence establishments, and armed forces personnel within Dorset and Wiltshire, it is important for

the Service to be a forces friendly employer in support of our many military communities. We are proud to work with our armed forces and employ reservists, military spouses and ex forces staff. This award evidences our commitment to pledge, demonstrate and

advocate support to the defence and armed forces community.



EMPLOYER  
RECOGNITION  
SCHEME

SILVER AWARD

We are part of the South West coaching network which provides access for our employees to be matched with an appropriate coach. In addition to this we are training some of our managers with key coaching skills, allowing them to better support their staff.

Our new incident command suite is now fully operational, delivering courses and assessments to ensure our staff are safe and competent in carrying out their role. Plans are also in place for a mobile 'virtual reality' assessment to be used as a satellite facility in delivering training for incident command.





# DEVELOPING AND SUPPORTING OUR PEOPLE



**3.5%**  
increase in staff  
absence

## Health & Wellbeing

We ask a lot of our staff and we are therefore committed to looking after their physical, emotional and mental health by offering a range of health and wellbeing services to support them. Mental health wellbeing sessions are integrated into the training for managers to ensure they are supported and able to recognise the early signs of mental health issues. Some members of staff are available as a listening ear to help break the stigma of talking about mental health in the workplace.

Absence management continues to be a key focus for us. Whilst there is some variability between staff groups, absence has increased to an average

of 9.1 days/shifts lost per person per year, compared to an average of 8.8 shifts lost per person in 2018-19. This is 2% higher than comparable fire and rescue services. There

continues to be a reduction in work related stress of 6% compared to 2018-19, supported by mechanisms including counselling provision and stress management action plans.

We also help maintain the fitness of our operational staff so that they can fulfil their operational duties, as well as offering occupational health and physiotherapy provision.





## Diversity & Inclusion

We place diversity and inclusion at the heart of everything we do. We want to ensure that we provide our communities with services that are accessible to everyone.

We recognise that people have different needs, and that some groups within our community share protected characteristics and have specific requirements. A vital part of our equality work is about understanding the differing needs of our communities, so that we can identify risk factors for vulnerable people and address these in our work and within the workplace.

groups to our organisation through our positive action campaigns. In 2019-20, 12.3% of operational staff intake was from under-represented groups. This is a reduction on 17.2% the previous year and below our target of 20%. Our report from 2019 indicates that our current median gender pay gap of 12.5% is lower than the national figure of 17.3%. Details of our Gender Pay Gap report can be found on our website under 'Pay and Policies'. Staff networks, apprenticeships, flexible working procedures and improved station facilities are all part of our action plan to further improve the number of women in our operational workforce.



As of 31 March 2020, men made up 95% of our operational staff and the highest proportion were aged between 46-55. We are working hard to attract under-represented

We regularly monitor our workforce profile to identify whether there is more we can do to ensure we have a more diverse workforce that reflects the communities we serve. We also monitor grievance and bullying data to assure that there is no adverse impact on staff with protected characteristics. For more information, including our annual Equality Report, please visit our website [dwfire.org.uk/equality-diversity-and-inclusion](https://www.dwfire.org.uk/equality-diversity-and-inclusion).







# DEVELOPING AND SUPPORTING OUR PEOPLE

## Summary

### This work leads to:

- the development of our staff which provides them with the skills and behaviours to succeed in their role
- staff being confident that we have good wellbeing arrangements in place
- an increase in the diversity of our operational workforce.

### Moving forward our focus will be:

- on succession planning and talent management, with a specific emphasis on future proofing the structure, and growing and quickly bringing talent through the Service at all levels
- continuing to ensure that our staff have the skills and behaviours to carry out their roles, including further integrating our competence recording system, and
- continuing to refine our recruitment practices so we can recruit and retain a diverse workforce that reflects the communities we serve.



# COULD YOU BE AN ON-CALL FIREFIGHTER?

As a Service, we are reliant on on-call firefighters – almost two thirds of our operational staff work this duty system to keep our communities safe. An on-call firefighter is someone who responds to a range of fire and rescue service jobs; these range from emergency calls, working at open days, carrying out work with their local communities, and acting as an ambassador for the fire service.

On-call firefighters carry a pager with them and respond to their local fire station when they are alerted. They deal with the same types of incidents and emergencies as their wholetime colleagues and are trained to the same standards including emergency response driving, breathing apparatus and casualty care. On-call firefighters train once a week on station at drill night. The night of the week varies depending on the station.

On-call firefighters come from every walk of life, including homemakers, shopkeepers, builders, farmers, office workers and directors of companies, together with people who are not currently employed. Full training is provided on an on-going basis, therefore previous experience is not needed. The on-call hours are based around

people's availability and other commitments aligned to the requirements for operational cover at the station.

We are recruiting on-call firefighters at stations across the Service. In order to be an on-call firefighter you must be over 18, and live or work to be able to respond to the fire station,

within five minutes of your pager going off. We are particularly interested in hearing from women and under-represented groups. We are an equal opportunities employer and applications are welcome from all. The application form and more information can be found on our website - [dwfire.org.uk/on-call-firefighters](https://dwfire.org.uk/on-call-firefighters)



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**DORSET & WILTSHIRE  
FIRE AND RESCUE**

**ON-CALL FIREFIGHTERS**

For more information visit:  
[www.oncallfire.uk](https://www.oncallfire.uk)



# STRATEGIC PERFORMANCE

## Performance against strategic targets

Target	Performance
We will achieve a 5% reduction in accidental dwelling fires (over the average achieved during the last five years)	5%
Working in partnership, we will reduce the number of deaths and serious injuries in road traffic collisions by 40% by 2020	19%
By 2020 we will ensure that 85% of our planned Safe and Well visits are undertaken on high priority, high risk individuals	83%
We will achieve a positive outcome from all educational interventions with children and young people on 75% of occasions	97%
By 2020, we will have audited 100% of known sleeping accommodation identified as high risk where the Fire Safety Order applies	97%
On 75% of occasions, we will achieve our response standards based on a 10-minute response time including call handling	71%
By 12 March 2021, to have achieved accreditation against International Organisation for Standardisation ISO 45001 – Occupational health and safety management standard	On track
To reduce the number of working days lost to work related injuries and ill health by 5% each year	32% reduction
We will increase the diversity of our operational workforce, by ensuring that 20% of recruitment is from under-represented groups	12%
For sickness absence, to be no higher than the average reported for other comparable fire and rescue services in England	2% higher
We will achieve a 5% reduction in deliberate fires (from the average achieved during the last five years)	4% increase

### Key

■ On track or achieved
 ■ Slipping against this target





Dorset & Wiltshire Fire and Rescue Service  
Five Rivers Health & Wellbeing Centre  
Hulse Road  
Salisbury  
Wiltshire  
SP1 3NR



01722 691000



[enquiries@dwfire.org.uk](mailto:enquiries@dwfire.org.uk)



[dwfire.org.uk](http://dwfire.org.uk)



[@DWFireRescue](https://www.instagram.com/DWFireRescue)



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