

Community Safety Plan 2021-2024



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Foreword

Dorset & Wiltshire Fire and Rescue Authority is responsible for ensuring that the communities of Bournemouth, Christchurch & Poole, Dorset, Swindon and Wiltshire are protected and supported by an effective and efficient fire and rescue service.

Since forming our Service in 2016, we have undergone a significant period of transformation. We have made the Service stronger and more resilient, whilst at the same time saving over £6.5m each year. The services we provide cost less than the average for fire and rescue services in England and have been deemed by government inspectors

to be performing as 'Good' in the areas of efficiency, effectiveness and people management.

However, like many organisations, we now face considerable financial uncertainty, new challenges and a need to find significant further annual savings. This will mean that over the lifetime of this plan we will need to look long and hard again at what we can afford, as well as, work smarter and differently, to maintain our high standing.

Each fire and rescue authority has a statutory duty to produce a Community Risk Management Plan. We fulfil this requirement through this Community Safety Plan, where we set out the key challenges and risks facing us along with how we intend to meet and reduce them. This plan details what we intend to carry on doing and what we intend to review and do differently. Working with others is central to how we deliver our services, and this will continue to be at the heart of everything we do as we move forward.



“The residents of Dorset and Wiltshire can be confident that they are receiving a quality service”
Wendy Williams HMI Inspector



Cllr Rebecca Knox,
Chair of the Fire and
Rescue Authority



Ben Ansell,
Chief Fire Officer

If you would like to give us your feedback or know more about our Service, please get in touch or visit our website at dwfire.org.uk

Contents

 **Prevention:**
Making safer & healthier choices **8**

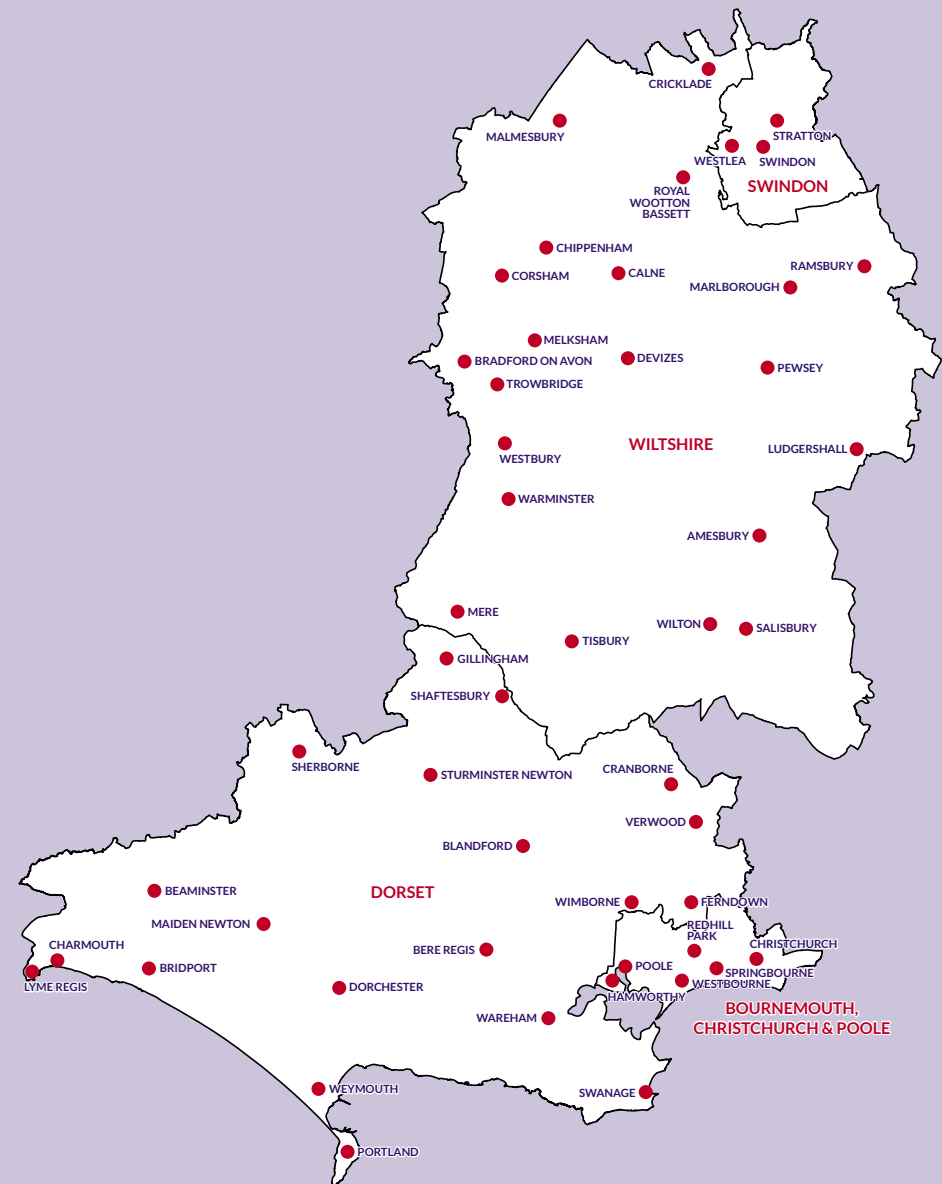
 **Protection:**
Protecting you & the environment from harm **16**

 **Response:**
Being there when you need us **26**

 **Governance:**
Making every penny count **36**

 **People:**
Supporting & developing our people **46**

 **Putting the plan into action** **58**

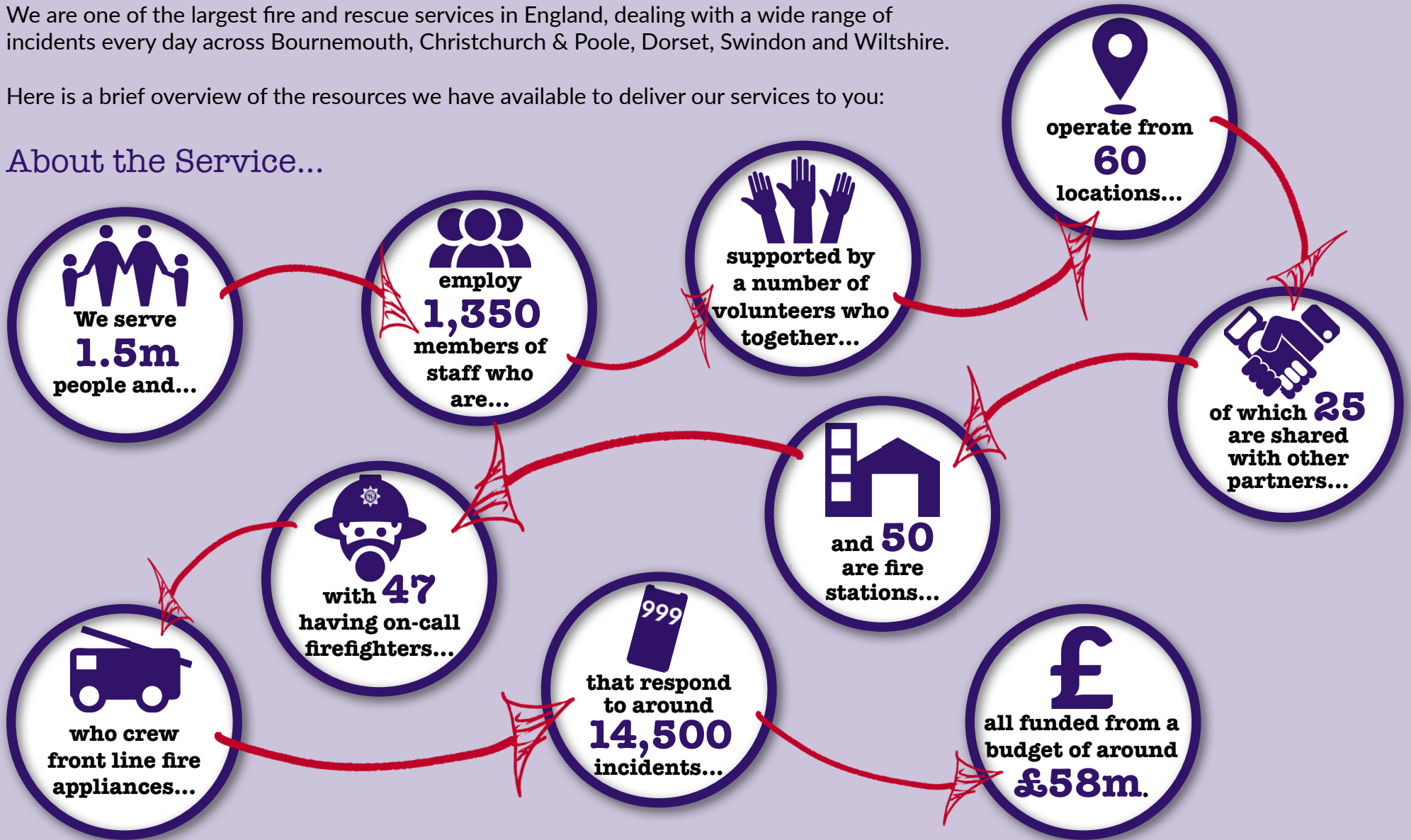


Our Service at a glance

We are one of the largest fire and rescue services in England, dealing with a wide range of incidents every day across Bournemouth, Christchurch & Poole, Dorset, Swindon and Wiltshire.

Here is a brief overview of the resources we have available to deliver our services to you:

About the Service...



How our operational demand is changing

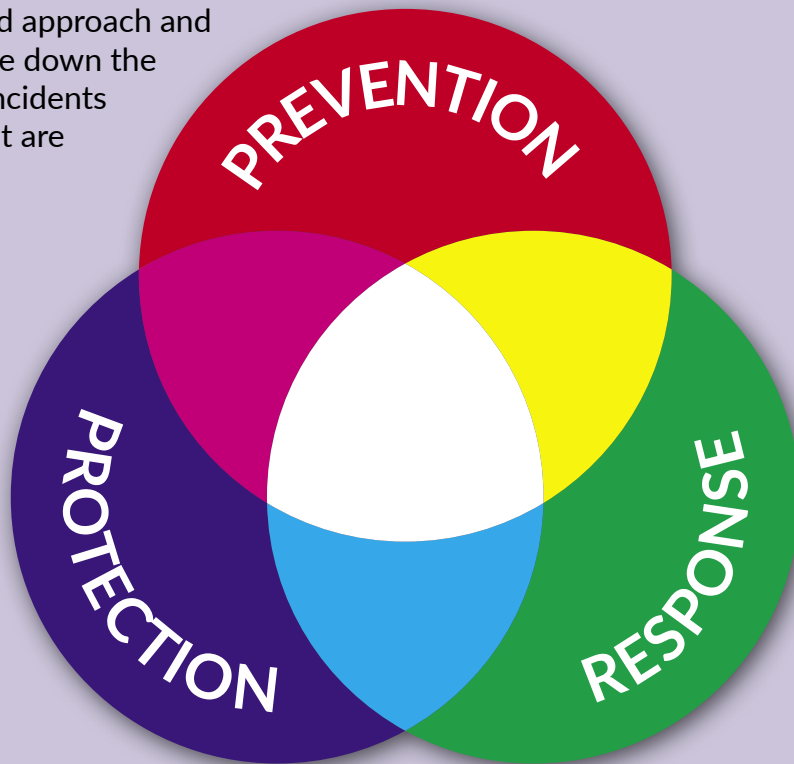


All the figures above are for 2019/20 and the trends are for the last three years.

