



**DORSET & WILTSHIRE
FIRE AND RESCUE**

Strategic Assessment of Risk 2020-22

To support the Community Safety Plan



Table of Contents

1. EXECUTIVE SUMMARY	2
2. BACKGROUND.....	8
3. EXTERNAL ANALYSIS	9
Political	9
Economic.....	10
Social	12
Technological	14
Environmental (incl. heritage)	15
Legal	15
Key strategic findings from external analysis	17
4. RISK AND DEMAND ANALYSIS	20
Fires and serious injuries in the home, commercial buildings and elsewhere.....	20
Road traffic incidents	23
Heathland incidents	24
Incidents involving thatched and heritage properties.....	25
Incidents involving hazardous materials.....	25
Technical rescues involving animals, water and rope or forced entry.....	26
Availability and disposition of operational resources	27
Threats and risks to the Service and its communities	28
Key strategic findings from our risk and demand analysis.....	29
5. ORGANISATIONAL AND CULTURAL ANALYSIS.....	31
Cultural strategic diagnostic.....	31
Key strategic findings from organisational and cultural analysis.....	41
6. CONCLUSION.....	46
7. GLOSSARY OF TERMS.....	46

1. EXECUTIVE SUMMARY

The Service undertakes a Strategic Assessment of Risk, within which includes a community risk assessment, to ensure that decision-making and planning remains current and reflective of the landscape within which we operate. This document is developed through a PESTELO analysis that draws on a broad range of information, data and intelligence, looking both externally and internally and against risk and demand. It is used to ensure that the priorities within the Service’s Community Safety Plan (CSP), and the subsequent delivery plans, remain focused on maximising the impact the organisation has on improving public safety and health and wellbeing.

This document evidences the following key areas of focus for the Service within its current and future planning.

External Analysis		
Issue	Required strategic change	Strategic priority
<p>a. Financial uncertainty for the Service and its partners is set to continue for the foreseeable future</p>	<p>Continue to focus on strong financial management and demonstrate value for money in all that we do, increasing productivity.</p> <p>Scenario plan different response delivery models against the integrated risk management planning methodology to help ensure a sustainable revenue position including reducing the capital expenditure programme.</p> <p>Ensure our plans are reflective of the National Fire Chiefs Council (NFCC) strategic priority that aims to encourage and assist fire and rescue services (FRSs) to maximise the added value of digital solutions, innovative use of information technology, effective sharing and the utilisation of data in ways which will make the sector more effective and efficient at what we do.</p> <p>Support the NFCC in lobbying for multi-year funding settlements and transformational funding that give FRSs the opportunity to plan for the future; making it easier to deliver sustainable transformation and sector reform.</p> <p>Seek to formalise the Networked Fire Services Partnership (NFSP) towards a strategic alliance. This alliance should then seek to standardise as much as possible in terms of planning and delivery to allow savings to be realised through joint procurement and shared resources. This may require releasing additional capacity from within the Service management structure through greater levels of empowerment particularly at station level.</p> <p>Continue to strengthen relations between the partners involved in the NFSP.</p> <p>Invest in ICT and digital ways of working.</p> <p>Continue to monitor and manage this risk through the strategic risk register and performance management arrangements.</p>	<p>1,2,3,4,5</p>
<p>b. The recruitment and retention of on-call firefighters will remain increasingly difficult</p>	<p>Undertake an on-call assessment.</p> <p>Strengthen the recruitment and retention of on-call firefighters.</p> <p>Consider the on-call pay model to support improved flexibility and appliance availability.</p>	<p>1,2,3,4,5</p>

	<p>Continue to ensure that an integrated and risk-based approach is taken to deployment of prevention and protection resources outside of those areas where we cannot achieve our response times.</p> <p>Consider its approach to resourcing, through Integrated Risk Management Plan (IRMP) development, e.g. crewing systems and vehicle and equipment provision.</p> <p>Consider its approach to the maintenance of competence.</p> <p>Ensure our plans are reflective of the NFCC priority to ensure that the fire and rescue sector continues to build a representative workforce which possesses the appropriate skills, experience and leadership qualities to deliver a range of services to the community.</p> <p>Continue to monitor and manage this risk through our strategic risk register and performance management arrangements.</p>	
<p>C. The outcomes and findings of the Grenfell Tower inquiry is likely to have a significant impact upon the fire sector particularly in the areas of current system of building regulations and fire safety</p>	<p>Review its risk-based inspection programme and targeting strategy.</p> <p>Consider its capacity to deliver its obligations as defined by any new regulatory regime.</p> <p>Review its succession plans for the Protection Department.</p> <p>Closely monitor the outcome of the Grenfell Tower inquiry and Hackitt report from the perspective of likely impact on:</p> <ul style="list-style-type: none"> ○ effective succession and forward planning to ensure that we have sufficiently qualified resource numbers to meet the expected increase in workload; ○ the need to extend technical fire safety activities to operational crews (at the appropriate level); ○ our approach to evacuation of high-rise premises in the event of fire and associated operational procedures; ○ our approach to operational response and in particular; command support, incident ground technology and fire survival guidance; ○ our command and control arrangements including Service Control Centre support and NFSP working arrangements; ○ our approach to monitoring and managing risk associated with high-rise buildings including how we engage with building owners and managers; and ○ our approach to how we train our staff to effectively manage high-rise incidents. <p>Continue to contribute nationally on building safety issues through the Chief Fire Officers membership of the Building Regulations Advisory Committee (BRAC) and the NFCC.</p> <p>Continue to monitor and manage this risk through our risk and performance management arrangements.</p>	<p>1,2,3,4,5</p>
<p>d. The Service needs to engage and resource the emergency services mobile communications programme to improve future resilience of</p>	<p>Ensure the appropriate levels of skilled resources are available to effectively engage with the national programme to ensure full involvement and awareness.</p> <p>Effectively succession plan to ensure it maintains appropriately skilled staff to enable the delivery of the programme internally.</p> <p>Plan against national, regional and local requirements to successfully ensure the internal delivery of the programme.</p>	<p>1,2,3,4,5</p>

communications and incident management	<p>Continue to monitor and manage this risk through our performance and risk management arrangements.</p> <p>Improve fireground technology.</p>	
e. The Service needs to consider and reduce its environmental impact	<p>Maintain currency of the Environmental and Sustainability framework.</p> <p>Identify opportunities for investment to save across the Service's assets.</p> <p>Continue to drive reductions in the consumption of fuel and utilities.</p> <p>Explore opportunities to develop smarter working through improved technology.</p> <p>Where possible, identify the environmental impact of the supply chain of the goods and services procured.</p> <p>Reduce waste, increase recycling and embed sustainability in all Service activities.</p> <p>Continue to monitor and manage this risk through our risk management arrangements.</p>	<p>4</p>

Risk and Demand Analysis		
Issue	Required strategic change	Strategic priority
f. The number of individuals and householders that the Service needs to engage with to reduce the number of deaths and serious injuries from fire or to prevent unnecessary hospital stays is set to increase	<p>Consider population growth and high-risk households in particular to ensure an integrated approach to prevention, protection, response and resilience remains effective.</p> <p>Strengthen the approach to capturing changes in the risk profile of our communities.</p> <p>Increase the targeting of high-risk individuals and households, offering a tailored level of support and engagement for those at medium to low-risk.</p> <p>Review the risk-based prevention targeting strategy to ensure that it remains effective and efficient.</p> <p>Continue to deliver an integrated approach to risk management, bringing together prevention, protection, response and resilience to target those most at risk from fire and other emergency events.</p> <p>Continue to work with partners to better use data to identify those most at risk and jointly work to get 'up stream' of the demand for those that require fire and rescue and broader public services.</p> <p>Continue to invest in and undertake rescues of vulnerable people collapsed behind closed doors.</p> <p>Develop an evaluation framework to ensure that our prevention activities provide value for money.</p> <p>Align our approach to understanding vulnerability and risk to the emerging work that is being undertaken by the NFCC in developing a national definition of risk and associated toolkit.</p>	<p>1,2,3</p>

<p>g. The number of people killed or seriously injured on our roads remains consistently high</p>	<p>Revise the strategic target with our partners to drive further improvements.</p> <p>Continue to provide efficient and effective response arrangements including the rapid extrication and transfer of casualties.</p> <p>Strengthen our strategic partnership arrangements and associated tactical delivery groups.</p>	<p>1,2,3</p>
<p>h. The availability of on-call appliances remains a key issue for efficient and effective operational response</p>	<p>Strengthen the processes associated with the recruitment, retention and training of on-call firefighters.</p> <p>Roll out the on-call pay model to support improved flexibility and appliance availability.</p> <p>Continue development schools for new firefighters to improve training and support their work life balance.</p> <p>Continue to ensure that an integrated and risk-based approach is taken to deployment of prevention and protection resources outside of those areas where we cannot achieve our response times.</p> <p>Consider our approach to resourcing through IRMP development, e.g. crewing systems and vehicle and equipment provision.</p> <p>Ensure our plans are reflective of the NFCC priorities.</p> <p>Continue to monitor and manage this risk through our strategic risk register and performance management arrangements.</p>	<p>1,2,3</p>

Organisational and Cultural Analysis

Issue	Required strategic change	Strategic priority
<p>i. The diversity of the workforce is not sufficiently reflective of the community we serve</p>	<p>Continue to progress the key initiatives in place to improve the diversity of our workforce and help bridge the gender pay gap.</p> <p>Develop recruitment processes to help rebalance workforce composition and progress towards the corporate target to increase the diversity of our operational workforce, by ensuring that 20% of operational recruitment is from under-represented groups.</p> <p>Implement initiatives to encourage more female applicants to the Service and continue to raise the profile of gender issues by actively working within national and local networks to support females working within the fire and rescue sector.</p> <p>Implement initiatives to encourage more applicants from under-represented groups.</p> <p>Promote the programme of smarter and flexible working to support the attraction, progression and retention of staff.</p> <p>Closely monitor the results of our recruitment campaigns.</p> <p>Ensure that equality is well embedded within key plans and processes to help ensure that equality is considered from the outset.</p>	<p>1,2,3,5,</p>

	<p>Further improve workplace facilities for women to help provide a welcoming and supportive environment.</p> <p>Broaden the range of apprenticeship programmes so that we can attract a more diverse range of applicants to consider a career within the fire and rescue sector.</p> <p>Establish a strategic target and monitor progress through our performance management arrangements.</p>	
<p>j. An ageing operational workforce will be a predominant feature of the Service for the foreseeable future</p>	<p>Continue the programme of health and wellbeing work, particularly in relation to age related issues such as menopause and age-related health issues.</p> <p>Strengthen our health and wellbeing arrangements to look at ways of supporting individuals to maintain a healthy lifestyle.</p> <p>Consider what changes we can make to working practices to better accommodate age related issues such as Officer fitness levels.</p> <p>Ensure that we strengthen succession planning arrangements so that we understand the impact that pension changes will have on our current workforce.</p> <p>Ensure that we strengthen our workforce planning arrangements so that we are able to attract, recruit and retain younger workers; for example, working with colleges to set in place apprenticeship programmes which link to college courses.</p> <p>Continue to strengthen the talent management arrangements and consider the development issues associated with an ageing workforce so that we can develop our future leaders accordingly.</p> <p>Ensure that our employment 'offer' clearly sets out the employee benefits available, such as flexible working, that support our ageing workforce and seeks to retain them.</p> <p>Deliver our approach to apprenticeships.</p> <p>Consider our financial reserves strategy to ensure increased costs associated with ill-health are allocated.</p> <p>Ensure our plans are reflective of the NFCC priority to ensure that the fire and rescue sector continues to build a representative workforce which possesses the appropriate skills, experience and leadership qualities to deliver a range of services to the community. A workforce which is change ready and able to deliver a broad set of interventions to make communities safer and healthier, which affords people greater opportunity and prosperity.</p>	<p>1,2,3,4,5</p>
<p>k. Better understand and improve the capability of our workforce and our one team approach</p>	<p>Continue to deliver and strengthen the leadership programmes to improve systems, performance reviews, promotions, values and behaviours, competency management and assurance.</p> <p>Strengthen workforce understanding and improve consistency of our culture.</p> <p>Improve capability and capacity within the strategic areas.</p> <p>Review learning outcomes from staff survey results and develop and deliver action plans.</p>	<p>5</p>