Our integrated approach to keeping you safe

It is our responsibility to help improve the safety of over 1.5 million people living in Bournemouth, Christchurch & Poole, Dorset, Swindon and Wiltshire and protect the built and natural environments we all enjoy and that are visited by so many. We will first seek to prevent incidents occurring, but if you need us, we will always respond quickly to limit distress, harm and economic loss. When we do this, we look to see if we need to do anything differently to make us more efficient or effective, either alone or in partnership with others.

We look at risk from a **prevention, protection and response** perspective. This helps us to have an integrated approach and work to drive down the number of incidents and fires that are occurring.



With such large parts of Dorset and Wiltshire being rural, and with traffic on the rise, we are often unable to physically **respond** to each and every fire within our 10 minutes standard. To help reduce these risks we do as much as we can to **prevent** them and make buildings safer through our **protection** work with businesses and landlords to help them comply with regulations, using enforcement as the last port of call.

We use specialist software, data and professional judgement to target those people and buildings most at risk. Our safe and well advisors and firefighters undertake safe and well checks in vulnerable homes, identifying any risky behaviours including leaving cooking unattended. We want to be a key player in helping those at risk, to become safer. For those who are elderly or more vulnerable, we work hard to help them live more independently and for young people, we help them make better decisions if they are having a difficult time or need more support.

To help us explain how we work and to set out our future plans, we produce this Community Safety Plan. This plan also sets out where our priorities align to the methodology used by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS), against their inspection pillars of **Efficiency, Effectiveness and People**.



Our Community Safety Plan

'We are passionate about changing and saving lives' and we have five clear priorities that run through everything we do.

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 and have the right approach, knowledge and skills; which is crucial to the success of our Service.

Every two years we conduct a strategic review of the risks and issues facing us. This helps us to ensure that our decision making and planning remains focused on maximising our impacts on improving public safety, health and wellbeing.

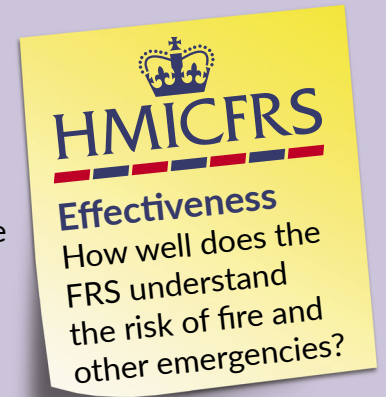
We call this our **Strategic Assessment of Risk** and we deliver this through examining a range of key factors that impact our organisation and communities. This work allows us to see what is on the horizon and ensure that our long-term plans and strategies take this into account. This assessment aims to highlight the strategic and operational risks we face and describes how we intend to deal with them. As well as analysing our own data, our assessment is put together using a great deal of information from our partners and wider needs assessments.

The next section of this plan sets out in broad terms the key risks and challenges we face against each of our priorities. We have outlined the main activities that we are currently delivering along with some of the areas that we intend to do differently, to strengthen or to help us deal with the financial issues facing us.

In setting out our priorities we have made reference to the judgement criteria used by HMICFRS, within their inspection. Throughout the lifetime of the plan the Service is also committed to ensuring appropriate alignment to the Fire Standards Board's new fire standards and respond to any requirements as result of the Fire Reform agenda.



Please note that throughout the plan these symbols will be used to identify where work is specifically considered in terms of diversity and inclusion and environmental impact.



Prevention: Making safer and healthier choices

HMICFRS
Effectiveness
How effective
is the FRS at
preventing fires
and other risks?

Reducing danger and risky behaviour

We believe that prevention is better than cure. We aim to stop fires and incidents occurring in the first place. By doing this we not only reduce the suffering caused but also save money for both ourselves and many other partners, such as the police, ambulance service, local councils and the National Health Service (NHS). We have had a great deal of success in our prevention work, which is further detailed within our **Annual Report**.



We work hard, with our partners, to achieve:

- ✓ fewer preventable injuries and deaths from fires
- ✓ fewer injuries and deaths on our roads
- ✓ less anti-social behaviour and arson
- ✓ more young people reaching their potential
- ✓ more support for vulnerable children and adults
- ✓ fewer hospital admissions for vulnerable people
- ✓ fewer emergency calls

Home safety

Road safety

Education


Youth engagement



From our Strategic Assessment of Risk we believe that there will be:



An increase in the number of elderly people requiring specialist support or with a long-term illness or disability



An increased strain on the NHS and adult & social care services as the population profile changes




Potential shortages of affordable housing, with an increase in rented properties and houses with multiple occupancies



A higher number of bariatric people placing further demand on local public services



A continued increase in miles driven on our roads, with a potential increase in road traffic collisions



A requirement for the Service to review prevention activities aligned to the Medium-Term Finance Plan



The following section sets out our current and future activities that are designed to help us address these emerging concerns.

Prevention: Making safer and healthier choices

Home safety

Who is most at risk?

Last year (2019-20) we attended 3,251 fires of which 2,267 were accidental. Of these accidental fires there were 706 accidental fires in the home. This is a 5% reduction over the past five years, which is in part to our prevention activities.

The top five groups more likely to experience a fire are:

- people over pensionable age
- couples and lone persons with dependent children
- people living with physical or mental impairments and those with long term illnesses, disabilities or dementia
- people who are vulnerable due to their drinking behaviour, substance abuse or addiction
- those who use matches and candles

We work with our partners to improve the wellbeing of vulnerable people by helping them with their additional needs and signposting to appropriate help, advice and services as well as helping them with basic crime prevention and signposting. This means that

vulnerable people can carry on living independently in their homes by reducing the potential for slips, trips and falls, as well as the likelihood of a fire occurring. It is estimated that slips, trips and falls cost the NHS £133m per year. If we can help to stop this happening in the first place, then we help reduce the impact on the NHS. We are also working with our partners to reduce the risks from hoarding which we are increasingly coming across during our work.

In 2019, we undertook 12,934 safe and well visits and delivered safety education sessions to 41,252 children through talks in schools, children's groups and bespoke educational sessions.

Unattended cooking represents the greatest fire risk in the home



What we are doing

We are:

- working with the local councils and private and voluntary organisations to deliver a targeted programme of safe and well checks
- working with our partners to improve the wellbeing of vulnerable people, by helping them with their additional needs and signposting to appropriate help, advice and services, as well as helping them with basic crime prevention and signposting
- delivering an extensive education programme of school visits and other community events
- working with our partners to access our most vulnerable groups through referral systems
- promoting wider public safety through our media campaigns
- working to reduce the risks associated with hoarding
- continuing to help protect vulnerable people by vetting and training our staff to refer issues to our partners when we come across safeguarding issues within the community

What we plan to do

We will:

- work with other partners to continue to improve the use of data to identify those most at risk
- further evaluate our interventions to allow us to demonstrate the impact they have in keeping people safe
- further develop collaborative partnership work in areas where there is a demand for our help, such as by hospital discharge teams
- review the extent and the way we use our volunteers
- reassess the criteria for issuing free smoke alarms, to better prioritise our available resources to those most at risk
- review our contributions to our partners and seek to increase the amount of sponsorship we receive to help us maximise our efficiency and set a balanced budget
- make our youth engagement work as cost neutral as possible

Prevention: Making safer and healthier choices

Road safety

Who is most at risk?

More people are killed and seriously injured in Road Traffic Collisions (RTC's) than in fires. With roads such as the M4, A31, A35, A303, A338 and A350 criss-crossing our Service area, road traffic collisions form a significant part of our emergency response. Over the last nine years there has been a 13% increase in the number of miles driven in the Service area. Despite this, the number of people killed or seriously injured on our roads has fallen by 20%. In Dorset and Wiltshire those between the ages of 16-24 make up 20% of all casualties. Motorcyclists make up, on average, one quarter of all fatal RTCs. Last year we provided road safety advice through attendance at 89 schools, where 18,127 people received road safety messages. This includes 11,919 through our Safe Drive Stay Alive campaigns.

The Ministry of Defence (MOD) Land Transport Accident Report indicates that service personnel are at an increased risk of being involved in an RTC than the rest of the UK population. Death at an RTC is listed as the biggest killer within the Armed Forces. With more than 25% of the British Army living across our Service area we have worked with them to establish a bespoke road safety education programme, for their personnel, called Survive the Drive.*

* Data accurate at 31st December 2019

Although the number of people killed, or seriously injured has fallen by 20%, more people are killed and seriously injured on our roads than in fires

What we are doing



We are:

- working closely with the police, local councils, charities and others to improve the safety of our roads and reduce the number of road traffic incidents
- working with our partners to help provide wider education
- delivering an extensive and targeted programme of road safety interventions to new and inexperienced drivers about the dangers of speeding
- delivering our Survive the Drive programme, specifically for military personnel, who are statistically at greater risk of being involved in a road traffic collision
- delivering Biker Down (a motor cycle safety initiative) and Safe Pass (a cycle safety initiative)
- continuing to provide an efficient and effective response, which includes the rapid extrication and transfers of casualties

What we plan to do

We will:

- work with the police, local councils and others to further strengthen our approach to reducing people killed or seriously injured on our roads
- continue to drive reductions in road risk through smarter working arrangements and the use of technology

Education

Who is most at risk?

Every year over 400 children under the age of 11 are injured and four are killed in accidental fires in the home in England. Young children are especially vulnerable, sometimes children will run away or hide from fire and rescue officers trying to rescue them, not understanding why they are there or perhaps scared of what they are wearing. Communicating with young children can be difficult, it is vital to use trained staff who have the expertise and understanding to deliver fire safety education.

We also know, from national data collected, that children and young people are particularly vulnerable to death and injury from emergencies such as road traffic collisions, especially in households which are disadvantaged.

Fire-related incidents including arson, hoax calls and anti-social behaviour are also often committed by children and young people. Children are amongst the most vulnerable in society, as a fire and rescue service we are well placed to protect and teach children of all ages how to stay safe.

On average we educate around 40,000 children each academic year



What we are doing



We are:

- engaging actively with children, young people and their families through our education programmes in schools
- providing fire safety education, life-saving skills and promoting responsible citizenship with knowledge and resources to help better inform parents and guardians
- promoting road safety education from an early age and providing opportunities and positive outcomes for children and young people through our targeted programmes
- identifying and sharing good practice in working with children and young people with our colleagues, partners and other fire and rescue services

What we plan to do

We will:

- continue to work with partner agencies to develop our safety education programmes
- continue to monitor national and local accident trends and risk information to better inform our education programme
- evaluate our education programme to ensure we deliver value for money and maximise our return on investment

Prevention: Making safer and healthier choices

Youth engagement

Who is most at risk?

Through our work with younger people we have been able to help reduce the number of deliberate fires we attend and help the police and other agencies to reduce anti-social behaviours. We also offer programmes that encourage young people into training, education and employment. We do this through the many initiatives we run and by actively working with our partners and supporting charities.

In 2019-20, 74% of young people who completed our Prince's Trust programme moved into education, employment or training within six months of graduating. In addition, we held 22 youth courses and engaged with 2,892 young people through our Junior Good Citizen events.

In 2019-20 we received 78 referrals to our Firesetters scheme, which is an early intervention programme aiming to reduce fire setting behaviour by explaining the dangers and consequences to young people. 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.

For each £1 we invest in our scheme we generate a societal saving of £4.52, which includes savings for ourselves, NHS, ambulance and police. In 2019-20 this represented savings of almost £280,000 to the public purse.

74% of young people who completed our Prince's Trust programme moved into education, employment or training within six months of graduating





What we are doing

We are:


- continuing to work with young people to reduce deliberate fires
- delivering a range of education and intervention programmes designed to support children, young adults, their families and vulnerable people reach their full potential where sufficient funding has been secured

What we plan to do

We will:

- continue to deliver these youth engagement programmes but increasingly on a grant funded basis to help us live within our means
- work with the police, local authorities and others to explore new and joint ways of reducing deliberate fires
- explore establishing a means of securing charitable income to help fund prevention programmes and activities

Protection: Protecting you and the environment from harm


HMICFRS
Effectiveness
How effective is the FRS at protecting the public through the regulation of fire safety?

Safer buildings, businesses and places

We work hard to support local businesses to help them reduce fire risk and be compliant with their legal responsibilities. In 2019-20, we had 5,280 positive engagements with businesses. We have had a great deal of success in our prevention work which is highlighted in our Annual Report.

Commercial buildings

High risk buildings

Thatch properties & heritage buildings

Wildfire & severe weather

We work hard, with our partners, to achieve:

- ✓ fewer preventable fires, deaths and accidents
- ✓ fewer false alarms and unnecessary call outs
- ✓ less disruption for communities and businesses in extreme weather conditions
- ✓ less damage to habitats and wildlife



From our Strategic Assessment of Risk we believe that there will be:



Changes to building safety and enforcement regimes



An increase in the need for more money and people to deal with new requirements



Greater extremes of weather



The following section sets out our current and future activities that are designed to help address these emerging concerns.



Protection: Protecting you and the environment from harm

Commercial buildings

Who and what is most at risk?

Fire protection laws are there to keep you safe whenever you enter a public building or business. We are here to help those responsible for these buildings to meet the legal standards and make sure their businesses are protected from fire. We undertake fire safety audits based on our risk-based system, giving priority to buildings assessed as being of higher risk or outside of our ten-minute response areas for life risk.

To support this, we work with partners to share information and data. In 2019-20, we undertook 1,173 fire safety audits and all building regulation consultations were completed within statutory timescales.

We work with businesses and organisations to help them solve their issues and make their premises safe for everyone. However, where this approach fails, we take the lead role in prosecuting those who refuse to maintain a safe environment that could put lives at risk.

We are also involved in influencing the safety of buildings even before they are built. We work closely with architects, planners and owners, advising them how to maximise the safety of occupants, the public and our fire crews through technical solutions and building design. This work includes encouraging the use of sprinklers in higher risk buildings such as high-rise properties, schools and residential care homes.

In 2019-20, we responded to 1,278 building regulations consultations as part of our statutory duties. We continue to offer support to a wide range of businesses on fire safety issues and with partners, such as, Trading Standards, Environmental Health and Building Control, which helps us to design safety within the fabric and use of buildings.

By working proactively like this, we can save lives, reduce the number of false alarms and reduce the huge economic impact on a business and local economy if it is affected by fire.

In 2019-20 we dealt with 436 fire safety complaints from the public concerned about the buildings they use



What we are doing

We are:

- working with responsible owners directly or through seminars to help them make their buildings safe
- using our risk-based inspection programme and data from our partners to help us target high risk buildings
- conducting audits to ensure legal compliance
- working with architects, planners and owners advising them how to maximise the safety of buildings
- acting on concerns raised by the public
- conducting media campaigns around specific risks
- prosecuting people who fail to meet their legal responsibilities under the Regulatory Reform (Fire Safety) Order 2005
- reducing the number of unwanted fire alarms, particularly from commercial properties, through tighter procedures, call challenge processes and providing advisory support
- reducing expenditure in some of our activities to pay for an increase in fire safety inspecting officers, to meet new legislative responsibilities

What we plan to do

We will:

- train our firefighters in some aspects of fire safety to allow us to triage high rise buildings, to better focus our efforts on higher risk properties
- continue to lobby for sprinklers in higher risk premises
- revise our risk-based inspection programme in light of changing legislation and requirements
- invest in a new management information system to support our protection programme
- continue to drive down the number of unwanted fire calls from automatic alarms that cost us time and money
- review the cost effectiveness of the Primary Authority Scheme
- continue to ensure protection resources enable us to deliver our statutory responsibilities

Protection: Protecting you and the environment from harm

High rise buildings

Who and what is most at risk?

The devastating fire at Grenfell Tower raised several significant questions over building regulations, how fire safety regulations are enforced in such premises and how the fire and rescue service respond to fires in high-rise residential premises. The Grenfell Tower Inquiry, led by Sir Martin Moore-Bick, has published its Phase 1 report.

This looks specifically at the events on the night of the fire and makes recommendations for fire and rescue services and building managers. Phase 2 of the review is underway and its report will follow. While the public inquiry into the fire continues, the outcomes and findings are likely to have a significant impact upon the fire sector as a whole, particularly in the areas of building regulations and fire safety, as well as operational response.

Dame Judith Hackitt's report into building safety made several recommendations concerning the approach to regulating buildings. Following this the Government established a Building Safety Programme to ensure that residents of high-rise buildings are safe and feel safe, now and in the future.

Building and fire safety regulations are significantly changing following the Grenfell Tower fire



What we are doing

We are:

- reviewing and assuring ourselves against the Grenfell Tower Inquiry Phase 1 report and the report of Independent Review of Building Regulations
- working with building owners to jointly understand building construction and how fire safety measures are maintained
- continuing to work with the National Fire Chiefs Council building safety team to feed into future legislative changes that will improve the safety of the occupants of high rise buildings, including changes to Building Regulations and fire safety legislation
- capturing and updating site-specific risk information to assist in the event of an emergency
- reviewing our operational procedures and adjusting them where appropriate
- conducting exercises where buildings are put through evacuation scenarios, allowing crews and building managers to practice working together, to maintain the safety of occupants and firefighters
- deploying our new 42 metre aerial ladder platform to strengthen our response activities
- supporting the remediation of buildings with cladding similar to that found at Grenfell
- increasing the number of fire inspection officers to meet new and emerging legal responsibilities, by reducing our costs elsewhere in the Service

What we plan to do

We will:

- review our risk-based inspection programme and targeting strategy
- extend some fire safety activities to operational crews
- further strengthen our incident ground technology and fire survival guidance
- further strengthen our response arrangements
- continue to lobby for sprinklers in all high-rise buildings
- work with Devon & Somerset and Hampshire & Isle of Wight Fire and Rescue Services within the Networked Fire Services Partnership to maximise our effectiveness in dealing with these incidents
- comply with new fire safety regulations and requirements
- continue to closely monitor the outcomes of the Grenfell Inquiry, the Dame Judith Hackitt review and any subsequent reports associated with building and fire safety

Protection: Protecting you and the environment from harm

Thatch properties and heritage buildings

Who is most at risk?

We are one of the guardians of our local heritage and we work hard to protect the valuable buildings of Dorset and Wiltshire.

Dorset and Wiltshire have the highest number of thatch buildings in UK

Dorset and Wiltshire have many listed and heritage properties, including Christchurch Priory, Kingston Lacey, Longleat and Lydiard House. Together, the counties of Dorset and Wiltshire have the most thatched properties in the UK. Thatched properties bring their own specific fire risks and it is likely that thatch as a building material will continue to be popular locally. Although there is no increased risk of fire within thatched properties, the impact of a fire is far greater. Thatch fires are typically attended by in excess of 50 firefighters and often for over 24 hours. The National Society of Master Thatchers estimate that the average cost of a thatch fire is in excess of £45,000. Typically, we attend around eight significant fires annually with properties that have thatched roofs.



What we are doing



We are:

- working closely with responsible owners and agencies to undertake regular safety audits to ensure adequate fire safety solutions are in place and that the building meets life safety standards
- ensuring that all significant heritage sites and buildings have site specific risk information and specific operational plans to support our response arrangements and the protection of these important assets
- delivering a programme of public and targeted information to help reduce the risks to these buildings
- continuing to train and exercise for these type of fires

What we plan to do

We will:

- further strengthen our information about these buildings
- review our technical capability and specialist equipment to ensure we continue to have the right resources to deal with incidents involving thatch properties and heritage buildings