	<p>With an external specialist, complete a cultural review and improvement plan to strengthen the 'one team approach'.</p> <p>Better anchor assurance processes to align with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection regime.</p> <p>Strengthen performance management structures, systems and processes to improve understanding, consistency of approach and assurance; align to HMICFRS methodology and embed it into business as usual functions.</p> <p>Continue to monitor and manage this through our performance management arrangements.</p>	
I. Sustainability of the Networked Control Fire Services Partnership (NFCSP)	<p>Assess the external review to prioritise the opportunities available.</p> <p>Analyse, plan and deliver against the identified areas of work.</p> <p>Assess and further prioritise partnership opportunities.</p> <p>Provide an evaluation framework to demonstrate realisation of benefits.</p> <p>Monitor progress through our performance management arrangements.</p>	1,2,3,4,5
m. Sustainability of ICT	<p>Invest in several key initiatives to support sustainability, value for money and security.</p> <p>Ensure the appropriate levels of skilled resources are available to effectively deliver the expected ICT programmes internally, making best use of external partners to support knowledge sharing and sustainability.</p> <p>Complete a large-scale review of our current software and hardware systems and their return on investment.</p> <p>Migrate and further modernise systems in partnership where we can.</p> <p>Reskill and increase our resources to support the changes.</p> <p>Increase succession planning and alignment of the ICT strategy with business requirements and user needs as well as continuing development of smarter working.</p> <p>Invest in ICT Information Management and Security and Resilience in the next two years to provide new servers and data storage, firewall replacement, new back-up hardware and software, changes in the processes for reducing vulnerabilities in our systems and regular ICT health checks.</p> <p>Monitor progress through our risk and performance management arrangements.</p>	4
n. Strengthening the Service Control Centre (SCC)	<p>Ensure effective mid to long-term workforce planning.</p> <p>Implement a long-term recruitment strategy due to the specialist nature of this key staff group.</p> <p>Consider early strategic planning for the replacement Control room system and corresponding financial implications.</p> <p>Develop the new Emergency Services Network (ESN) technology and ways of working.</p>	1,2,3,4,5

	<p>Determine the strategic direction for the next generation of mobilisation systems, including an assessment of developing Control room technology and procurement opportunities.</p> <p>Ensure that our SCC meets the recommendations from the Grenfell phase 1 report.</p>	
O. Training Centre	<p>Develop a central training facility on a secure tenure.</p> <p>Ensure the facilities developed are environmentally future proofed.</p> <p>Ensure the location is accessible for staff.</p> <p>Consider what other training courses could be delivered at a central facility.</p> <p>Ensure a central facility complements our mobile training and e-learning arrangements.</p>	5

2. BACKGROUND

To ensure that our Community Safety Plan (CSP), that incorporates our requirement to produce a Community Risk Management Plan (CRMP), remains relevant and reflective of the wider landscape in which we operate, we undertake a biennial strategic assessment of risk.

This assessment examines a range of key factors that impact on our organisation from opportunities and challenges emerging from within the fire sector and those within the wider public-sector environment. The 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, this document has been put together using a great deal of information from our partners and wider needs assessments associated with the following sources:

National sources	Business Continuity Institute Horizon Scan 2019
	Centre for the Protection of National Infrastructure
	English Housing Survey
	Grenfell Tower Inquiry
	Hackitt Report
	HMICFRS Tranche 2 Summary Report
	National Fire Chiefs Council Strategy 2017-2020
Local sources	Bournemouth, Christchurch & Poole Community Safety Plan
	Bournemouth, Christchurch & Poole Health and Wellbeing Board Strategy
	Dorset Community Risk Register

	Dorset Community Safety Plan
	Dorset Health and Well Being Strategy
	Dorset Police and Crime Plan
	Swindon Community Safety Plan
	Swindon Health and Wellbeing Strategy
	Wiltshire Community Safety Plan
	Wiltshire Health and Wellbeing Strategy
	Wiltshire Police and Crime Plan
	Wiltshire & Swindon Community Risk Register
	Wiltshire, Swindon & Bath and North-East Somerset Sustainability and Transformation Partnership

Rather than repeat or rehearse the extensive range of data and intelligence, our analysis has been strategically synthesised using a PESTELO model.

This has enabled us to confirm the issues that need specific strategic focus and reflect these in the vision and priorities that make up our strategic CSP which are then incorporated within our internal Service Delivery Plan (SDP).

3. EXTERNAL ANALYSIS

Political

Exiting the European Union

At the time of writing the UK government continues to negotiate the complex process of exiting the European Union following the results of the national referendum held in June 2016. Given the complexity and uncharted nature of the process it is very difficult to predict what the impacts may be on the public sector. Commentators are not united in their views, but the debate appears to suggest that leaving the EU may mean:

- *Uncertainty.* Uncertainty will continue during the exit negotiations and perhaps beyond should no deal be reached. As this major change to the UK's position in the world has wide reaching implications for businesses, there will be an impact on investment, growth and the public finances. Consequently, there may be further squeezing of public sector budgets for an indeterminate period.
- *Trade.* Trade with the EU may be more difficult and expensive, potentially increasing costs of goods and services.
- *Regulation.* Exiting the EU will mean an end to EU regulations. Public sector organisations will need to adapt as employers and in their role as policy makers, potentially designing new regulations reflecting any new freedoms or constraints.

- *Foreign Investment.* Exiting the EU will potentially impact on business decisions to invest and trade with the UK. This means that devolved administrations and local governments will need to re-double their efforts to attract business regionally and locally.
- *Labour market.* The UK will need to change its migration policies. Currently EU citizens have been able to live and work in the UK without restrictions. Government will need to re-set this policy and employers across sectors will need to adjust their employment and workforce planning policies.

Given this uncertainty and the complexity of this agenda, it is very difficult to have a clear determination of the key strategic issues facing the Service post exiting the EU. However, given the potential for the UK economy to be turbulent in the short to medium-term, it is essential that we have a clear prioritisation process to support our approach to integrated risk management. This includes ensuring we have robust financial planning and management controls in place and that our financial assumptions about future funding, contract and supplier costs, inflation, business rates retention and reserves are prudent.

Local Government re-organisation

Local government in the south of the Service area have moved from three unitary councils and six district councils to a model with two new unitary councils: Bournemouth, Christchurch & Poole Council and Dorset Council. The transformation process remains complex, and the Service continues to work closely with key political and managerial leaders to make sure that it continues to maximise the value of these relationships and the associated strategic partnerships. The supporting governance arrangements for the councils are still being finalised; the revised arrangements will inevitably alter a range of associated structures that the Service will need to align to, for example, Public Services Forums and Community Safety Partnerships.

Changes to the funding of fire and rescue services

The Government has been committed to reviewing the funding mechanism for all local authorities, in particular moving towards a new Fair Funding Formula and introducing changes to the Business Rates Retention scheme. It had also indicated that there would be a new multi-year Spending Review taking place in 2019. However, the Chancellor confirmed on 8 August 2019 that there would now be a fast tracked one-year Spending Round covering 2020-21 only while negotiations relating to the UK leaving the European Union are taking place. Consequently, no account has been taken of potential changes to future funding mechanisms within the Medium-Term Finance Plan (MTFP). The Service will continue to engage in shaping this debate and monitor any potential changes to our financial projections.

Economic

Uncertain economic forecast

The forecast for the UK economy remains uncertain with household disposable incomes being squeezed by higher inflation and businesses potentially holding back on investment decisions because of uncertainty about exiting the EU. In July 2019 the Confederation of British Industry said that it expects growth rates to be at 1.4% in 2019 and 1.5% in 2020. More recently, the Bank of England cut its forecasts for UK growth to 1.3% for 2019 and 2020, assuming that the UK leaves the EU with a deal; suggested growth could be much slower in a no-deal scenario. Official figures show that the UK economy shrank by 0.2% in the quarter to June 2019.

For the Service, the MTFP indicates that there is a significant annual deficit to be bridged. Given this austere funding picture, the Fire & Rescue Authority is continuing to model its five-year MTFP on annual reductions of 5% pa in its Government funding beyond 2020-21 and a maximum 1.99% annual increase in its Council Tax. To achieve a balanced budget the Service needs to find savings of over £2 million a year by 2022-23.

The combination of the former Fire & Rescue Authorities saved more than £4m annually, and further savings have been found over the last three years. Despite this, there remains a significant budget gap and this means that our service delivery model will need to be significantly reviewed.

All public services have experienced reductions in government support, and these seem set to continue. Although this has created opportunities for partnership working it has also led to some public-sector organisations 'retrenching' to core activities and responsibilities. The flexibility to develop and work in partnership is therefore often under strain. However, the Service believes that collaboration with key partnerships and partners is an essential feature to both improve efficiency and effectiveness, and to ensure that the value of joint working is not further comprised through partnership retrenchment. We are developing a new Value for Money framework so that we can demonstrate the wider societal savings that the Service is contributing to. Whilst not always delivering cashable savings, this is an important area of work to show the impact that the fire sector has in wider economic terms and supports the national business case for a sustainable funding model

As stated above, it is therefore essential that we have a clear prioritisation process to support our approach to integrated risk management, including robust financial planning and management ensuring that our financial assumptions about future government grant levels, contract and supplier costs, inflation, business rates retention, and reserves are prudent.

Pension funding changes within the fire and rescue sector

The cost of employer contributions for many unfunded public sector pension schemes has increased significantly from April 2019. These unfunded schemes are valued every four years to assess the value of pension rights being built up and the employee and employer contributions required to fund those rights.

The 2016 valuation exercise was completed in 2018 and following changes to the assumptions made in calculating future pension rights and employer contributions have had to be increased. For the Firefighters Pension Scheme, the additional cost nationally is estimated at £125m and the Government has provided £115m of additional central funding for 2019-20 and 2020-21. Fire and rescue services must pick up £10m of additional costs in their own budgets. So far there has been no confirmation of any additional central funding for 2021-22 onwards.

All public sector pension schemes could also be impacted by the recent ruling in the McCloud and Sargeant pension cases. Both cases focus on 2015 pension changes made by the Government which have been held to be unlawful on the grounds of age discrimination. The cases specifically relate to judges and firefighters, and to the transitional protection arrangements put in place when the changes were made, with a claim that younger judges and firefighters were unfairly impacted. The Government has not been allowed leave to appeal the cases and consequently they will now be referred back to the Employment Tribunal to consider how scheme members should be compensated for the discrimination. The potential impact of this ruling is, however, much wider, as there were transitional protection arrangements in all of the public sector scheme changes. The Government has indicated that the ruling could add £4 billion a year to pension scheme liabilities.

Transport infrastructure

The Service operates within an extensive and complex road, rail, maritime and air infrastructure. Traffic is generally increasing, including air traffic levels, with over 670,000 passengers going through Bournemouth Airport last year. The Service already has site specific incident response plans for higher risk aspects of the current transport infrastructure. However, there are some forecasted improvements to transport infrastructure within the Service area that we will also need to plan for.

In September 2017, the Secretary of State for Transport announced the preferred route for improvements to the A303 past Stonehenge. The 8-mile route, between Amesbury and Berwick Down in Wiltshire, includes a

1.8-mile tunnel through Stonehenge. The project is fundamental to the Government's aim to make the A303 an expressway to the South West. This project will involve a significant input for specialist fire safety and road safety advice. The Service has recently restructured its management arrangements to provide for this and to support wider efficiency measures, particularly with regards to opportunities emerging from work that is actively looking to rationalise the wider public estate.

Electrification of main line rail services across the south west is progressing and whilst this should not present a significant risk from an operational perspective, we will continue to monitor developments

Social

Population changes

The population across the Service area is set to increase. The population expansion in the Dorset and Wiltshire sub-region indicates growth projections of 72,200 (4.8%) between 2018 and 2027. Growth in real terms is expected to be uneven across the area and centred on urban areas, with greater increases in Bournemouth, Poole and Swindon compared to Dorset and Wiltshire.

The proportion of younger people is likely to remain notably higher in Bournemouth due to its appeal as a university destination. Taken together, both Bournemouth and Swindon may retain a younger demographic profile than other parts of the sub-region, particularly Wiltshire Council and Dorset Council areas which are notably older in demography. In addition, as life expectancy is set to increase the population is set to age. Areas of the sub-region such as Christchurch and East Dorset already enjoy some of the longest life expectancy across the country.