Protection: Protecting you and the environment from harm

Wildfire and severe weather

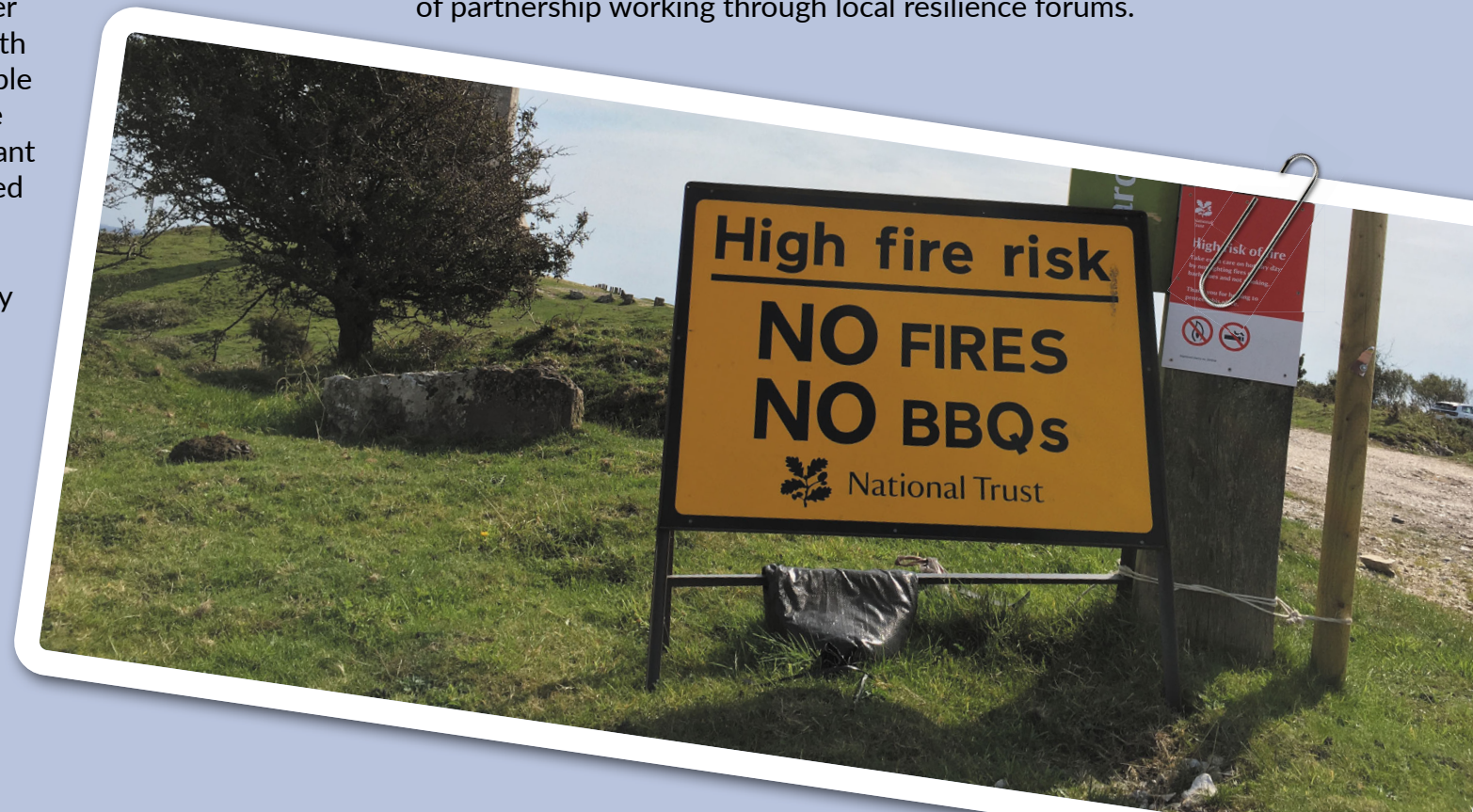
Who is most at risk?

The predicted impact of climate change has estimated that on average summer periods may become drier in the south of England. Drier summer conditions may lead to an increased risk in grass and heathland fires.

Fires on heathlands can have devastating effects on the wildlife and vegetation, and they can take up to 25 years to recover. The weather has a stronger impact on the number of secondary fires than primary fires. As an example, when we experience a hot dry summer the number of heath and grassland fires increase, both in terms of volume and scale. Irresponsible use of disposable BBQs or inappropriate campfires can often lead to very significant fires. In 2020 a fire, most probably caused by disposable BBQs, in Wareham forest, cost us an additional £576,000 to safely extinguish and involved the help of many other fire and rescue services and local agencies.

Conversely seasonal rainfall over winter is expected to increase, which may raise the risk of fluvial (groundwater) flooding and call upon the Service's resources. Recent years have seen varying extremes of weather patterns and these events are likely to become more frequent. This will necessitate the continued close collaboration of partnership working through local resilience forums.

Heathland fires are extremely dangerous and are often devastating for local wildlife and habitats



What we are doing



We are:

- continuing to strengthen our business continuity arrangements for severe weather risks, ensuring alignment and support to our communities through collaborative working with local resilience forums
- ensuring our firefighters have immediate access to key information in response to weather and heathland incidents, through mobile data terminals on their fire engines
- validating our mapping of heathland areas and severe weather events through table-top exercises with our partners
- investing in new equipment and vehicles where this is needed

What we plan to do



We will:

- further strengthen our collaborative approach with partners, the public and voluntary agencies to reduce deliberate fires and adverse effects from flooding
- invest in new equipment to strengthen real time information to our frontline crews
- work with councils and partners on flood mitigation plans

999 Response: Being there when you need us


Effectiveness
How effective is the FRS at responding to fires and other emergencies?


Effectiveness
How effective is the FRS at responding to national risks?

Responding quickly when you need us

We work hard to prevent and protect you in the first instance, but inevitably fires and other incidents occur.

We work hard, with our partners, to achieve:

- ✓ fewer injuries and deaths from accidental and preventable fires
- ✓ fewer road traffic collisions that result in injury and death
- ✓ fewer deaths and serious medical injuries
- ✓ safer firefighters and staff
- ✓ fewer journeys

Responding to incidents

Specialist response

Medical response

National & regional threats



When we do need to respond to an emergency this is often a highly sophisticated operation, involving our key partners such as the police, ambulance service and potentially, local authorities. Our response is designed to get the right equipment to the right place as quickly as possible. It requires highly trained firefighters, with the latest up-to-date risk information and equipment, to be available to deal with the emergency safely.

To help us to achieve an effective response we have firefighters operating fire engines and specialist vehicles that are deployed out of 50 stations consisting of:



Three fire stations staffed 24 hours a day, seven days a week, by immediately available wholtime response firefighters.



Six fire stations with 24 hour coverage, including immediately available wholtime and on-call firefighters, who live and work within eight minutes of the station and respond at the time of an incident.



37 fire stations with around the clock cover staffed by on-call firefighters.



Four fire stations crewed during the day using various shift patterns and supported by on-call firefighters.

Larger centres of population are served by wholtime duty system stations because this is where there is the greatest concentration of risk within the Service area. In the Dorset and Wiltshire county areas there are high levels of rurality. Therefore most of our fire stations are crewed by on-call firefighters who respond from their homes or workplaces.

We foresee continued pressure on recruiting and retaining on-call firefighters. This is due to a variety of factors, amongst which are, the affordability of housing within villages, the fact that people are increasingly working in more urban areas and issues relating to work life balance. This results in fewer recruitment opportunities for us and means that we need to continue to look at our employment offer to attract, recruit and retain more on-call firefighters.

From our Strategic Assessment of Risk we believe that there will be:



The following section sets out our current and future activities that are designed to help address these emerging concerns.

999 Response: Being there when you need us

Responding to incidents

Who and what is most at risk?

In 2019-20, we attended 14,208 incidents including 3,251 fires. 984 were deliberately set fires and 2,267 were accidental fires. Of these accidental fires there were 706 accidental fires in the home, representing a 5% reduction from the average during the last five years. We also rescued 86 people from fires. Of all the incidents we attend, Automatic Fire Alarms (AFAs) make up 40% and is broadly split between commercial AFAs (40%) and domestic AFAs (60%).

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 on average within ten minutes and for the second fire engine to arrive on average within 13 minutes, from the time the call is received by our Control staff. Our decision to target these timings is based on a study on fire survivability completed by Exeter University.

For other buildings that are not classified as a sleeping risk, our standards are an average of 10 minutes for the first fire engine and 15 minutes for the second.

We know that our ability to achieve our response standards is not always possible because of traffic and road networks. We only have so many fire stations and it is increasingly hard to recruit and retain on-call firefighters in the more rural areas. In Dorset and Wiltshire there are high levels of rurality with a predominance of

on-call fire stations. Weekend cover, particularly in the Wiltshire area, remains a key concern for us.

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 in the first place.

In 2019-20, we attended 3,251 fires. 2,267 were accidental fires and 984 were deliberately set fires



What we are doing



We are:

- investing in new equipment and personal protective equipment
- investing in new fire and specialist appliances
- undertaking a significant programme of training and exercising, including multi-agency working
- undertaking a significant programme of training and exercising, including working with multi-agency partners and with neighbouring fire and rescue services
- further strengthening our incident command arrangements
- continuing to ensure that our firefighting arrangements conform to national guidance and standards
- continuing to ensure that an integrated and risk-based approach is taken to deployment of prevention and protection resources outside the areas where we cannot achieve our response times
- providing a flexible on-call model to support work life balance and improve retention, increase desirability of role and improve availability
- monitoring automatic fire alarms and working through protection and prevention teams to reduce repeat incidents
- remove the second away fire engines that have low operational availability or community risk and are no longer needed or do not offer good value for money

What we plan to do



We will:

- review our fireground welfare arrangements for our firefighters and staff
- further strengthen the recruitment and retention of on-call firefighters
- review our recently introduced on-call salary scheme to ensure that we constantly match our contracts with the operational cover required to improve appliance availability
- further modernise our command and control arrangements including upgrading the mobilising systems that our Service Control Centre use
- continue to review the need for fire engines that have low operational availability or community risk and remove when not needed or do not offer good value for money
- seek to further improve the availability of fire engines by mobilising firefighters from different stations to make up a crew to deal safely with a fire or incident
- seek to strengthen the emergency response arrangements in the Amesbury area by repositioning existing operational resources to improve availability and to meet an increasing community risk
- review our emergency response arrangements and resourcing across our Service area to help meet future changes in community risk and to deliver value for money or achieve a sustainable balanced budget

999 Response: Being there when you need us

Specialist response

Who is most at risk?

As well as responding to fires and road traffic collisions we also undertake a wide variety of specialist rescues. These involve working with the police, HM Coastguard, Environment Agency and many other organisations, to bring these incidents to safe end. These incidents are varied in nature and include:



Rescuing people at height or below ground



People trapped within or under structures or large vehicles



Bariatric rescues or support to the ambulance service



Chemical and hazardous response



Flooding



Rescues (e.g. from lifts, cliffs, mud)



Rescuing large animals that are trapped



Marine firefighting

We attend far more specialist incidents than fires



What we are doing



We are:

- training and exercising against our wide range of technical rescue capabilities
- working through our local resilience forums to develop and exercise multi-agency response plans
- working with partners to prevent incidents of flooding
- investing in new equipment and personal protective equipment
- investing in new fire engines and specialist vehicles, including a new 42 metre aerial ladder platform
- delivering a systematic approach to the provision of risk information to frontline staff including improved mobile technology
- working with owners of sites that are regulated under the Control of Major Accident Hazards legislation
- restructuring our technical rescue arrangements to make them more efficient and effective for the Service area as a whole
- restructuring the number and locations of our aerial ladder platforms to strengthen their strategic deployment to make them more efficient and effective

What we plan to do



We will:

- review the type, number and locations of special appliances including command units and water carriers to ensure efficiencies and to reduce capital borrowing costs
- keep under review the location of our aerial ladder platforms to ensure their continued optimum position
- review our water and foam strategy before we invest in new vehicles and equipment
- work with our partners in the Networked Fire Services Partnership to maximise the efficiency and consistency of cross border mobilisations
- where appropriate to do so, increase the number of occasions when we charge for our special rescues to help generate income to help us set balanced budgets
- continue to keep technical rescue arrangements under review to ensure that they are efficient and effective
- Work with partners to provide fire safety advice as part of the A303 Stonehenge tunnel project

999 Response: Being there when you need us

Medical response

Who is most at risk?

All our firefighters are trained in casualty care. This is incredibly important when we are the first on scene at an emergency as we can provide immediate, potentially lifesaving, first aid. We are also working with ambulance colleagues to see where we can safely help to take the pressure off paramedics. We operate medical co-responder schemes at a number of our stations, including Beaminster, Bradford on Avon, Calne, Cranborne, Cricklade, Gillingham, Ludgershall, Lyme Regis, Malmesbury, Mere, Ramsbury, Swanage and Tisbury. These stations have been requested to do co-responding as they can often arrive sooner than an ambulance.