At present those living alone over pensionable age who have other medical or social care needs fall in the highest category of those most likely to experience an accidental dwelling fire. The number and profile of this raising of life expectancy is also forecasted to increase the strain on the NHS and adult and social care services. This is predicted to lead to an increase in the number of people experiencing dementia or becoming frail and potentially requiring emergency hospital admissions. This will mean that the demand to support the prevention of slips, trips and falls will increase in proportion to the number of high-risk individuals living across the service area. In addition, a sudden change in circumstances for older people who may experience the death of a partner or loved one can place them at risk of social isolation and increase their risk of fire due to a change in their living circumstances. From our own analysis, 160,000 people within the Service area fall within the target audience as being at high risk of fire, due to a combination of one or more vulnerabilities. This is the audience for the Service's safe and well checks, and with predictions of an increase to this figure the Service needs to consider future planning.

Cultural diversity

The Service area is less ethnically diverse when compared to the rest of England, although there are pockets of ethnic diversity within the more densely populated areas. The overriding picture is that the sub-region is homogenous, with the vast majority of residents identifying themselves as White-British.

Most residents across Dorset and Wiltshire identify themselves as Christian, with a significant minority of people following no religion. Religious diversity has increased across the sub-region over the past decade and this position has been predicted to continue, although due to exiting the EU, there is less certainty about this than previously. It will therefore be important to engage with newly established or growing religious groups in all areas to deliver fire safety and healthy lifestyle messages to all of our communities.

Government statistics show that nationally 2% of the population has identified themselves as being lesbian, gay or bisexual. Stonewall believe the figure is incorrect and suggest that the correct figure is between 5% and 7% as some people are still reluctant to be out within the community, fearing discrimination and harassment. There is no clear estimate of those in the population who are transgender although it is understood that they are more likely to be subject to discrimination and harassment.

The Service recognises that it must both reflect the makeup of the community it serves and sensitively engage within it to ensure effective and consistent delivery of services and this is being progressed through a significant programme of work within our internal SDP.

Health and wellbeing

With an ageing population, the cost of providing adult social care will continue to increase. Longer lives may also see a higher proportion of lifespan spent with reduced mobility. The number of people taking illicit drugs will continue to increase, though levels of regular drug abuse is likely to carry on decreasing. Alcohol consumption is projected to increase, while binge drinking may decrease amongst the general populace, it will still be common among younger drinkers. As a result, there is likely to be an increase in the number of people with chronic alcohol conditions.

Obesity levels are also predicted to rise and along with dementia and age-related illnesses this will be one of the major health and social challenges facing national and local public health and social care services. A more frequent prevalence of obesity will also place further demand on wider local public services and there may be further risks from interlinked lifestyle issues, such as decreased mobility.

Reform to emergency care structures aims to focus on preventing hospital admissions where possible, with more people being treated either on-scene or at smaller facilities or where they reside. The Service has seen a rise in the prevalence of mental health related incidents; with this also being a growing factor in other Service emergency response activities and partnership working.

Deprivation

Locally, research has shown that 10-20% of the population in Swindon, Wiltshire and Bournemouth are over-indebted. This falls to 5-10% in Poole and areas covered by Dorset Council, with the exceptions of East Dorset (0-5% of the population) and Weymouth and Portland (20-30%).

Levels of fuel poverty have grown across the sub-region since 2006. The rising cost of domestic energy is likely to lead to an increase in the number of households classed as being 'fuel poor'. This will particularly impact rural areas where the energy efficiency of dwellings is traditionally at a lower standard than in more urban environments. Fuel poverty is more prevalent, and will impact more, in rural areas of Dorset and Wiltshire compared to Bournemouth, Poole and Swindon. This could lead to an increased risk of fire through people turning to alternative heating methods, such as the use of electric heaters, particularly those in thatched properties or other homes that may be built using alternative methods or materials. Increased numbers of fuel poor residents may also lead to higher instances of respiratory illness and other linked conditions, particularly among the elderly and vulnerable residents.

Dwellings and households

In England, the south west contains the highest proportion of the population living in a rural environment (31.6%), with approximately one million living in villages, hamlets and isolated dwellings. On the face of it this represents an opportunity to recruit firefighters on the on-call duty system, however, changing expectations and people working further away from home has led to difficulties recruiting and retaining firefighters to cover a number of the rural towns and villages across Dorset and Wiltshire.

There has been a considerable increase in the housing stock across the sub-region over the past decade, particularly in the Dorset Council, Swindon and Wiltshire areas. Future development up until 2030 will see housing development focus on Swindon (22,000 homes), Poole (10,000), West Dorset (9,640) and North Dorset (7,000). Owner-occupancy is the majority tenure across the sub-region, although renting is more prevalent in Christchurch and East Dorset. Areas of the sub-region are also popular holiday destinations for both domestic and international visitors, with parts of Dorset (Purbeck, West Dorset) having significantly higher numbers of second properties than the national and regional average.

Demand for second homes is likely to continue. At face value, it would appear that an increase in the number of dwellings would lead to a corresponding increase in the risk and rate of dwelling fires, however, this is not necessarily the case due to fire safety regulations in new housing and changes to construction and building methods.

An increase in rental properties could see more houses of multiple occupation, especially in more urban environments such as Bournemouth, Poole and Swindon. Housing affordability, both homeownership and rental, will continue to be an issue across the sub-region but especially in areas of Poole, Purbeck, West Dorset and Wiltshire. As stated above, the proportion of rental properties is likely to continue to increase partly due to affordability and the availability of properties.

It is likely that single occupancy households will become more common across the sub-region. Living alone may not necessarily affect an individual's fire risk; however, living alone combined with specific demographic characteristics can have an impact. Age, mental health, physical wellbeing and living environments can all play a part in contributing to an individual's circumstances that put them at a higher risk of having a fire that may result in death or injury.

Technological

Emergency Services Mobile Communications Programme

A nationwide Emergency Services Mobile Communications Programme (ESMCP) is currently in its planning stages. The programme is set to provide the emergency services with a revolutionary new communication system. It will include the development of a system called the emergency services network (ESN), which will provide the fire and rescue service, police and ambulance service with voice and broadband data services. The programme will also provide the governance for many projects which will see user devices and control room upgrades. It is intended that the ESN will provide a mobile network that has extensive coverage, high resilience, suitable security measures and hi-tech functionality that will allow users to communicate under the most challenging circumstances. This should in turn allow control room operators and Officers to make better assessments of the incidents that are occurring.

It is anticipated that there will be significant short-term resourcing issues to deliver this national programme of work, but this should be offset by Central Government funding and potential long-term improvements in functionality, operational and business continuity resilience for the Service.

Increased mobile technology usage

Rates of daily computer usage will carry on increasing. While often seen as the preserve of younger generations, the highest rate of increase in usage recently has been among older generations. A growing number of people will access information and services through mobile technology such as smartphones and tablets.

The growth in online technology and mobile communications will lead to greater emphasis on e-access of services, social media, cyber security and the correct handling of personal data. Advances in technology may help to provide support to working practices, such as providing remote support to personnel at the scene of an incident or out in the community. It will also become increasingly important that workforces are able to use and work effectively with new technologies.

The Service has a significant programme to support smarter and flexible working including the investment in more mobile access to systems and information via cloud-based services. Significant investments in mobile data terminals in appliances also support and complement the ESMCP.

Cybercrime and Cyber Security

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 the Service 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.

A core function of cyber security is to protect devices, services and information from theft, damage or unauthorised access. Cyber risks are unpredictable with breaches inevitable, but there are protective technologies that help make sense of that unpredictability and accurately assess and manage risks effectively. The Service has good arrangements in place to manage these risks and work is ongoing to deliver an action plan to meet the requirements of Cyber Essentials, a basic requirement for ESN compliance. As a result of the national threat and on-going mitigation, this risk remains at strategic level at this time.

Environmental (incl. heritage)

Flooding and climate change

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 of grass and heathland fires in open areas. Conversely, seasonal rainfall over winter is expected to increase, which may increase the risk of fluvial flooding (groundwater flooding), both of which will call upon Service resources.

Recent years have seen varying extremes of weather patterns, notably heavy flooding. These events, particularly winter flooding, are likely to become more frequent occurrences and local services will be required to respond accordingly. This will necessitate the continued close collaboration of partnership working, through Local Resilience Forums, to ensure effective plans and procedures are in place.

Pressures to address the lack of affordable homes in the country could lead to more development on areas of flood risk. Coupled with the effects of climate change this could lead to more incidents of flooding that require Service and partnership resources.

Recognising the impact of man-made climate change there will be greater political and community focus on environmental protection and sustainability of resources. The reduction of greenhouse gases is a key factor and public sector bodies are expected to reduce their carbon and emissions footprint as far as possible.

Environment and sustainability are likely to attract greater legislative directives with reducing single use plastics, habitat protection and cleaner air measures increasingly emphasised as part of reducing environmental impact. This is in addition to existing measures such as reducing vehicle emissions, energy consumption and waste to landfill levels.

Legal

Fire and Rescue Service National Framework for England (2018)

The Fire and Rescue Service National Framework for England (2018) requires fire and rescue services to produce integrated risk management plans; the Service delivers this through the published CSP delivered internally via our SDP.

Internally, assurance is provided through our established governance arrangements, with public assurance being provided annually through our Statement of Assurance; an additional requirement of the National Framework.

Grenfell Tower

The fire at Grenfell Tower raised several significant questions over 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, which 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 will now follow and 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 in her report, made several recommendations concerning the approach to regulating buildings. The government responded by establishing the Building Safety Programme which has recently published a consultation on key changes required to address the issues identified post-Grenfell.

This consultation ran in tandem to a call for evidence concerning the Regulatory Reform (Fire Safety) Order. Both the consultation and call for evidence will lead to significant changes that will impact on fire and rescue service protection teams. The full extent to which this will happen is still to be determined, however, early indications suggest a greater emphasis on inspector qualifications as well as increased levels of scrutiny on new builds, refurbishments of tall buildings and those with higher risk occupants. As a result of this, an increase in the levels of fire safety training and numbers of inspectors within protection teams are likely to be required.

Since the incident, the Fire & Rescue Authority has been liaising with local housing providers and councils to ensure the safety of residents in specific premises. Work will continue with authorities, both locally and nationally, to enforce fire safety and help inform the emerging national picture regarding fire safety in high-rise and other premises.

The Service protection teams are also working closely with local authority and private housing authorities. This work will support the retrofitting of fire suppression measures in high-rise or higher risk buildings, in order to increase the safety for residents. This has a high degree of direct interaction with residents through the provision of advice and the use of our sprinkler demonstration unit.

In addition to fire safety matters, phase 1 of the inquiry places significant focus on both operational and control room training practices.

Policing and Crime Act 2017

The Policing and Crime Act 2017 amends the Fire and Rescue Services Act 2004 to enable Police and Crime Commissioners (PCCs) to take on governance of their local fire and rescue service through the creation of new PCC-style Fire & Rescue Authorities. The Act also defines a liability for closer working across emergency services through a new statutory duty for blue light service collaboration. In line with the Act the Service continues to pursue collaboration opportunities, particularly with the sharing of our estate through the Principle Town Reviews in Dorset and the One Wiltshire Estate Partnership. The Service also continues to collaborate effectively with both police forces across a wide range of areas.

Homelessness Reduction Act 2017

The Homelessness Reduction Act 2017 came into force in April 2018; this Act requires public services to notify local authorities if they come into contact with someone that they think may be homeless or at risk of becoming homeless. The Service is working with partners to help reduce the risk of homelessness to people, particularly through the community safety partnerships and delivering safe and well visits to those at most risk.

Information Governance

The Service operates to a wide range of legal requirements associated with information governance and a comprehensive annual assurance framework exists for all areas. The General Data Protection Regulation (GDPR) came into force in May 2018 giving people more rights and control over their personal and sensitive data, with the aim to harmonise data privacy laws across Europe. The regulation also allows for increased fines to businesses for non-compliance. There is not expected to be a major change in law when the UK leaves the EU and it is acknowledged that improvements should be towards evolutionary change in data protection

processes, rather than full compliance. The Service has an action plan in place to deliver against these requirements.

Health and safety

The Service also works within a wide range of legal requirements of the Health and Safety at Work Act 1974 and other associated with health and safety legislation. Comprehensive assurance is completed each year to ensure organisational compliance which is also supported by a Service wide BSI 18001 accreditation. This will be further strengthened by achieving ISO 45001 accreditation by March 2021. Through ongoing assessment and our internal audit controls no significant strategic issues have been determined.

Public Sector Equality Duty (Equality Act 2010)

Those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act; and
- advance equality of opportunity between people who share a protected characteristic and those who do not; and foster good relations between people who share a protected characteristic and those who do not.