In addition, we also respond to emergencies where the ambulance need to gain access to a property. This is a role that was previously undertaken by the police. This has released valuable police time which they can use to focus on other areas of public protection. We estimate that this saved our police forces £56,000 in 2019-20. Our skills and equipment have also meant that we are often able to gain entry to properties without having to force an entry, hence saving boarding up costs.

Working with the police, ambulance and other emergency services is central to our way of working





What we are doing



We are:

- delivering medical co-responding on stations requested by the ambulance service
- undertaking forced entry to rescue people that have collapsed behind closed doors

What we plan to do

We will:

- continue to deliver our service, as requested, by the police or ambulance services
- continue to learn from national incidents to improve the way we respond to multi-agency emergencies

999 Response: Being there when you need us

National and regional threats

Who is most at risk?

We have a statutory duty to assess and plan for threats and risks to our communities. All fire and rescue services maintain a response capability to ensure that we can respond with our partners to foreseeable risks, such as those identified at a national and regional level. In doing this we also have wider responsibilities to help address specific safeguarding issues that we might come across. Living in a modern society it is disturbing to think that slavery, such as forced labour and human trafficking, is happening in our communities. We work with the police and through the local resilience forums to help identify and refer any concerns we may have, including any signs of radicalisation or victims of crimes, such as modern slavery.

Nationally, the cyber environment and technology is evolving at such a pace that cyber risks are increasing. The level of cybercrime is set to increase and become more sophisticated, meaning that we will need to be continually vigilant and invest in protective technologies. The National Security Strategy recognises Cyber Attacks as a tier 1 risk to UK interests, reflecting that cyber threat continues to rise with more frequent and complex attacks. The Service has good arrangements in place to manage these risks and work is ongoing to further strengthen these arrangements.

We need to work together with many others to defeat the threats we face



What we are doing



We are:

- an active partner in both local resilience forums and regional working groups working to identify, monitor and reduce these risks
- working closely with all emergency partners in the planning and response to major or complex incidents ensuring we work to common multi-agency response principles
- monitoring and reviewing all risks and threats associated with the National Security Risk Assessment, community risk registers and Service risk registers, that could impact the Service and its communities
- ensuring that we have robust business continuity, risk management and safeguarding arrangements aligned to national standards
- ensuring that our front facing staff and firefighters are suitably trained and supported
- ensuring that we help to identify and refer people that are vulnerable to radicalisation or fall victim of crimes such as modern slavery
- strengthening our cyber protection arrangements

What we plan to do



We will:

- continue to invest in our network of National Inter-agency Liaison Officers
- continue to learn from internal and external experiences, reinforcing the Service's position
- further roll out operational procedures associated with countering and preventing terrorist attacks
- continue to invest in our ICT and achieve national cyber security standards

Governance: Making every penny count



Efficiency

How well does the FRS use resources to manage risk?



Efficiency

How well is the FRS securing an affordable way of managing the risk of fire and other risks now and in the future?

Being well managed and spending wisely

This priority is about ensuring that we are well governed and managed.

We work hard, with our partners, to achieve:

- ✓ frontline services being funded as much as we can
- ✓ more financial stability
- ✓ a safe working environment for our people
- ✓ maximum use of our buildings
- ✓ close partnership working
- ✓ a reduction in our carbon footprint

Making the most of our estate

Financial planning

Fleet and equipment

Technology and smarter working

Environmental sustainability



From our Strategic Assessment of Risk we believe that there will be:



Financial pressures arising from the coronavirus pandemic and a need to cut the national deficit



A need to further reduce our carbon footprint



Long-term investment required in ICT sustainability through technology, software, infrastructure and skilled people



An increased legislative focus on environmental protection and resource availability



Increased threats to the security of our systems and data



An increased need to use data and intelligence to achieve further effectiveness and efficiencies



The following section sets out our current and future activities that are designed to help address these emerging concerns.

Governance: Making every penny count

Financial planning

Who and what is most at risk?

Around a 25% of our funding comes from central government, with 75% coming from our share of council tax. The services we provide to you are below average costs for fire and rescue services in England and below average council tax charges. Despite this we received much higher than average cuts in government grant over the last spending period.

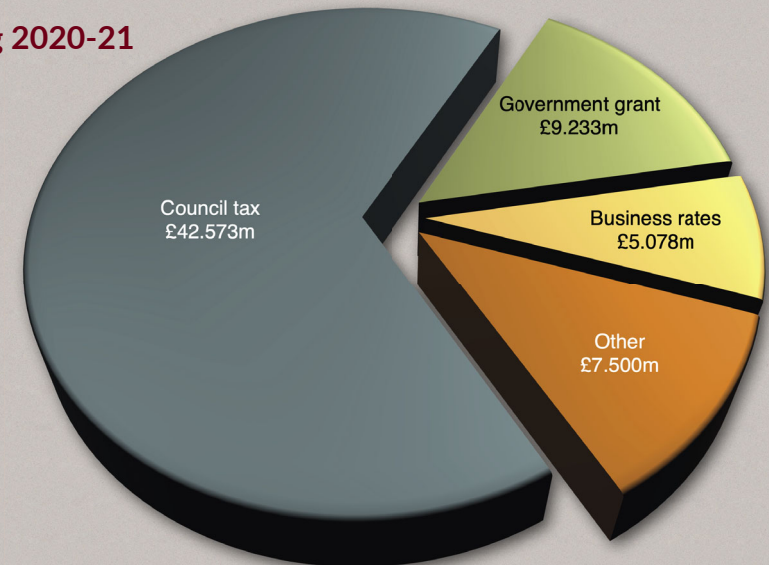
"We found it (the Service) to be good at providing an efficient service and it is good at using resources and providing an affordable service"
HMI Wendy Williams

We aim to put every penny of our budget to the best use possible, thinking of innovative ways to provide the same high level service but with less money. All the time trying to protect our frontline services and aligning our budget to risk.

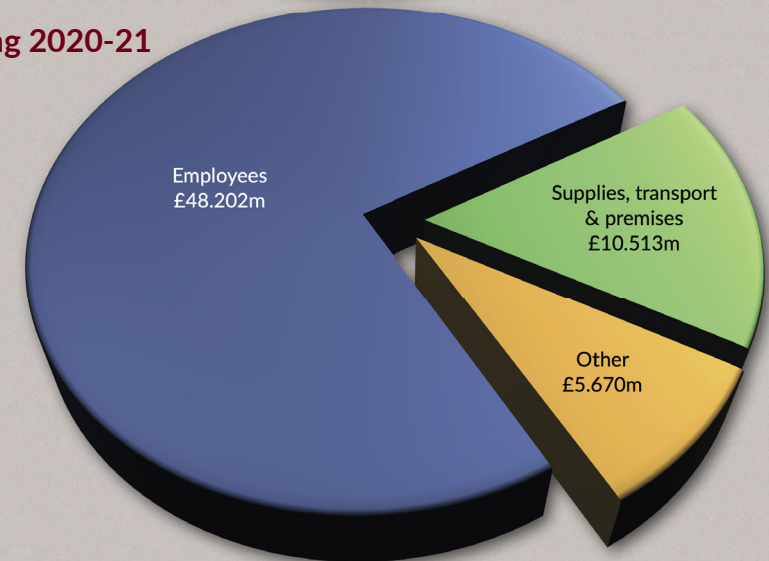
Since being formed as a new Service in 2016, we have delivered over £6.5m of annual savings whilst still being able to invest in important areas such as supporting on-call duty staff, improving technology, improving command assessment, introducing modern specialist appliances and many other areas.

We estimate an annual budget gap of around £1.5m per annum in 2022-23, rising each year to around £3m per annum from 2024-25. This is largely due to the current economic conditions caused by the coronavirus pandemic and cost increases, principally arising from pay, capital borrowing, new legislative responsibilities and contractual inflation.

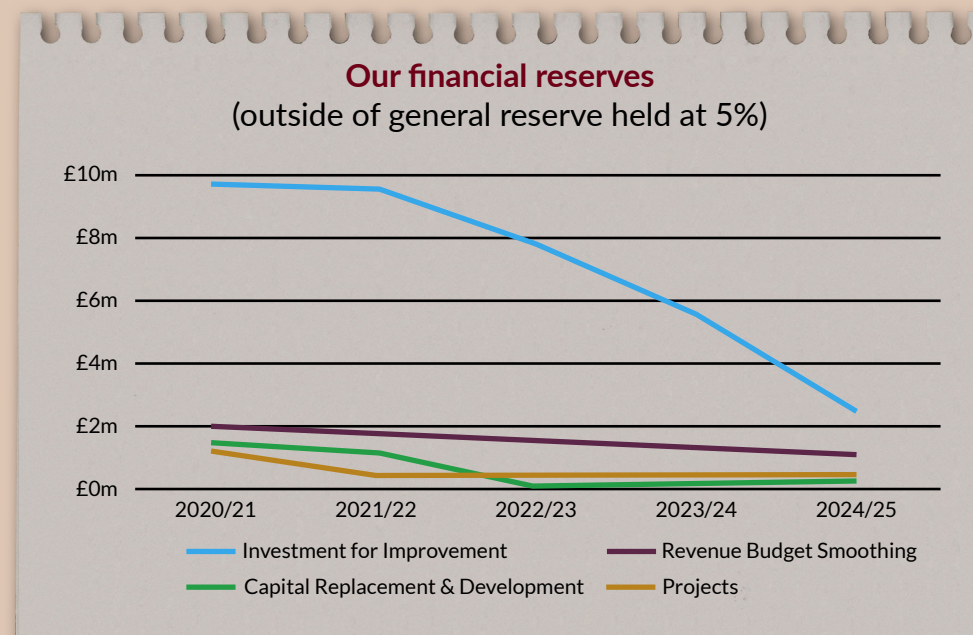
Funding 2020-21



Spending 2020-21

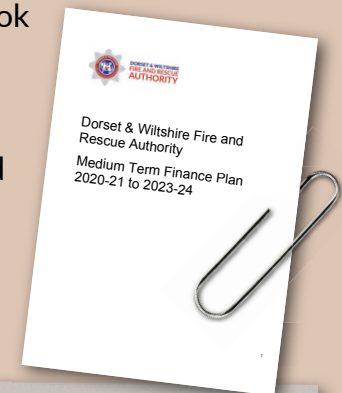


We maintain some one-off financial reserves to help us deal with unexpected needs, to pay for specific projects, or to reduce the money we borrow to buy large items. Our reserves are set to run out in two to three years' time unless we get more income or make further changes to reduce our costs.



For more information about our financial outlook and working assumptions, please see our [Medium Term Finance Plan](#) on our website.

To set a balanced budget, we need to look hard at what we can and cannot afford. We will continue to challenge all areas of expenditure to squeeze the most from the money we have been given.