The duty also includes two specific duties:

1. publish sufficient information to demonstrate compliance with the general equality duty across functions, and
2. prepare and publish one or more objectives that it reasonably thinks it should achieve to meet one or more aims of the general equality duty, at intervals of not greater than four years.

The Service has a broad range of arrangements and programme of work to ensure it both complies with and works within the spirit of this requirement. This is set out in our Equality, Diversity and inclusion (ED&I) policy; ED&I Strategy, ED&I assurance framework and strengthened through the internal SDP.

Key strategic findings from external analysis

a. Financial uncertainty for the Service and its partners is set to continue for the foreseeable future

Why?

Our strategic assessment is indicating that there will be a forecast:

- continuation of financial uncertainty due to exiting the EU; and
- need to cut the national deficit and pressures for wage increases to keep pace with inflation resulting in an uncertain outlook to the way fire and rescue authorities will be funded.

Strategic response

This will mean that going forward the Service needs to:

- continue to focus on strong financial management and demonstrate value for money in all that we do, increasing productivity;

- scenario plan different response delivery models against the integrated risk management planning methodology to help ensure a sustainable revenue position including reducing the capital expenditure programme;
- ensure our plans are reflective of the NFCC strategic priority that aims to encourage and assist FRSs to maximise the added value of digital solutions, innovative use of information technology and effective sharing and the utilisation of data in ways which will make the sector more effective and efficient at what we do;
- support the NFCC in lobbying for multi-year funding settlements and transformational funding that give FRSs the opportunity to plan for the future; making it easier to deliver sustainable transformation and sector reform;
- seek to formalise the Networked Fire Services Partnership towards a strategic alliance. This alliance should then seek to standardise as much as possible in terms of planning and delivery to allow savings to be realised through joint procurement and shared resources. This may require releasing additional capacity from within the Service management structure through greater levels of empowerment particularly at station level;
- continue to strengthen relations between the partners involved in the Networked Fire Services Partnership
- invest in ICT and digital ways of working; and
- continue to monitor and manage this risk through the strategic risk register and performance management arrangements.

b. The recruitment and retention of on-call firefighters will remain increasingly difficult

Why?

Our strategic assessment is indicating that there will be a forecast:

- continued pressure on recruiting and retaining firefighters to work in rural areas;
- reduction in recruitment opportunities due to lack of affordable housing stock within villages coupled with people working more in urban areas; and
- increase in skills to be maintained to ensure safe response capabilities.

Strategic response

This will mean that going forward the Service needs to:

- undertake an on-call assessment;
- strengthen the recruitment and retention of on-call firefighters;
- consider the on-call pay model to support improved flexibility and appliance availability;
- continue to ensure that an integrated and risk-based approach is taken to deployment of prevention and protection resources outside of those areas where we cannot achieve our response times;
- consider its approach to resourcing, through IRMP development, e.g. crewing systems and vehicle and equipment provision;
- consider its approach to the maintenance of competence;
- ensure our plans are reflective of the NFCC priority to ensure that the fire and rescue sector continues to build a representative workforce which possesses the appropriate skills, experience and leadership qualities to deliver a range of services to the community; and
- continue to monitor and manage this risk through our strategic risk register and performance management arrangements.

c. The outcomes and findings of the Grenfell Tower inquiry is likely to have a significant impact upon the fire sector particularly in the areas of current system of building regulations fire safety and operational response and recovery

Why?

Our strategic assessment is indicating that there will be a forecast:

- change to the building safety and enforcement regimes following the public inquiries; and
- increase in resourcing issues and cost funding pressures for fire and rescue services.

Strategic response

This will mean that going forward the Service needs to:

- review its risk-based inspection programme and targeting strategy;
- consider its capacity to deliver its obligations as defined by any new regulatory regime;
- review its succession plans for the Protection Department;
- closely monitor the outcome of the Grenfell Tower inquiry and Hackitt review from the perspective of likely impact on:
 - effective succession and forward planning to ensure that we have sufficiently qualified resource numbers to meet the expected increase in workload;
 - the need to extend technical fire safety activities to operational crews (at the appropriate level);
 - our approach to evacuation of high-rise premises in the event of fire and associated operational procedures;
 - our approach to operational response and in particular; command support, incident ground technology and fire survival guidance;
 - our command and control arrangements including Service Control Centre support and NFSP working arrangements;
 - our approach to monitoring and managing risk associated with high-rise buildings including how we engage with building owners and managers; and
 - our approach to how we train our staff to effectively manage high-rise incidents
- continue to contribute nationally on building safety issues through the Chief Fire Officers membership of Building Regulation Advisory Committee (BRAC) and the National Fire Chiefs Council; and
- continue to monitor and manage this risk through our risk and performance management arrangements.

d. The Service needs to engage and resource the emergency services mobile communications programme to improve future resilience of communications and incident management

Why?

Our strategic assessment is indicating that there will be a forecast:

- significant short to medium term resource requirement to support the project to ensure its successful delivery; and
- requirement to upgrade handheld and vehicle systems and devices to ensure the continuation of secure and resilient communications and incident management.

Strategic response

This will mean that going forward the Service needs to:

- ensure the appropriate levels of skilled resources are available to effectively engage with the national programme to ensure full involvement and awareness;
- effectively succession plan to ensure it maintains appropriately skilled staff to enable the delivery of the programme internally;
- plan against national, regional and local requirements to successfully ensure the internal delivery of the programme;
- continue to monitor and manage this risk through our performance and risk management arrangements; and
- improve fireground technology.

e. The Service needs to consider and reduce its environmental impact

Why?

Our strategic assessment is indicating that there will be a forecast:

- greater extremes of weather;
- increased instances of fluvial and pluvial flooding; and
- increased legislative focus on environmental protection and resource sustainability.

Strategic response

This will mean that going forward the Service needs to:

- maintain currency of the Environmental and Sustainability framework;
- identify opportunities for investment to save across the Service's assets;
- continue to drive reductions in the consumption of fuel and utilities;
- explore opportunities to develop smarter working through improved technology;
- where possible, identify the environmental impact of the supply chain of the goods and services procured;
- reduce waste, increase recycling and embed sustainability in all Service activities; and
- continue to monitor and manage this risk through our risk management arrangements.

4. RISK AND DEMAND ANALYSIS

Fires and serious injuries in the home, commercial buildings and elsewhere

Overview of risk and demand

Last year we attended 14,497 incidents including 3,824 fires; 1,207 were deliberately set fires and 2,617 were accidental fires. Of these accidental fires, there were 700 accidental fires in the home, representing an 8% reduction compared to the previous year, which reflects our ongoing focus on prevention. Nationally the number of fires attended has been on a steady downward trend since the early 2000s. This trend is mirrored locally. Primary fires have also experienced a slow and steady decline over the last 15+ years. In terms of primary fires there were approximately 28% fewer incidents recorded compared to 10 years ago. In terms of fires in commercial buildings, there has been approximately a 39% reduction in commercial fires over the last

10 years. Secondary fires which make up the highest proportion of all fires (just over 47% per cent in 2018-19), have also shown a general downward trend, however with seasonal fluctuation. We also rescued 87 people from fires. Sadly, there were also six deaths in fire related incidents, of which Her Majesty's Coroner has so far determined that four were caused by fire. Data from the Service's Incident Recording System suggest that there are some households who are more likely to experience a fire within their home. The top five groups more likely to experience a fire within our Service area in the following order were:

- a lone person over pensionable age
- couples with dependent children
- a lone person under pensionable age
- couples under pensionable age with no children
- a lone parent with dependent children

Further data from the English Housing Association suggests additional factors that can contribute towards an increased chance of having a fire in the home, these are:

- living in rented households
- living in a household with five or more members
- living with a long-term illness or disability

We refine these high-risk factors to target the most vulnerable people living in residential properties to keep them safe from fire.

The following factors guarantee a visit:

- hoarding at the property
- only one adult living at the property
- a person with impairments living within the property (physical or mental)
- the property has no smoke detectors or old smoke detectors
- a person over the age of 85 living at the property
- anyone considered as vulnerable living at the property

The following are additional risk factors that would contribute to a visit:

- anyone living in the property that would have difficulty in escaping in the event of a fire
- anyone living at the property who has been discharged from hospital in the last four weeks or use Medical Oxygen
- a smoker living at the property
- a person over 65 living at the property
- portable/plug in heaters used in the property

These factors are also shared with our partners to ensure we jointly focus on those at greatest risk.

Current activities to address these risks

- An extensive and targeted programme of safe and well checks involving nearly 12,000 vulnerable people;
- close working with our partners to access our most vulnerable groups through referrals;
- working with the elderly educating elderly care partners on fire risks;
- supporting SafeWise charity in Bournemouth and Weymouth supporting 6,915 educational visitors and promoting key messages via 41,500 individual visits;
- proactive engagement and development of effective partnerships with Local Environmental Health teams, Immigration and the police to address compliance issues in houses of multiple occupancy (HMOs) and to protect vulnerable people who often reside in this type of housing;

- targeted fire safety audits (1,198 audits undertaken in 2018-19) and a comprehensive reinspection regime;
- a programme of positive private sector engagement that currently engages over 1,141 businesses;
- dealing with public concerns and complaints (466 complaints dealt with in 2018-19);
- reviewing over 392 licencing applications and 1,580 building regulation consultations;
- robust enforcement policy resulting in high profile prosecutions;
- contributing nationally on building safety issues through the Chief Fire Officers membership of Building Regulation Advisory Committee (BRAC) and the National Fire Chiefs Council;
- media campaigns to promote wider public safety;
- fire-setter interventions for those children and young people identified as having a fascination with fire, or who have displayed fire-setting behaviours;
- provision of focused arson reduction education packages for children via 22 youth courses including Fire Cadets, Safer People and Responsible Communities (SPARC) and Salamander last year with over 250 attendees;
- close working with the national Arson Prevention Forum;
- providing 24/7 safeguarding arrangements to manage referrals from our frontline staff;
- collaboration between the Service safeguarding team and police/fire liaison officer to effectively address deliberate fire-setting; and
- an integrated approach to risk management bringing together prevention, protection, response and resilience to target those most at risk from fire and other emergency events.

To achieve a further reduction and improvement in:

- fewer emergency calls;
- fewer injuries and deaths from accidental fires and preventable fires in the home;
- less anti-social behaviour and arson;
- more young people reaching their potential;
- more protection and support for vulnerable children and adults and those with disabilities, so they can live fulfilling, independent lives; and
- fewer hospital admissions for vulnerable people.

The Service needs to reduce the risk further by:

- further reducing accidental and deliberate fires further in line with our strategic targets;
- expanding our work with the police and other partners including health and social care to ensure the highest risk individuals can receive our support;
- reducing the impact of fire through the development of a strategy to support the installation of domestic sprinklers in the highest risk households;
- increasing the targeting of high-risk individuals and households, offering a tailored level of support and engagement for those at medium to low-risk;
- reviewing the risk-based prevention targeting strategy to ensure that it remains effective and efficient;
- continuing to work with other partners to better use data to identify those most at risk and jointly work to get 'up stream' of the demand for those that require fire and rescue and broader public services;
- continuing to evaluate our interventions to allow us to demonstrate the impact they have in keeping people safe and healthy in order to develop an evaluation framework that can be applied to prevention interventions and wider collaboration activities across the Service;
- continuing to develop our collaborative partnership work with charities such as the British Red Cross and 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;
- developing an evaluation framework to ensure that our prevention activities provide value for money; and

- aligning our approach to understanding vulnerability and risk to the emerging work that is being undertaken by the NFCC in developing a national definition of risk and associated toolkit.

Automatic Fire Alarms

Overview of risk and demand

Automatic Fire Alarms (AFAs) make up 40% of all our operational response activity (emergency calls) and is broadly split between commercial AFAs (40%) and domestic AFAs (60%). Very few of these AFAs prove to be actual incidents requiring a positive intervention by the Service and therefore is a significant disruption to other risk critical work.

Current activities to address these risks:

- the Service monitors all AFAs;
- fire safety managers work with commercial premises who have more than three activations to help reduce unwanted fire signals; and
- prevention teams work with domestic residents to help reduce repeat incidents of AFA activation.

The Service needs to reduce the risk further by:

- implementing a phased AFA reduction strategy that focuses on unwanted fire signals in commercial premises; and
- continuing to work with residents where domestic AFAs are an issue.