What we are doing

We are:

- reducing our capital programme and borrowing costs
- reviewing all expenditure to ensure that value for money is maximised

What we plan to do

We will:

- look at different ways to reduce our capital programme and borrowing costs
- continue to review all expenditure to ensure that value for money is maximised

Governance: Making every penny count

Making the most of our estate

Maximising the space available in our buildings is another way we are reducing our costs. We already share facilities with the police, ambulance and councils at several of our fire stations as well as our headquarters.

Currently, we have shared facilities at a number of our properties including those in Amesbury, Beaminster, Bradford on Avon, Christchurch, Lyme Regis, Mere, Portland, Salisbury, Swindon, Warminster and Westlea, and have informal community and partnership access at most of our other locations.

We are currently undertaking a fundamental review of our estate. We are doing this for three main reasons. Firstly, we want to invest in a new bespoke training centre and move our fire control nearer to our headquarters and to do this we need to sell off and rationalise our existing properties. Secondly, we want to further identify and open up opportunities for sharing our estate with our partners to save money and to maximise the benefits. Thirdly, more of our people have been successfully working at home during the pandemic and this means we require less office accommodation.

Our fire stations are used by the police, ambulance and many other partners, voluntary groups and the public



What we are doing



We are:

- continuing to share our property with key partners and open up new opportunities to extend these arrangements
- continuing to make our stations available to the public and voluntary groups
- ensuring that our properties are well maintained, meet health and safety requirements and offer good value for money

What we plan to do



We will:

- review our estate to allow us to potentially invest in a new bespoke training centre, to improve the facilities for our staff and to save costs
- relocate our fire safety team from dedicated offices in Poole to save money
- seek to relocate our Service Control Centre nearer to our headquarters to improve the operational efficiency and effectiveness of incident command
- relocate our occupational health functions to improve current facilities
- review the opportunities afforded by the SafeWise Charity no longer using our Weymouth fire station
- reduce the amount of office space to lessen costs in light of our smarter working programme

If you would like to know more, please see our [Property Management Strategy](#).

Governance: Making every penny count

Fleet and equipment

There are over 240 items of equipment on every fire engine and 75,000 within the Service

There are over 75,000 items of operational equipment used by our firefighters and staff, all of which must be maintained to ensure they are safe and legally compliant. Each fire engine has 240 items of equipment. All our

operational equipment assets are managed and maintained at Charminster and Trowbridge. We constantly monitor developments and opportunities for improvements in firefighting technologies and ensure that our operational and non-operational fleet is meeting our current and future needs.





What we are doing

We are:

- continuing to maintain safe and legally compliant equipment and vehicles
- maintaining cost-effective and timely processes for the procurement, commissioning, maintenance, repair, decommissioning and disposal of our equipment and vehicles
- working with stakeholders, particularly front-line firefighters, to identify opportunities to improve operational response and effectiveness
- working with other fire and rescue services, within our region, to identify best practice and realise efficiencies from joint working and purchasing
- reviewing all opportunities to reduce capital borrowing

What we plan to do

We will:

- review the type, number and locations of special appliances and general vehicles to ensure efficiencies and reduce capital borrowing costs
- continue to review the need for fire engines that have low operational availability or address low community risk
- review and reduce the number of non-operational cars and vans to reflect our requirements under our smarter working programme and to reduce capital borrowing
- undertake a review of the use of water and foam in firefighting and, where needed, invest in new vehicles and equipment to make us more efficient
- work towards achieving the ISO 55001 standard in asset management
- maximise our opportunity for partnership working and joint procurement to reduce costs
- roll out a new asset management system to help ensure that all 75,000 pieces of operational equipment are maintained within a single aligned system

If you would like to know more, please see our [Fleet and Equipment Management Strategy](#).

f Governance: Making every penny count

Technology and smarter working

With new technologies, where appropriate, staff can work more flexibly from the office, at home or on the move. This saves time and money, reduces our carbon footprint and improves efficiencies. We are also investing in our technology so that we can strengthen our approach to incident command and maximise the safety of our firefighters and staff on the incident ground. We continue to work closely with our neighbouring fire and rescue services in the Networked Fire Services Partnership with a single 999 call handling system that mobilises the nearest operational vehicle or officer regardless of the Service they are in, to get to the incident as quickly as possible.

We have significantly reduced our unnecessary travel costs and improved our productivity through our use of technology



What we are doing

We are:

- continuing to be 'digital by default' so that we improve our efficiency and reduce paper-based processes
- continuing to invest in our ICT infrastructure and mobile technology to improve our efficiency and help our staff achieve a more flexible working environment
- working with our partners to exchange information in a timely and secure manner

What we plan to do

We will:

- make more of our management and administrative processes electronic
- maximise data to improve efficiency and effectiveness of the services we provide
- further strengthen our information governance and security arrangements
- further migrate our current management information systems from IBM to Office 365, to make us more efficient
- refresh our single command and control system operating across Dorset & Wiltshire, Devon & Somerset and Hampshire & Isle of Wight fire and rescue services
- optimise the benefits of the national Emergency Services Network to support firefighter safety and incident command
- invest in key initiatives to support sustainability, value for money and security, ensuring appropriate levels of skilled resources
- work with the National Fire Chiefs Council to maximise the added value of digital solutions, innovative use of technology, effective sharing and use of data, to support the sector to be more efficient and effective

If you would like to know more, please see our [ICT Strategy](#).

f Governance: Making every penny count

Environmental Sustainability

As a responsible organisation we recognise the impact artificial changes have had on our climate and the need to maintain a Service-wide focus on environmental protection and the sustainability of resources.

We aim to reduce greenhouse gas emissions as far as possible, not only through existing measures, such as reducing vehicle emissions, energy consumption and waste to landfill, but also through taking action to reduce air pollution by the introduction of air filtering within any new live fire training arrangements.

We are committed to reducing our environmental impact. We do this through ensuring our goods and services supply chain is sustainable, for example, by reducing our use of single use plastics. We seek to protect biodiversity across our premises and in our operational response. We work with our partners to ensure we are aware of sites designated for wildlife, so we can provide additional care when performing fire and rescue activities.

We published our environmental sustainability management strategy in 2020 and this will be reviewed annually to ensure currency and reflect the intelligence gained through active monitoring of resource use.

We review our environmental sustainability management strategy annually to ensure currency



What we are doing

We are:

- maintaining currency of our environmental sustainability management strategy
- reducing waste through recycling and sustainability opportunities within Service activities
- reducing the carbon footprint of our buildings
- reducing our use of paper through 'digital by default' practices
- working with our Service wide network of green champions to promote good housekeeping and identify ways to reduce our consumption and waste
- complying with all appropriate environmental legislation, particularly in the handling, reporting and management of waste
- setting appropriate environmental objectives and targets, alongside on going reviews of performance
- continue to drive reductions in fuel consumptions through smarter working arrangements and the use of technology

What we plan to do

We will:

- explore opportunities to reduce environmental impact further, potentially through supply chains for goods and services procured
- identify opportunities for investment to save across the Services assets
- further strengthen our collaborative approach with partners, the public and voluntary agencies to reduce deliberate fires
- embed sustainability in all Service activities
- invest in environmental measures to improve our carbon footprint and to reduce costs
- reduce our carbon footprint and save money by implementing initiatives such as trialling alternative fuels for white fleet vehicles and reducing business miles
- review and reduce our usage of single use plastics across all areas of the organisation
- ensure all employees receive training to increase understanding of the Service's environmental impacts and how they can play their part

If you would like to know more, please see our [Environmental Sustainability Management Strategy](#) here.

People: Supporting and developing our people

Great people who deliver great services

Our culture and values

Our biggest expenditure is on our people and they are the most important element of our Service. The safety of the public and our staff is foremost in our minds and in everything we do. We want people that come into contact with us to be reassured and impressed by our passion, professionalism and can do approach.

To achieve this it is important that our people continue to be proud of the role they undertake and the one-team ethos. Essential to all of this are our organisational values. These run through everything we do and are very important to the way we develop our Service.

Our one-team and integrated approach to risk management is something that we are proud of. We work hard to ensure that we attract, employ and retain great people to deliver our services to you.

HMICFRS
People
How well does the FRS develop leadership and capability?

HMICFRS
People
How well does the FRS promote its values and culture?

HMICFRS
People
How well trained and skilled are FRS staff?

HMICFRS
People
How well does the FRS ensure fairness and diversity?

Attract, employ & retain good people

Staff wellbeing & culture

Diversity & inclusion

Training & advancing our people

Displaying strong leadership



We work hard, with our partners, to achieve:

- ✓ pride in the Service
- ✓ higher levels of staff retention
- ✓ lower levels of absenteeism
- ✓ a more diverse workforce
- ✓ a more flexible workforce

From our Strategic Assessment of Risk we believe that there will be:



Continued challenges stemming from an ageing workforce including our ability to recruit a more diverse workforce



Operational staff working longer due to the pension reform



A requirement to upgrade our training facilities to make them more efficient



The following section sets out our current and future activities that are designed to help address these emerging concerns.

People: Supporting and developing our people

Attract, employ and retain good people

To make life safer for people we need a dedicated, professional team of operational and corporate staff, with a diverse range of skills, knowledge, and expertise. We rely on our staff to help us achieve our priorities and objectives so need to ensure that we attract, employ and retain a highly skilled, talented and motivated workforce.

We are continuously improving the information on our website and making more use of social media to provide better information on what it is like to work for the Service. We have a range of flexible working arrangements, employee benefits and initiatives in place, so that staff have a good work life balance, which in turn supports staff retention.



What we are doing



We are:

- strengthening our workforce planning arrangements
- changing our employment practices and contracts to recruit and retain a more diverse workforce
- continuing to recruit, contract and retain on-call firefighters in new and innovative ways

What we plan to do

We will:

- streamline and improve our attraction and recruitment processes to support a more diverse workforce
- ensure our workforce planning processes incorporate succession and talent management arrangements
- ensure our job evaluation, employee benefits and working arrangements aid the attraction and retention of staff
- use staff feedback to create greater flexibility and opportunities within our structures to develop and retain our staff
- continue to engage with our staff and our communities to address any perceived barriers