Road traffic incidents

Overview of risk and demand

More people are killed and seriously injured in road traffic collisions (RTCs) than in fires. With roads such as the M4, A303, A31, A35, A338 and A350 criss-crossing our Service area, road traffic collisions form a significant part of our emergency response. Over the last 9-year period traffic estimates indicate that there has been an 8% increase in the number of miles driven on Dorset and Wiltshire's roads. Despite this, in the Service area the number of people killed, or seriously injured in RTCs has fallen by 24%. Last year we rescued 328 people from road traffic collisions (235 in the previous year). Analysis of RTC data has indicated several high-risk road user groups within the Service area. In response to this the Service is proactively using this data to develop new and sustain current road safety engagement activities.

The Safe Drive Stay Alive programme targets 16-24-year olds and every school and college is invited to attend. Last year 89 schools attended which equates to 80% of the total number.

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 from an RTC is listed as the biggest killer within the Armed Services after cancer. Across Dorset and Wiltshire, we have more than 25% of the British Army. In response to this the Service has worked with the Defence Safety Regulator to develop a new education programme called Survive the Drive. This has now been established as the main road safety education programme for the entire MOD and is delivered locally by the Service.

Motorcyclists make up on average one quarter of all fatal RTCs. The Service has recently launched the Biker Down education initiative in the Wiltshire area and is working in partnership with a Dorset based scheme, already established.

Over the past 12 months, we have provided targeted education programmes to 5,896 people including Safe Drive Stay Alive, Survive the Drive, Biker Down, and Safe Pass (a cycle safety initiative). In total during 2018-19, 17,836 people attended road safety engagement and education programmes led by the Service. We also

support our partners by actively contributing to events targeted to other high-risk groups. These include cycle safety, drink driving, drug driving and vehicle maintenance.

Current activities to address these risks

- an extensive and targeted programme of road safety interventions with 17,836 people receiving key messages including 5,896 people who attended our Safe Drive Stay Alive, Survive the Drive (a programme specifically for military personnel who are statistically at greater risk of being involved in a road traffic collision), Biker Down, and Safe Pass (a cycle safety initiative); and
- extensive programme of partnership working to influence change and improvements in road design.

To achieve a further reduction and improvement in:

- road traffic collisions;
- the number of people killed or seriously injured because of road traffic collisions; and
- the awareness of young people in the devastating effects road traffic collisions can have on families and communities.

The Service needs to reduce the risk further by:

- strengthening our strategic approach to reducing people killed or seriously injured on our roads by working with our road safety partnerships and revising our partnership targets once the current corporate target expires in March 2020;
- continuing to develop new opportunities to strengthen our work across the public sector; with voluntary agencies; the military and blue light services; and
- continuing to provide an efficient and effective response arrangements including the rapid extrication and transfers of casualties.

Heathland incidents

Overview of risk and demand

The Dorset Heaths National Character Assessment contains 34 ha of the New Forest National Park; 10,189 ha of the Dorset Area of Outstanding Natural Beauty (AONB); 1,197 ha of the Cranborne Chase and West Wiltshire Downs AONB and 5,388 ha of the Purbeck Heritage Coast. Dorset heaths are home to all six native reptiles: smooth snake, grass snake, adder, sand lizard, common lizard and slow worm - and for some of these our heaths are the only remaining natural habitat in the UK. Fires in the summer on heathlands can have devastating effects on the wildlife and vegetation; 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. In addition, recently the Service has experienced an increase in the number of deliberate fires. These fires are extremely resource intensive to put out. Last year, the Service responded to 131 heathland fires.

Current activities to address these risks:

- Operation Heathland has launched to protect Dorset's heathland from fire, theft and anti-social behaviour;
- to ensure we respond quickly we have worked closely with the Urban Heath Partnership to create a suite of maps covering 62 heaths in the south of the Service, and these are being uploaded to appliance mobile data terminals; and
- each year we validate our mapping of heathland areas with a table-top exercise with partners.

The Service needs to reduce the risk further by:

- promoting and expanding the Firewise Communities Programme to reduce the risk of wildfire to homes close to heathland and forest; and
- strengthening collaborative approach with partners to reduce deliberate fires including public and voluntary agencies.

Incidents involving thatched and heritage properties

Overview of risk and demand

Together, Dorset and Wiltshire are the two areas of the UK with the most thatched properties. 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, at least eight appliances 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. Last year the Service attended 10 fires within properties with thatched roofs.

The Service has a proactive preventative approach to these properties and undertakes regular safety campaigns. There is also a training focus for our stations to maintain their competences that relate specifically to thatch firefighting.

Dorset and Wiltshire also have many listed and heritage properties, including Longleat, Salisbury Cathedral and Kingston Lacey. Our fire safety inspectors work closely with responsible owners and agencies and undertake regular safety audits to ensure adequate fire safety solutions are in place and that the building meets life safety standards, where the regulatory Reform (Fire Safety) Order applies. All significant sites and buildings have site specific risk information to support our response arrangements and the protection of these important assets.

Current activities to address these risks:

- continued close collaboration of partnership working, through Local Resilience Forums, to ensure effective plans and procedures are in place;
- continued close working with our Local Resilience Forums, in the preparation of emergency response plans and with training and exercising;
- provision of water and technical rescue;
- a systematic approach to the provision of risk information to frontline staff; and
- an integrated approach to risk management bringing together prevention, protection, response and resilience to target those most at risk from fire and other emergency events.

To achieve a further reduction and improvement in:

- the number of emergency calls; and
- increase in community resilience.

The Service needs to reduce the risk further by:

- undertaking a strategic approach to technical rescue.

Incidents involving hazardous materials

Overview of risk and demand

The Service has several specific sites that are regulated under:

- Control of Major Accident Hazards Regulations (COMAH), which relate to incidents at industrial establishments;
- Pipelines Safety Regulations, which relate to hazardous oil and gas pipelines and pipeline installations;
- Radiation (Emergency Preparation and Public Information) Regulations (REPPiR), which relate to radiation hazards at locations including nuclear power stations; and
- Defence Major Accident Control Regulations (MACR), which also fall within scope of the Control of Major Accident Hazard Regulations (COMAH) and relate to nuclear installations.

Our role in response to these regulations is to ensure that we are prepared for any emergency arising on those sites. To do this effectively and efficiently we work closely with our Local Resilience Forums, in the preparation of emergency response plans and with training and exercising. In 2018-19 we responded to 75 incidents involving hazardous materials.

Current activities to address these risks:

- continued close working with our Local Resilience Forums, in the preparation of emergency response plans and with training and exercising;
- provision of hazardous material management and rescues;
- a systematic approach to the provision of risk information to frontline staff including improved mobile technology; and
- an integrated approach to risk management bringing together prevention, protection, response and resilience to target those most at risk from fire and other emergency events.

To achieve a further reduction and improvement in:

- the management of hazardous materials.

The Service needs to reduce the risk further by:

- continued training and response capability.

Technical rescues involving animals, water and rope or forced entry

Overview of risk and demand

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 of grass and heathland fires in open areas. Conversely, seasonal rainfall over winter is expected to increase, which may increase the risk of fluvial flooding, both of which will call upon Service resources. Recent years have seen varying extremes of weather patterns, notably heavy flooding. These events, particularly winter flooding, are likely to become more frequent occurrences and local services will be required to respond accordingly. Pressures to address the lack of affordable homes in the country could lead to more development on areas of flood risk. Coupled with the effects of climate change this could lead to more incidents of flooding that require Service and partnership resources.

Between 1 April 2016 and 28 April 2019 there were 522 technical rescue mobilisations to 451 individual incidents with 321 (71.2%) requiring technical support at wading or Level 2 rope. Of the 451 incidents 245 (54.3%) required either a Level 3 Rope or Swift Water; Large Animal or Bariatric response. Last year we attended seven significant flooding incidents; responded to 41 operational involving rescues from height and confined spaces; supported the ambulance services with the extrication of 39 bariatric incidents and rescued 202 animals. Last year we also assisted other blue light partners with 911 forced entry for people who had collapsed behind closed doors.

Current activities to address these risks:

- provision of water and technical rescue;
- provision of forced entry to support blue light partners with accessing vulnerable people who has collapsed behind closed doors; and
- continued close working with our Local Resilience Forums, in the preparation of emergency response plans and with training and exercising.

To achieve a further reduction and improvement in

- the number of incidents; and
- the strategic disposition of technical rescue capability.

The Service needs to reduce the risk further by:

- undertaking a strategic approach to technical rescue to ensure it has the right resources in the best strategic locations.

Availability and disposition of operational resources

Overview of risk and demand

Identified risk:

- unavailability of on-call appliances; and
- attending too many false alarms.

Response Standards.

Our performance for 2018-19 for the percentage of sleeping risk properties where the first appliance met the response standard was 70.6%. To have achieved the corporate target within 2018-19, the Service would need to have met the response standard at an additional 36 incidents. During periods of reduced appliance availability, duty managers determine resource disposition to maximise coverage and minimise risk. 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.

The Service attended 4,792 false alarms from automatic fire detection equipment in 2018-19, this represents a 1% reduction on the previous year (2017-18).

Current activities to address these risks:

- improved managerial support for on-call managers;
- more localised training regimes; and
- unwanted fire calls policy.

To achieve a further reduction and improvement in:

- the operational cover of rural areas particularly at the weekend in Wiltshire; and
- the speed and weight of attack in rural areas.

The Service needs to reduce the risk further by:

- developing a revised approach to on-call pay to improve contractual coverage and reward improve availability;
- implementing our Automatic Fire Alarms reduction plan;
- analysing and targeting repeat offenders;
- improving ICT and mobile technology to support on-call firefighters and their managers;
- strengthening the processes associated with the recruitment and retention of on-call firefighters;

- continuing development school for new firefighters to improve training and support their work life balance ;
- continuing to ensure that an integrated and risk-based approach is taken to deployment of prevention and protection resources outside of those areas where we cannot achieve our response times;
- reviewing its approach to the maintenance of skills required of on-call firefighters and the associated training burden; and
- exploring attribute-based mobilising.

Threats and risks to the Service and its communities

Overview of risk and demand

The Service is identified as a category 1 responder under the Civil Contingences Act (2004), which identifies that the Service has a duty to assess and plan for threats and risks to its communities. The Service must therefore keep abreast of the changing risks and threats both nationally and locally and be able to respond where necessary.

The United Kingdom Terror Threat Levels, often referred to as UK Threat Levels, are the alert states that are used by the British government to warn of forms of terrorist activity.

There are 5 levels of threat:

- low - an attack is highly unlikely;
- moderate - an attack is possible but not likely;
- substantial - an attack is likely;
- severe - an attack is highly likely; and
- critical - an attack is highly likely in the near future

The current UK threat level is "substantial", which was set on 4 November 2019.

The Centre for the Protection of National Infrastructure (CPNI) identify the main threats to national security as terrorism, espionage, cyber threats and the proliferation of weapons of mass destruction. CPNI cite the transport infrastructure as a key area in which continues to face enduringly high levels of threat from international terrorism. They also highlight the Emergency Services and Defence sectors, specifically police and military personnel, as groups who face a high level of threat from both international terrorism and Dissident Republic groups in Northern Ireland, for whom they are a priority target for attack.

Fire and rescue services maintain a response capability in order to manage the consequences of any terrorist activity and follow the Joint Emergency Services Interoperability Principles (JESIP) to ensure any response is both effective and safe.

Living in a modern society it is disturbing to think that slavery, such as forced labour and human trafficking, often for the purposes of sexual exploitation, is happening in our communities. Our police partners are at the forefront of tackling these crimes. Through engagement within the Local Resilience Forums the Service works to raise awareness and ensure robust procedures are in place along with appropriate response to incidents.

Current Activities

- Actively part of the Local Resilience Forums and regional working groups within Service area;
- monitoring and reviewing all risks and threats associated with the NSRA, Community Risk Registers and Service Risk Registers that could impact the Service and its communities;
- robust business continuity, risk management and safeguarding arrangements; and
- continual embedding and alignment to JESIP Service wide.

The Service needs to reduce the risk further by:

- ensuring that it continues to meet its duty of care in providing the workforce with appropriate skills, equipment, awareness and training opportunities to mitigate risk;
- continuing with effective engagement with representative bodies;
- strengthening National Resilience capabilities;
- continuing to actively support the work within the Local Resilience Forums;
- continually learning from internal and external experiences reinforcing the Service's position; and
- continuing to embed JESIP into our command capability and approach to operational response.

Key strategic findings from our risk and demand analysis

f. The number of individuals and householders that the Service needs to engage with to reduce the number of deaths and serious injuries from fire or to prevent unnecessary hospital stays is set to increase

Why?