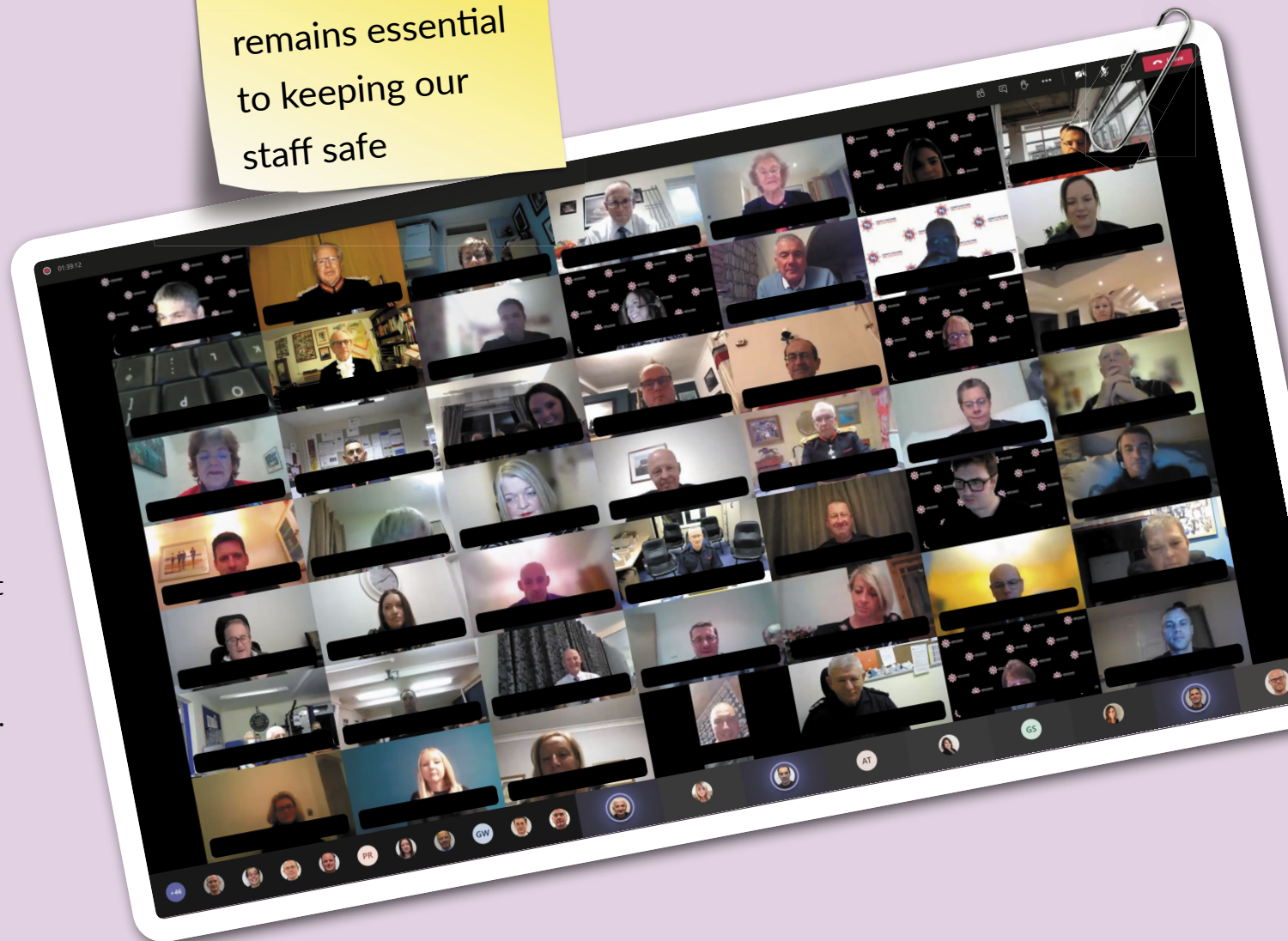
People: Supporting and developing our people

Staff wellbeing and culture

The physical and mental health and wellbeing of our people is of the highest importance to us. It is much more than simply making sure there is an absence of ill health; it is helping to generate a culture of physical, emotional, and psychological wellness. To reflect our focus on health and wellbeing we have a team dedicated to health and wellbeing support, who work closely with managers at all levels to ensure they are confident and well equipped to support their staff.

We also provide a range of health and wellbeing benefits such as fast track counselling services and physiotherapy treatment to ensure the physical, mental, and emotional wellbeing of our staff is looked after; enabling them to serve our communities. We also have a trained network of staff who can effectively signpost colleagues who approach them for guidance, advice, and support. Our one-team culture ensures everyone is positively supported to carry out their role to the best of their ability.

Physical and
mental wellbeing
remains essential
to keeping our
staff safe



What we are doing



We are:

- delivering our programme of health and wellbeing support
- supporting our peer support network and trauma incident management arrangements
- continuing to closely monitor and manage absence
- continuing to monitor and manage the physical and medical fitness of our staff
- continuing to support the Mind Bluelight pledge and the Trades Union Congress Dying to Work charter
- working with national and local partners to ensure that we consider and take on-board best practice where we can
- reviewing learning from staff surveys to develop the Service

What we plan to do



We will:

- ensure we have health and wellbeing arrangements that support the needs of our diverse workforce
- extend the number of stations based physical training instructors
- use evaluation and self-assessment tools to ensure we continue to support our staff
- strengthen workforce understanding and improve consistency of our culture, to strengthen our one-team approach
- continue to work with partners to share ideas about health and wellbeing initiatives
- continue to ensure that staff feel able to raise concerns and carry out monitoring and trend analysis of bullying & harassment, discipline and grievance claims and outcomes

People: Supporting and developing our people

Diversity and inclusion

We have a great workforce that do an excellent job. We are working hard to develop more innovative and flexible employment patterns to attract and retain the best people. This is especially important as we know that our workforce is not currently reflective of the communities we serve, both in terms of diversity and gender.

We have several positive attraction initiatives in place to improve the diversity of our workforce. We are engaging with our communities and continually looking at our systems and processes to ensure that there are no unintended barriers to the recruitment, retention and progression of people from under-represented groups and to help bridge the gender pay gap.

We continue to improve our workplaces, equipment, workwear and working practices to attract and retain underrepresented groups, so that we have an inclusive environment where people can be themselves and enable them to be their best.

Like other fire and rescue services, we are also experiencing difficulties recruiting and retaining on-call firefighters, so we are working hard to balance the working patterns of our staff with the needs of our communities.

An ageing workforce remains a key challenge for us



What we are doing

We are:

- delivering an extensive programme of work to increase the diversity of our workforce
- continuing to train and support our people in understanding and working with diverse communities
- working with our partners on community inclusion and engagement initiatives
- strengthening our positive action programme
- continuing to support apprenticeships
- reporting our gender pay statement

What we plan to do

We will:

- strengthen workforce understanding of diversity to further enhance our community engagement activities
- continue to create a professional working environment where people can be themselves, enabling them to be their best
- continue to improve workplaces, equipment, workwear and working practices to attract and retain underrepresented groups creating an inclusive environment
- review our values, behaviours and employment practices to break down barriers and ensure alignment with the new core code of ethics
- ensure our organisational structures enable the retention and progression of our talented staff
- develop station specific community profiles to better support our community engagement activities
- continue our community engagement partnership work with the police and local councils

If you would like to know more, please see our [People Moving Forward Strategy](#).

People: Supporting and developing our people

Training and advancing our people

When people enter the Service, they receive the right training and development to ensure they have the technical and personal skills required to undertake their role. The safety and competence of our workforce is of paramount importance and our delivery plans are driven by the need to ensure that our staff are appropriately trained to be able to deal with foreseeable risks they may encounter in carrying out their role. Where it is appropriate to do so, our training is delivered in a blended format which helps our people with their work-life balance or to manage their working time more efficiently.

Our development pathways clearly set out the learning and development activities an individual will need to successfully carry out their role and progress through the organisation. The pathways are tailored to individual learning needs, so that individuals can develop at a pace and time that suits them. The focus of our new 1:1 review process is wellbeing, performance and development, to ensure individuals are supported with their personal development needs through a positive discussion about their performance.

We owe our success to the great people we employ and develop



What we are doing



We are:

- delivering a range of courses and learning events aligned to skills and needs
- delivering a revised appraisal process
- strengthening our workforce planning processes
- delivering against a single competency framework and recording system
- supporting apprenticeships to enhance learning opportunities
- improving training facilities, with cluster and mobile training delivery mechanisms
- strengthening our incident command arrangements including establishing a new incident command suite and improving the supporting technology
- providing a greater use of e-learning courses to reduce the amount of time employees spend away from home, their workplace or their primary employment
- continuing to train our people in good health and safety practices

What we plan to do



We will:

- develop and implement a single competency framework and recording system that is integrated with relevant systems
- expand and enhance blended learning options and virtual training delivery to provide more flexible learning and development opportunities. Reducing the amount of time employees spend away from home, their workplace or their primary employment
- ensure our training facilities provide cost effective and fit for purpose training delivery
- embed and continuously improve our development pathways so that our most talented staff can progress through the Service
- continue our commitment to apprenticeships, which enhance learning opportunities for our employees and provides a more enriched and developed workforce

People: Supporting and developing our people

Displaying strong leadership

Great leadership is important to us and is at the heart of everything we do. We work hard to ensure that our leaders are equipped to put us in the best possible position to face our future challenges. Our leadership development programme, designed with the Royal National Lifeboat Institute, ensures our managers are equipped with the skills to lead the Service into the future. We also use coaching and mentoring to support staff in their development and progression.

We have set in place a range of leadership interventions to enhance the skills of our leaders, so that they can transform the organisation and drive cultural change. Our leaders' forums, comprising of all strategic and middle managers, meet regularly to discuss and gain wider understanding, insight, and ownership on a range of key issues. The forum has a comprehensive programme of development which has been established through understanding the organisational development needs. All strategic and middle managers have completed a personality profiling exercise to better understand leadership and personality preferences. This enhances levels of self-awareness and supports wider team development.

Great leadership
at every level of
our Service is
fundamental to
our success



What we are doing

We are:

- delivering a range of leadership programmes and events including a leadership programme co-designed with the RNLI
- investing in strategic leaders by supporting the National Fire Chiefs Council's executive leadership programme
- using specialist tools to help staff understand their strengths, preferences and areas of development
- undertaking coaching and mentoring including supporting the South West Council's coaching pool
- supporting our staff to participate and to attend any internal meetings to help them develop their knowledge and understanding of how the Service operates

What we plan to do

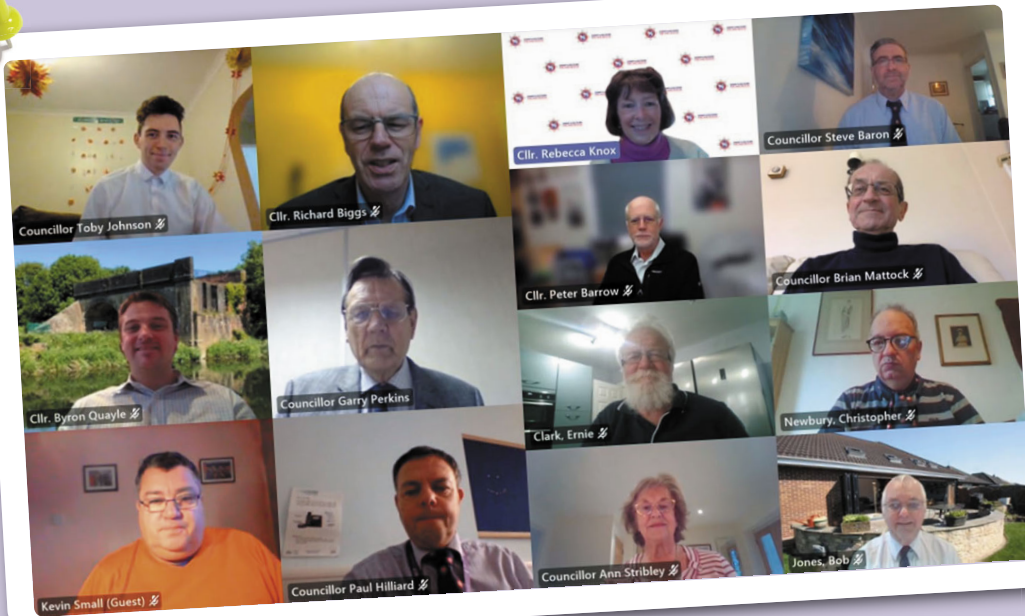
We will:

- further evaluate and maximise the benefits of our leadership development programme
- embed our approach to coaching and mentoring, to encourage and support staff to maximise their potential
- continue our commitment to ensuring our leaders are self-aware, emotionally intelligent and support team development
- align our progression and promotion processes to the National Fire Chief Council's Core Code of Ethics, to ensure our leaders role model our values and behaviours

Putting the plan into action

Governance

The Fire & Rescue Authority is comprised of elected Members from Bournemouth, Christchurch & Poole, Dorset, Swindon Borough and Wiltshire councils. The proportion of Members is on the basis of the size of the electorate in each of the constituent authority areas.