Our strategic assessment is indicating that there will be a forecast:

- increase in the population across Dorset and Wiltshire;
- increase in the number of elderly people requiring specialist support or with a long-term illness or disability;
- increase in the strain on the NHS and adult and social care services as the number and profile of the population changes;
- shortage of affordable housing with an increase in rented properties and houses in multiple occupation;
- fall in household incomes relative to inflation;
- increase in the number of households classed as being 'fuel poor' due to the rising cost of domestic energy;
- higher level and more frequent prevalence of obesity will place further demand on local public services; and
- the Service faces the need to continue to deliver and strengthen its programme of prevention activities whilst at the same time addressing its medium-term financial deficit as detailed in the Medium-Term Finance Plan.

Strategic response

This will mean that going forward the Service needs to:

- consider population growth and high-risk households in particular to ensure an integrated approach to prevention, protection, response and resilience remains effective;
- strengthen its approach to capturing changes in the risk profile of our communities;
- increase the targeting of high-risk individuals and households, offering a tailored level of support and engagement for those at medium to low risk;
- review the risk-based prevention targeting strategy to ensure that it remains effective and efficient;
- continue to deliver an integrated approach to risk management bringing together prevention, protection, response and resilience to target those most at risk from fire and other emergency events;
- continue to work with other partners to better use data to identify those most at risk and jointly work to get 'up stream' of the demand for those that require fire and rescue and broader public services;
- continue to invest in and undertake rescues of vulnerable people collapsed behind closed doors;
- develop an evaluation framework to ensure that our prevention activities provide value for money; and
- align our approach to understanding vulnerability and risk to the emerging work that is being undertaken by the NFCC in developing a national definition of risk and associated toolkit.

g. The number of people killed or seriously injured on our roads remains continually high

Why?

Our strategic assessment is indicating that there will be a forecast:

- although the number of people killed, or seriously injured in RTCs has fallen by 24%, more people are killed and seriously injured in road traffic collisions (RTCs) than in fires; and
- over the last 9-year period traffic estimates indicate that there has been an 8% increase in the number of miles driven on Dorset and Wiltshire's roads.

Strategic response

This will mean that going forward the Service needs to:

- revise the strategic target with our partners to drive further improvements;
- continue to provide efficient and effective response arrangements including the rapid extrication and transfers of casualties; and
- strengthen our strategic partnership arrangements and associated tactical delivery groups.

h. The availability of on-call appliances remains a key issue for efficient and effective operational response

Why?

Our strategic assessment is indicating that there will be a forecast:

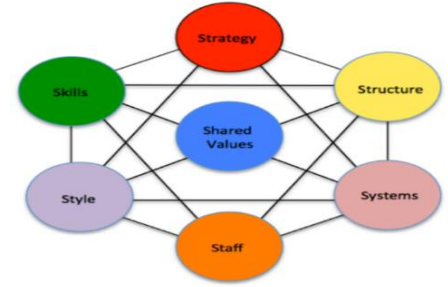
- continued pressure on recruiting and retaining firefighters to work in rural areas; and
- reduction in recruitment opportunities due to lack of affordable housing stock within villages coupled with people working more in urban areas.

Strategic response

This will mean that going forward the Service needs to:

- strengthen the processes associated with the recruitment, retention and training of on-call firefighters;
- strengthen the processes associated with the recruitment and retention of on-call firefighters;
- roll out the on-call pay model to support improved flexibility and appliance availability;
- continue development schools for new firefighters to improve training and support their work life balance;
- continue to ensure that an integrated and risk-based approach is taken to deployment of prevention and protection resources outside of those areas where we cannot achieve our response times;
- consider our approach to resourcing, through IRMP development, e.g. crewing systems and vehicle and equipment provision;
- ensure our plans are reflective of the NFCC priorities; and
- continue to monitor and manage this risk through our strategic risk register and performance management arrangements.

5. ORGANISATIONAL AND CULTURAL ANALYSIS



Cultural strategic diagnostic

This internal organisational analysis is conducted against the McKinsey 7 S model as this has been adopted by the Strategic Leadership Team (SLT) as the preferred organisational development tool.

 What we mean by this:		
<ul style="list-style-type: none"> • Leadership and management style • Empowerment and trust • Risk tolerance 		
Where were we in? (early 2016)	Where are we now? (August 2019)	What needs to be strengthened?
<ul style="list-style-type: none"> • Uncertain and inconsistent leadership style at SLT and middle management • SLT still forming under former CFO • Perception of over-controlling by SLT from middle management • Perceptions of risk aversion from middle management • No top team development events or programme • New departments and teams forming within new organisation • Levels of empowerment and trust not clearly established or communicated • Alliances to former Services running through new organisation • Silo working apparent 	<ul style="list-style-type: none"> • More consistent leadership style at SLT • More of a 'one-team' philosophy across Service • SLT aligned to delivery of strategic priorities • Improved cohesion at middle management but still issue of inconsistency of understanding and approach • Matrix working now more evident with improved focus on cross-departmental planning and delivery • Top team development events held and showing a positive impact • Risk management operating and showing linkages to investment needs • Increasing Leadership capability through peer group discussions and driving improvements 	<ul style="list-style-type: none"> • Increased accountability and assurance of performance management and team/departmental management • Greater managerial empowerment through clearer expectations and levels of accountability and up skilling through leadership programme and leader's forum • Streamlined meetings structure to better align to inspection methodology • Greater understanding at middle management around corporate governance to get more understanding of strategic environment • Promotion: personal reviews and development processes need to be strengthened with a greater emphasis on impact and talent management • Values and behaviour framework to be more simplified and embedded

Structure

What we mean by this:

- Definition and flexibility of management structures
- Coordination of planning and delivery
- Governance and accountability

Where were we in?

(early 2016)

- Structure not yet in place with departments not fully resourced
- Unclear relationships across managers and functions
- SLT key focus for decision-making
- No supporting meetings process to support performance management
- Disparate workforce still coming to terms with change
- Migration of systems and procedures not in place forcing different ways of working within departments
- Temporary appointments causing additional disruption in some departments
- Strategic linkages from CSP down to teams and individuals not clear
- Weak accountability and reporting arrangement due to lack of clear infrastructure and ways of working
- Governance structures operating in line with pre-combination intentions

Where are we now?

(August 2019)

- Departments better resourced; more sustainable and more strongly reflecting strategic risk controls
- More matrix-led planning and delivery due to delivery teams and coordinating teams
- Too many ad hoc sub-groups
- Reduced size of SLT with responsibilities aligned to strategic priorities and policies
- Governance arrangements reviewed and audited by Members to reduce democratic burden and streamline decision-making
- Service delivery planning strengthened to performance management

What needs to be strengthened?

- Continued need to reduce temporary moves and associated disruption/workloads
- Further embed the planning and performance management arrangements to support the delivery and oversight of the CSP and the SDP
- Streamlined meetings structure better aligned to inspection methodology
- Increased accountability and assurance of performance management and team/departamental management aligned to revised structures and HMICFRS performance methodology
- Continued focus on maintaining democratic calendar and cycle
- Review structure to support wider approach to talent management

Systems

What we mean by this:

- Planning, performance and financial systems
- Policies, procedures and information systems
- Communications and engagement systems

Where were we in? (early 2016)

- Minimal number of core systems and procedures in place to support day one of combination
- Migration processes underway but not yet bearing fruit
- Planning, performance and risk management arrangements not understood and culturally not adopted
- Communications and engagement ad hoc and processes not fully formed
- Information management processes in place but governance arrangements still forming
- Two email and calendaring systems and ICT platform needing to be harmonised
- Interim intranet in place
- Different quality of asset registers and management systems leading to confusion
- Policy in place but procedures need to be harmonised and kept on variety of systems in differing formats
- Financial management system in place but coding system not aligned to managerial need and confusion about precise nature of budget allocations.

Where are we now? (August 2019)

- The majority of systems and procedures now fully migrated. Competence recording issues remain a key concern
- Planning, performance and risk management arrangements maturing but still more work to be done to align and embed. How's my team still being formulated to improve consistency and stronger assurance reporting
- Communications and engagement programmes in place particularly with middle and senior managers but not necessarily leading to consistent understanding and behaviours
- Information management processes operating well with good governance and assurance in place including positive audit and inspection reports
- Policies now reframed in light of the revised strategic planning arrangements
- Revised appraisal process in place being co-designed
- E-learning platform and significant materials in place to support induction, assurances and personal development

What needs to be strengthened?

- Review of performance review process to better support values and performance management being developed
- Increased targeting and take up of ICT training to support smarter working and maximising the benefits of Office 365
- Simplified Cycle performance management systems with greater use of performance dashboards and how's my team doing
- Policies to be better aligned to HMICFRS methodology, Statement of Assurance and Lead Directors
- Alignment needed to inspection processes
- Financial and Value for Money (VFM) assessment framework to be set out and more embedded
- Competence recording system to be developed/ embedded to align with wider systems in operation such as pay, availability and rostering
- Continued commitment to the smarter working programme to encourage flexible working and more efficient working through the take up of technological opportunities
- Strengthened approach to zero based budgeting and efficiency

<ul style="list-style-type: none"> No efficiency plan or associated process in place Confused workforce planning 	<ul style="list-style-type: none"> ICT platform and associated systems harmonised Investment in ICT trainers and in technology (including new intranet and O365) to support smarter working processes needing to be further embedded Workforce planning significantly strengthened and positively reported by auditors Delivering on an approved efficiency plan Developing a value for money framework 	<p>planning to maximise resources to areas of most need</p> <ul style="list-style-type: none"> Marginal gains workshops as part of Leaders forum to be continued Workforce planning to be continued to be strengthened and linked to financial forecasting Personal reviews; promotion; grievance; discipline and health and wellbeing processes need to be more efficient and business focused Operational Effectiveness Database process needs to be more embedded and greater engagement with frontline staff with changes to equipment and vehicles Values and behaviour framework to be more simplified and embedded Technical and policy arrangements to support cyber security need to be more fully developed and embedded Outcome of Local Government Association governance review to be delivered
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<p>What we mean by this:</p> <ul style="list-style-type: none"> Training and development Management skills and competencies Development and talent management 		
<p>Where were we in? (early 2016)</p>	<p>Where are we now? (August 2019)</p>	<p>What needs to be strengthened?</p>
<ul style="list-style-type: none"> Operational licence in place Staff adjusting to new skills sets associated with their new roles and responsibilities 	<ul style="list-style-type: none"> Training and development arrangements in place helping to ensure operational competence 	<ul style="list-style-type: none"> Talent management approach needs to be more embedded with a high potential scheme to be better set out

<ul style="list-style-type: none"> • Coaching and mentoring support for all heads of department to support transition and establishment of new departments • No appraisal process in place • Team and departmental development supported by external assistance but largely ad hoc approach being adopted • No approach to talent management 	<ul style="list-style-type: none"> • Leadership and management development programme in place and aligned to Royal National Lifeboat Institution (RNLI) partnership • E-learning platform and materials in place and supporting induction and assurance processes • Emerging approach to talent management, now allowing role hopping for uniformed promotion at Station Manager, Group Manager and Area Manager levels • Qualifications and education support arrangements in place • Apprenticeship programmes emerging following formal accreditation of Service • Additional investments in several support departments to make the Service more sustainable and to support managers • Additional investments and realignment of resourcing to support on-call duty system • Equality, Diversity, Inclusion and RESPECT training for all new starters in place. including unconscious bias awareness 	<ul style="list-style-type: none"> • Coaching and mentoring approach needing to be strengthened and linked to emerging approach to talent management • Development pathways need to be strategically aligned to support strategic intentions and linked to talent management • Apprenticeships to be applied to leadership programmes and specialist qualifications linked to the development pathways maximising the apprentice levy spend • Competence Quality Assurance process to be further strengthened and overseen • Competence recording system to be developed to align with wider systems in operation (pay, rostering, availability) • Further Equality, Diversity and Inclusion training needed for all staff and wider freer discussions with stations • Values and behaviour framework to be more simplified and embedded • ICT investment needed on station to support training and development needs (e.g. e-learning and remote training) • Strengthen the following areas and include them within our leadership interventions: <ul style="list-style-type: none"> ➢ dealing with poor performance and having difficult conversations; ➢ chairing meetings; ➢ collaborative leadership; ➢ leading change; ➢ corporate governance and working within a political environment, ➢ report writing; ➢ discipline; ➢ equality, diversity and inclusion; ➢ unconscious bias and; ➢ project management
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What we mean by this:

- Values and behaviours
- Motivation and reward
- Engagement

**Where were we in?
(early 2016)**

**Where are we now?
(August 2019)**

What needs to be strengthened?

- Bruised non-station-based workforce with stations largely unaffected
- Sub-cultures often aligned to former Services
- Morale mixed and largely dependent on timing of transition process
- High managerial stress levels
- Low staff engagement due to processes not established and departments and their teams still forming
- Perception from middle managers that SLT out of touch with demands being placed on them
- RESPECT value and behavioural framework in place but not embedded
- Significant staff engagement but ad hoc communications in place
- Team meetings not systematically undertaken
- Job evaluation processes suspended for six months

- Improving morale and more homogenous culture appearing but still patchy and stronger variability within non-station-based staff
- Days lost to stress improved as departmental reviews begin to take affect and single ways of working/ system are more apparent
- Engagement processes well established but more work needed to get more consistent messaging and culture
- Staff survey undertaken and systematically reported and managed
- Awards ceremony and professional qualification events held and valued by staff
- RESPECT value and behavioural framework simplified; aligned to national police ethics framework
- Team meetings still ad hoc and requiring more systematic approach
- Realignment of job locations and review of flexible working to support smarter working programme
- Investments and realignment of existing resources to support on-call duty system and retention and recruitment

- Values and behaviour framework to be more simplified and embedded
- Directorate and team meetings need to be better structured, quality assured and supporting inspection methodology
- Performance review process needs to be reviewed with strengthened quality control and assurance and aligned to 360-degree process
- Closer examination and application of future skills in workforce planning and postings
- More assured internal communications
- Continued support to maintain good employee relations
- Review needed of Job Evaluation and pay modelling for support staff
- Strengthen our approach to supporting our ageing workforce

- Good employee relations
- Support networks put in place for all staff/volunteers incl. mental health, for example Trauma Risk Management (TRIM) services and Mind Blue Light champions



What we mean by this:

- **Clarity and cohesiveness of direction**
- **Resourcing and prioritisation**
- **Innovation and flexibility**

Where were we in? (early 2016)	Where are we now? (August 2019)	What needs to be strengthened?
<ul style="list-style-type: none"> • CSP in place • Strategic priorities, values and behaviour frameworks in place and communicated • Performance management approach forming but being culturally resisted in large parts of new Service • Strategic direction largely defined around realising benefits identified in combination programme • Workforce planning still forming with workforce data proving problematic • Governance arrangements designed pre-combination and untested and democratically 'heavy' 	<ul style="list-style-type: none"> • Strategic planning arrangements much stronger • Planning and performance arrangements more cohesive but more work to align and embed • Strategy, structure and systems now more harmonious but needs to be more efficient and clearer • ICT property strategies in place others emerging • Policies now being reframed in light of revised strategic planning arrangements • Multi-agency partnership forming over leadership and management development • Workforce planning significantly strengthened and better linked to other key processes • Audit programme linked to strategic planning framework 	<ul style="list-style-type: none"> • Five-year strategic route map with strategic milestones linking change to strategic assessment; IRMP and financial environment and wider political environment • Evaluation and VFM processes need strengthening particularly for prevention programmes • Integrated asset management planning to be more fully integrated with and IRMP and revised CSP • Policies to be aligned to revised approach to HMICFRS methodology, SDP and Statement of Assurance • Strategy and organisational development need to be more aligned to strategic alliances involving neighbouring fire and rescue services and other emergency providers • Environmental sustainability to be more embedded within key aspects of Service including asset management

- Trained BSI audit network to support health and safety management
- Patchy evaluation but data often collected and collated
- Strategy discussions to better align to strategic alliances involving neighbouring fire and rescue services and other emergency providers
- Governance arrangements reviewed and aligned to future direction and ministerial expectations

Business continuity and Resilience

As part of the roles of a Category 1 responder within the Civil Contingences Act 2004 the Service has a duty to form part of the Local Resilience Forums (LRFs) within the Service boundaries.

LRFs are aligned to Police borders and therefore the Service is part of both the Dorset LRF and Wiltshire & Swindon LRF. Each LRF must establish a Community Risk Register in consideration of the National Security Risk Assessment (NSRA), local threats and risk and community need. These risk registers are used to ensure that the LRFs identify risk and make preparations to respond to such risks. This includes planning, training and exercising for reasonably foreseeable events that could impact its communities.

The Civil Contingencies Act 2004 also requires the Service to have its own robust business continuity arrangements in place. These arrangements must be considerate of, or aligned to, the NRSA, community risks and other risks and threats identified by the Service's risk management practises, including horizon scanning.

The Business Continuity Institute's Horizon scan report 2019, indicates that technical concerns continue to dominate over the next 12 months; with cyber-attack and data breaches causing the most concern. Adverse weather is also perceived as a greater threat along with political change due to the increasing uncertainty in Europe around exiting the EU.

The Service's business continuity arrangements are constantly strengthened with good managerial oversight. In addition, they are audited on a regular basis and align to industry best practise and to the principles of the BSI ISO 22301.

Diversity of Workforce

The lack of gender diversity among operational staff is a national challenge for fire and rescue services and has a historical and societal context. There were no female firefighters until 1978 in the UK (early 1990s for our Service) and the occupation is still broadly perceived by the public as a "male" one, requiring exceptional physical abilities.

Research points to a lack of awareness about the role and skills required of a firefighter which in turn may create barriers for women in considering this as a career. The predominance of male firefighters has also been exacerbated by the low turnover among wholetime career firefighters which means the pace of improvement has been slow. Currently within the Service there is a larger proportion of male staff compared to female staff, this is due to the high representation of men in the organisation as a whole and particularly in the cohort for firefighters working the on-call duty system.

The Service's current gender pay gap of 7.1% is lower than the national figure of 17.9%, based on full and part-time workers (Office for National Statistics (ONS) 2018). This may be explained by the disproportionate number of male staff to female in operational roles, and the number of males in senior and middle management positions. For corporate staff, there are broadly the same number of males and females, which is mirrored in the top four grades. In the middle grades however, there are significantly more males than females and at the lower grades significantly more females than males.

Our "high" quartile salary band is dominated by male staff, meaning that they are the highest earners in the organisation. In contrast, a much larger proportion of female staff are found in the lower quartile salary band, compared to the other bandings. This can be explained to some extent by the fact that the majority of females employed within the Service are corporate staff, on "Green Book" terms and conditions which generally offer lower rates of pay. In contrast, operational, "Grey Book" posts remain dominated by male staff that are paid at a significantly higher rate from entry (firefighter) level through to strategic level (brigade manager).

Our positive action campaign "#BeOneOfUs" was launched in October 2017 and was designed for females and other people from under-represented groups to consider a career as an operational firefighter. We have developed and produced posters, leaflets and banners and our website includes a link to an inspirational promotional video about a career in the Fire Service.

The Service ran six "have a go" sessions across the Service area encouraging those attending to carry out some of the practical elements of the role, such as hose running and wearing breathing apparatus.

Through the Service's integrated property assets management planning it is continually reviewing and improving workplace facilities for women. Over the past couple of years, the Service has also addressed uniform and personal protective equipment needs for women to ensure suitability.

Being a registered apprenticeship training provider, we offer apprenticeships at a variety of qualification levels (up to level seven master's degree). The Service utilises opportunities for apprenticeship levy funding for the development or re-training of our existing staff as well as for new firefighters and Control firefighters.

In 2017 the Service took part in the Stonewall Workplace Equality Index and 116 staff and volunteers completed the Stonewall workplace survey. 14 identified as LGBT, however only 25% of these stated they were comfortable being out in the workplace. None of the 14 said that they had experienced discrimination or harassment in the workplace.

Leadership programmes at strategic, middle and supervisory levels

The Service has a range of structured leadership programmes and forums and as part of this it has also forged an exciting partnership with the Royal National Lifeboat Institution (RNLI). In addition, the Service supports strategic management development through the Executive Leadership Programme.

Senior Managers have completed 'Insights' profiles that provide them with an understanding of their operating style and how this may affect their performance at work. The profile also provides information to enable them to recognise and appreciate differences with other team members thus reducing conflict and enhancing team performance. Coupled with this we have introduced 360 tools to provide feedback from managers and team members to provide a holistic view of leadership strengths and develop. The Service is also an active member within the South West Council Coaching pool and encourage staff to use coaching to support their personal development.

Our 2018 staff survey and other organisational learning outcomes identified key areas for leadership development and a work programme was designed to deliver improvements. To gain an understanding of where the Service is now, how staff feel and what needs to be improved and strengthened. A second staff survey was carried out in November 2019.

Corporate Performance and Assurance management

The Service reviews performance against its five key strategic priorities set out within the CSP.

Each of the strategic priorities is supported by a set of key lines of enquiries (KLOEs). These are designed to pose specific questions, which in answering, provide the Service and thereafter the Authority with an evidence base to explain what has been put in place to deliver the priorities.

A baseline assessment is completed against each KLOE and evidence collected for each KLOE is assessed against three levels, Developing, Established and Advanced; to determine the overall level of performance that has been achieved. A number of key performance indicators and corporate targets sit within the KLOE framework to support this assessment.

The Service's internal mechanism for delivering the CSP is through the SDP; following each KLOE assessment a number of actions, tasks and projects are identified to maintain, strengthen and improve the Service's performance.

Committees within the Fire Authority oversee and scrutinise the performance of the strategic priorities on a quarterly basis with the overall performance reported at the full Fire Authority meetings.

The Service has a range of assurance processes to comply with internal and external requirements; these include a BSI audit programme, internal and external audit and performance monitoring and reporting. In addition, the Service is now subject to the HMICFRS inspectorate programme; an independent body who inspect, monitor and report on efficiency and effectiveness of fire and rescue services. In its first inspection the Service achieved a good rating across all three HMICFRS pillars (Effectiveness, Efficiency and People); to maintain this moving forward the Service wants to align its business as usual activities to the HMICFRS methodology and judgement criteria to be better anchored to the inspection regime and more evidentially led.

Networked Fire Service Partnership

Initially the Networked Fire Service Partnership between our Service, Devon & Somerset Fire & Rescue Service and Hampshire Fire & Rescue Service was to strengthen the resilience of the Service Control Centres, enabling each Control Centre to take calls and mobilise across all three Service areas. With this now successfully embedded, the three Services have begun to widen the partnership work to realise greater efficiencies and effectiveness. A programme manager has been appointed to prioritise and deliver a range of joint projects such as alignment of tactical operational guidance, control room alignment, operational information systems and ESMCP.

Service Control Centre

As part of the ongoing partnership development, the Service is cognisant of the developing mobilisation technology and the existing Capita contract which expires in 2025. Strategic direction across the three Fire and Rescue Services will need to be determined to allow sufficient time to review, plan and initiate any changes. Experience has shown that any new system requires considerable resources to ensure successful implementation in this critical function. However, continued joint working does provide opportunities for improved procurement to realise capital and revenue savings, and ensure resilience in staffing. Previous studies have shown that there are limited advantages to amalgamating Control rooms and therefore the Service will retain sovereignty over this function to satisfactorily discharge its legal duties. Improving staffing resilience through maintenance of crewing levels continues to be an organisational focus and this will need to be maintained.

Information, Communications and Technology (ICT)

The continued investment in the skills of our ICT staff ensures they are able to identify best possible solutions to meet the Service's needs, which are sustainable and deliver a return on our investments. Making use of external system suppliers in the industry alongside our ICT team increases our opportunities to learn and develop.

Technology developments continue to drive the efficiencies in the way we use our systems, as well as enabling us to make best use of the data we record. This supports the Service in utilising its business intelligence to inform safer and more effective ways of working, as well as joining up our systems to reduce duplication and enable increased automation of sharing information internally and through agreements externally with our partners.

Reducing the vulnerabilities of our systems and data have become an essential part of everyday work. The global increase in threats are becoming more and more sophisticated. ICT recognise the explicit links in working closely with information leads and cyber security experts internally and externally to build a joint approach in the way we manage and mitigate the risks, threats and impacts.

Training Centres

The Service currently operates four training facilities, West Moors Training Centre (leasehold), Devizes Training Centre (freehold), Kemble Airfield (leasehold) and Salisbury Fire Station (Command Training). The freehold leases at both Kemble Airfield and West Moors Training Centre may not be renewed beyond 31 March 2024 as neither site is owned by the Service.