The Authority is responsible for setting the budget and making sure that the Service meets its statutory responsibilities and delivers the outcomes set out in this Community Safety Plan. It helps to ensure that good governance is embedded, throughout the organisation, and works closely with auditors, inspectors and others to help the Service maintain high standards.

“Our overall impressions are that the Authority is a good, well organised Fire and Rescue Authority.”
Local Government Association, 2019

The key statutory responsibilities are largely contained in:

- > Fire and Rescue Services Act 2004
- > The Fire and Rescue Services (Emergencies) (England) Order 2007
- > Civil Contingencies Act 2004
- > Policing and Crime Act 2017
- > Regulatory Reform (Fire Safety) Order 2005
- > Health and Safety at Work etc Act 1974
- > Freedom of Information Act 2000
- > Data Protection Act 2018
- > UK General Data Protection Regulation 2021

Putting the plan into action

Monitoring and overseeing the plan

The Authority agrees this Community Safety Plan and a number of key policy areas (available on our website):



Together the Strategic Assessment of Risk, Medium Term Financial Plan and our Community Safety Plan make up our Integrated Risk Management Plan. To make sure we achieve what we have set out within this Community Safety Plan, the progress of each of our five strategic priorities is presented to the Authority on a six-monthly basis.

Our Service Delivery Plan is our internal and more detailed document for delivering this Community Safety Plan. This plan contains all of our judgements and self-assessments to evidence each priority. It also includes key activities and projects that will be delivered to maintain and improve the services we offer and how we work. This detail forms the basis of our approach to performance management at an individual, team, departmental and directorate level. This is managed through our electronic performance management system and enables us to track, progress and report in a transparent and clear way.

In addition, each year the Authority produces a **Statement of Accounts** and a **Statement of Assurance** that comprehensively set out how we are doing financially and from a wider governance perspective. We also produce an **Annual Report** that sets out what we have achieved. These statements, along with the finding of the **HMICFRS** and the **Local Government Association's Peer review of local governance** are available on our website.

Putting the plan into action

Planning, oversight and scrutiny

The schematic on the right explains the process by which we govern the Service.

Under these arrangements, the Local Performance and Scrutiny Committees for Bournemouth, Christchurch and Poole, Dorset, Swindon and Wiltshire consider and scrutinise performance against three of our priorities, these are:

Making safer and healthier choices

Protecting you and the environment from harm

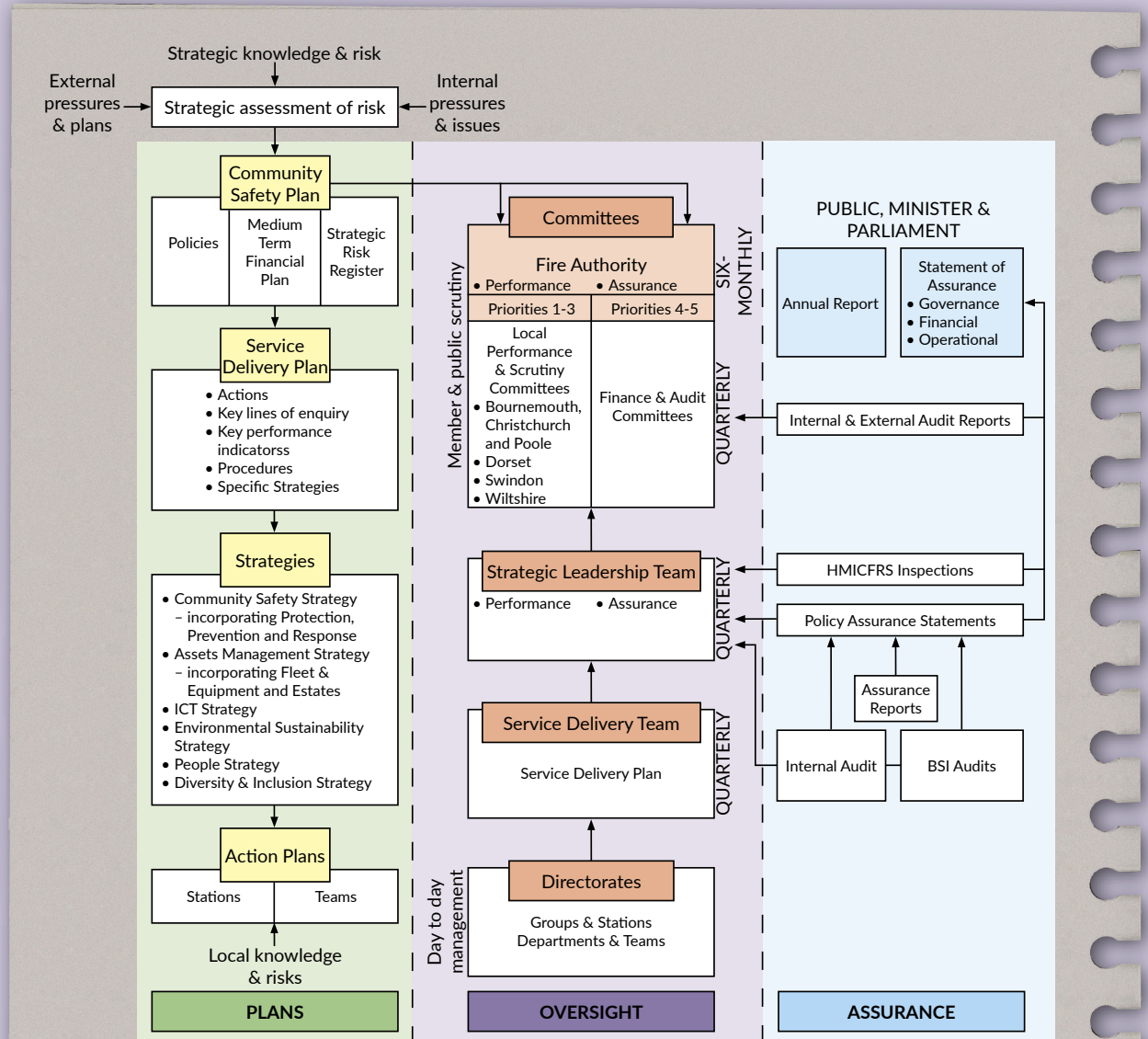
999 Being there when you need us

While the Finance and Audit Committee review performance against our priorities 4 and 5, these are:

Making every penny count

Supporting and developing our people

We have several corporate targets to achieve over the next four years to help us measure the progress we make against our priorities.



Corporate Targets

We have set ourselves several long-term targets, which we aim to achieve on an annual basis over the lifetime of this plan.



We will reduce the number of accidental fires, compared to the average attended during the last five years.



We will achieve a reduction in our attendance at unwanted automatic fire alarms, compared to the average attended during the last five years.



We will reduce the number of deliberate fires, compared to the average attended during the last five years.



We will achieve a 10 minute response time for the first appliance in attendance at confirmed fires in sleeping risk premises (This includes call handling, turnout and travel time).



We will reduce the number of road traffic collisions, compared to the average attended during the last five years.



We will achieve a reduction in the average sickness levels, compared to the average during the last five years.



We will audit 100% of all buildings that fall within each year of our risk based inspection programme.



We will improve the diversity of our workforce as a whole, compared to the last five years.

Glossary

Community Risk Management Plan (CRMP)	Fire and rescue authorities are required to assess risk, determine appropriate strategies, policies and standards of performance and resource allocation to address it. Together our Strategic Assessment of Risk, the Community Safety Plan and our Service Delivery Plan and associated strategies, set out our approach to community risk management.
Co-responding	Firefighters working in partnership with the ambulance service, responding to certain categories of medical emergencies.
Local Resilience Forums (LRF)	A forum formed in a police area by emergency responders and specific supporting agencies. It is a requirement of the Civil Contingencies Act 2004. We are members of both the Dorset LRF and Wiltshire & Swindon LRF.
National Fire Chiefs Council (NFCC)	The NFCC is a national body made up of all UK chief fire officers. It works closely with all stakeholders to provide the means of co-ordinating and achieving national programmes of work.
Networked Fire Services Partnership (NFSP)	A partnership between ourselves and Devon & Somerset and Hampshire & Isle of Wight fire and rescue services. This partnership works to achieve a more joined up approach to our emergency response and to save money across the three Services.
On-call firefighter	On-call firefighters who live and work within eight minutes of the station and respond at the time of an incident.
Prevention	Our community safety work aims to reduce fires and other incidents, anti-social behaviour, slips, trips and falls, etc by providing support, advice and education.
Primary Authority Scheme	Fire and rescue services in England and Wales can enter into partnerships with businesses, charities or other organisations which operate across more than one local authority fire enforcement area - becoming their single point of contact for fire safety regulation advice.
Protection	Our work with businesses and organisations help to ensure they keep to the Fire Safety Order and keep you safe when you visit premises for work or pleasure.
Response	Our response to emergencies and other incidents.
Statement of Assurance	A statement from the authority on the operational, governance and financial standing of the fire and rescue service, required under the Fire & Rescue Services Act, 2004.
Wholetime firefighter	A firefighter who works full-time for our Service.

Consultation & Contact

Consultation

This plan sets out what we are currently doing, intend to do in the future and potentially do differently. In its development and delivery this plan was subject to a full 12-week consultation programme, involving our communities, workforce, partners and representative bodies that ran between 17 February and 13 May 2021. Over the life cycle of this plan subsequent consultation exercises may be undertaken, where further decisions are required, to meet budgetary needs or to further improve efficiencies.

Contacting us

This document gives you a high-level overview of what we do and our plans. There is a lot of further information and if you would like to know more about any aspect of our organisation or how we are doing, please look on our website (dwfire.org.uk), attend one of our meetings, or contact us. We would be pleased to hear from you.



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



01722 691000



enquiries@dwfire.org.uk



dwfire.org.uk



@DWFireRescue



DORSET & WILTSHIRE
FIRE AND RESCUE

PASSIONATE ABOUT
CHANGING & SAVING LIVES