Along with the uncertainty of our tenure, the firefighting facilities at both sites require a significant programme of maintenance, repair and/or reinvestment. Both sites deliver a broad range of Operational Training courses; the majority of which will be able to be delivered at suitable station locations. However, there is a significant issue regarding the environmental restrictions of live fire training. It is likely therefore that we will need to review our approach to live fire training.

Key strategic findings from organisational and cultural analysis

i. The diversity of workforce is not sufficiently reflective of the community we serve

Why?

Our strategic assessment is indicating that:

- our workforce is not reflective of the community we serve in terms of both diversity and gender;
- our current gender pay gap of 7.1% is lower than the national figure of 17.9%, based on full and part-time workers (Office for National Statistics (ONS) 2018). This may be explained by the disproportionate number of male staff to female in operational roles, and the number of males in senior and middle management positions;
- the "high" quartile salary band for the Service is dominated by male staff, meaning they are the highest earners in the organisation. In contrast, a much larger proportion of female staff are found in the lower quartile salary band compared to the other bandings;
- there is a larger proportion of male staff compared to female staff due to the high representation of men in the organisation as a whole and particularly in the cohort for firefighters working the on-call duty system;

- when corporate staff are looked at in isolation, there is still a high proportion of females in the lower quartiles. there is also a high number of women in part-time roles;
- the Service's gender pay gap does not stem from paying men and women differently for the same or equivalent work; and
- only 25% of the people who identify as LGBT stated they were comfortable being out in the workplace, however they had not experienced discrimination or harassment in the workplace.

Strategic response

This will mean that going forward the Service needs to:

- continue to progress the key initiatives in place to improve the diversity of our workforce and help bridge the gender pay gap;
- develop recruitment processes to help rebalance workforce composition and progress towards the corporate target to increase the diversity of our operational workforce, by ensuring that 20% of operational recruitment is from under-represented groups;
- implement initiatives to encourage more female applicants to the Service and continue to raise the profile of gender issues by actively working within national and local networks to support females working within the fire and rescue sector;
- implement initiatives to encourage more applicants from under-represented groups;
- promote the programme of smarter and flexible working to support the attraction, progression and retention of staff;
- closely monitor the results of our recruitment campaigns;
- ensure that equality is well embedded within key plans and processes to help ensure that equality is thought about from the outset;
- further improve workplace facilities for women to help provide a welcoming and supportive environment;
- broaden the range of apprenticeship programmes so that we can attract a more diverse range of applicants to consider a career within the Fire Service; and
- establish a strategic target and monitor progress through our performance management arrangements.

j. An ageing operational workforce will be a predominant feature of the Service for the foreseeable future

Why?

Our strategic assessment is indicating that there will be a forecast:

- pension reform means that our operational staff will be working for longer; and
- local grant reductions could result in our organisation shrinking and, as a result, recruitment opportunities are limited meaning our current workforce will be an ageing workforce.

Strategic response

This will mean that going forward the Service needs to:

- continue the programme of health and wellbeing work, particularly in relation to age related issues such as menopause and age-related health issues;
- strengthen our health and wellbeing arrangements to look at ways of supporting individuals to maintain a healthy lifestyle;

- consider what changes we can make to working practices to better accommodate age related issues, such as Officer fitness levels;
- ensure that we strengthen our succession planning arrangements so that we understand the impact that pension changes will have on our current workforce;
- ensure that we strengthen our workforce planning arrangements so that we are able to attract, recruit and retain younger workers; for example, working with colleges to set in place apprenticeship programmes which link to college courses;
- continue to strengthen the talent management arrangements and consider the development issues associated with an ageing workforce so that we can develop our future leaders accordingly;
- ensure that our employment 'offer' clearly sets out the employee benefits available, such as flexible working, that support our ageing workforce and seeks to retain them;
- deliver our approach to apprenticeships;
- consider our financial reserves strategy to ensure increased costs associated with ill health are allocated; and
- ensure our plans are reflective of the NFCC priority to ensure that the fire and rescue sector continues to build a representative workforce which possesses the appropriate skills, experience and leadership qualities to deliver a range of services to the community. A workforce which is change ready and able to deliver a broad set of interventions to make communities safer and healthier which affords people greater opportunity and prosperity.

k. Better understand and improve the capability of our workforce and our one team approach

Why?

Our strategic assessment is indicating that:

- we need to set in place leadership interventions to enhance the capability of our workforce and improve the consistency of our culture.

Strategic response

This will mean that going forward the Service needs to:

- continue to deliver and strengthen the leadership programmes to improve systems, performance reviews, promotions, values and behaviours, competency management and assurance;
- strengthen workforce understanding and improve consistency of our culture;
- improve capability/capacity within the strategic areas;
- review learning outcomes from staff survey results and develop and deliver actions plans
- with an external specialist, complete a cultural review and improvement plan to strengthen the 'one team approach';
- better anchor assurance processes to be aligned to the HMICFRS inspection regime;
- strengthen performance management structures, systems and processes to improve understanding, consistency of approach and assurance; align to HMICFRS methodology, embedding it into business as usual functions; and
- continue to monitor and manage this through our performance management arrangements.

I. Sustainability of the Networked Fire Service Partnership

Why?

Our strategic assessment is indicating that:

- there are unrealised opportunities for efficiencies in service delivery across all three Services; and
- greater operational alignment will improve firefighter safety and effectiveness.

Strategic response

This will mean that going forward the Service needs to:

- assess the external review to prioritise the opportunities available;
- analyse, plan and deliver against the identified areas of work;
- assess and further prioritise partnership opportunities;
- provide an evaluation framework to demonstrate realisation of benefits; and
- monitor progress through our performance management arrangements.

m. Sustainability of ICT

Why?

Our strategic assessment is indicating that:

- long-term Service system sustainability will need to be supported by further investment in up to date technologies, infrastructure and significant skilled resources to maintain the Service standards for recording and using information;
- there are continuing requirements to join up our systems and their data, reducing reliance on bespoke individual software to achieve further efficiencies in our investments, and make better use of our business intelligence internally and externally; and
- increased threats to the security of our systems and its data will require a cross-Service approach to ICT emergency and continuity planning, as well as investment in our infrastructure and changes to our processes.

Strategic response

This will mean that going forward the Service needs to:

- invest in several key initiatives to support sustainability, value for money and security;
- ensure the appropriate levels of skilled resources are available to effectively deliver the expected ICT programmes internally, making best use of external partners to support knowledge sharing and sustainability;
- complete a large-scale review of our current software and hardware systems and their return on investment;
- migrate and further modernise systems in partnership where we can;
- reskill and increase our resources to support the changes;

- increase succession planning and alignment of the ICT strategy with business requirements and user needs; as well as continue development of smarter working;
- invest in ICT Information Management and Security, and Resilience in the next two years to provide new servers and data storage, as well as firewall replacement, new back-up hardware and software, changes in the processes for reducing vulnerabilities in our systems and regular ICT health checks; and
- monitor progress through our risk and performance management arrangements.

n. Strengthening the Service Control Centre (SCC)

Why?

Our strategic assessment is indicating that:

- we need to retain sovereignty over the Control room function to ensure effective discharge of statutory duties; and
- there are short- and longer-term opportunities to improve resilience.

Strategic response

This will mean that going forward the Service needs to:

- ensure effective mid to long-term workforce planning;
- implement longer-term recruitment strategy due to the specialist nature of this key staff group;
- consider early strategic planning for the replacement Control room system and corresponding financial implications;
- develop the new Emergency Services Network (ESN) technology and ways of working;
- determine the strategic direction for the next generation of mobilisation systems, including an assessment of developing Control room technology and procurement opportunities; and
- ensure that our Control room meets the recommendations from the Grenfell phase 1 report.

o. Ensuring the sustainability of operational training centres

Why?

Our strategic assessment is indicating that:

- we need to secure and stabilise our training facilities;
- we need to review our approach to live fire training to develop a solution that has a reduced environmental impact; and
- we need to be mindful of the geography of our Service and the travel distances for staff attending training courses.

Strategic response

This will mean that going forward the Service needs to:

- develop a central training facility on a secure tenure;
- ensure the facilities developed are environmentally future proofed;

- ensure the location is accessible for staff;
- consider what other training courses could be delivered at a central facility; and
- ensure a central facility complements our mobile training and e-learning arrangements.

6. CONCLUSION

The Strategic Assessment of Risk is a critical Service document used to direct planning to ensure that it is aligned to community need and in consideration of risks, threats and demands. The key strategic findings identified within the three sections (External Analysis, Risk and Demand Analysis and Internal Analysis) will form the focus of planning starting with the Service's Community Safety Plan.

7. GLOSSARY OF TERMS

Building Regulations Advisory Committee (BRAC)	Statutory advisory board that the Secretary of State will consult on proposal to make or change building regulations
Centre for the Protection of National Infrastructure (CPNI)	Provides advice to organisations on physical, personnel and cyber security
Civil Contingences Act 2004	This act identifies that the Service has a duty to assess and plan for threats and risks to its communities.
Community Safety Partnerships	Responsible authorities from each service work together to help protect their communities
Community Safety Plan (CSP)	Is the Service's outward facing high level plan to inform the public how the Service is delivering the fire and rescue service.
Control of Major Accident Hazards Regulations (COMAH)	Regulations to impose requirements to take all necessary measure to prevent a major accident involving dangerous substances
Emergency Services Mobile Communications Programme (ESMCP)	To deliver the new Emergency Services Network (ESN) critical communications system
Equality Act 2010	This act legally protects people from discrimination in the workplace and in wider society
Fire and Rescue Service National Framework for England (2018)	Requirement to produce integrated risk management plans.
General Data Protection Regulation 2018 (GDPR)	This regulation gives people more rights and control over their personal and sensitive data.
Grenfell Tower Inquiry	Public inquiry into the Grenfell Tower fire
Hackitt report	Independent Review of Building Regulations and Fire Safety

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)	Statutory responsibility to inspect fire and rescue services
Homelessness Reduction Act 2019	This act requires public services to notify local authorities if they come into contact with someone that they think may be homeless or at risk of becoming homeless.
Integrated Risk Management Plan (IRMP)	Plan which each fire and rescue service is required to produce. Each plan must outline all foreseeable fire and rescue related risks; how the Service will allocate resources across prevention, protection and response; required service delivery outcomes, including resource allocation for mitigating risks; and the management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005.
Joint emergency Services Interoperability Principles (JESIP)	As set of principles that set out a standard approach to multi-agency working, along with training and awareness products for responding agencies to train their staff
Local Government Association (LGA)	Politically led, cross-party organisation that works on behalf of councils
Local Resilience Forums (LRF)	Multi-agency partnerships made up of representatives from local public services
McKinsey 7 S model	Preferred organisational development tool
Medium-Term Finance Plan (MTFP)	Is based on financial planning principles
National Fire Chiefs Council (NFCC)	Voice of the UK fire and rescue services
National Fire Service Partnership (NFSP)	Partnership between local and national partners and the fire and rescue services
National Security Strategy (NSS)	Government's approach to national security
Networked Fire Services Partnership (NFSP)	A partnership between Devon & Somerset, Hampshire, Isle of Wight and Dorset & Wiltshire Fire and Rescue Services
Operational Effectiveness Database (OED)	Database used to raise anything that is of operational importance
PESTELO	Political, Economic, Social, Technological, Environmental, Legal, Organisational analysis
Pipelines Safety Regulations 1996	Legislation to govern safe management of pipelines (as defined) in the UK
Policing and Crime Act 2019	This act amends the Fire and Rescue Services Act 2004 to enable Police and Crime Commissioners (PCC) to take on governance of their local fire and rescue service through the creation of new PCC-style Fire and Rescue Authorities

Radiation (Emergency Preparation and Public Information) Regulations (REPIR)	Framework to ensure preparedness for radiation emergencies
Regulatory Reform (Fire Safety) Order	This order replaces most fire safety legislation condensing with this one order. This order ensures that any person who has a level of control over a premise must take reasonable steps to reduce the risk of fire and ensure fire safety
Royal National Lifeboat Institution (RNLI)	Charity and emergency service
Service Delivery Plan (SDP)	The Service's internal mechanism to ensure delivery of the Community Safety plan
Statement of Assurance	Statement to assure the public and other key stakeholders that there are sound systems of governance in place
Technical Rescue	Specialist disciplines managed within the incident command system involving the employment and use of tools, skills and techniques that exceed those normally associated with first responders. This can include vehicle and machinery rescue, animal welfare and rescue, confined-space rescue, rope rescue, structural collapse rescue, water rescue, bariatric rescue
Workforce planning	An analysis of the future needs of the workforce