



DORSET & WILTSHIRE
FIRE AND RESCUE

Community Safety Strategy 2024-28



PASSIONATE ABOUT
CHANGING & SAVING LIVES

About this strategy:

To help make Dorset and Wiltshire a safer place to live, work or visit, we need to ensure that all our efforts and resources are focused on having the right people in the right place, at the right time, with the right skills and equipment to prevent, support and respond to emergencies when they happen.

To help guide our thinking, and to keep ahead of an everchanging world, we regularly review both our external operating environment, as well as carry out an internal analysis of where our Service needs to be. This is delivered through our Strategic Assessment of Risk (SAR). Our SAR supports the development and review of our strategic plan, which we call our Community Safety Plan, along with the delivery of our five organisational strategies, which includes this Community Safety Strategy.

This Community Safety Strategy sets out the areas of focus for the next four years, to further strengthen our approach to preventing and responding to fires and other emergencies effectively.

This strategy is translated into an on-the-ground action at department, station and team level through our Service Delivery Plan, which is underpinned by a comprehensive performance framework. This helps us to remain an efficient and effective Service, plan for the future, meet our changing need and ensuring the delivery of our key priorities.

Purpose:

The purpose of this strategy is to set out a long-term pathway to deliver against the ambition set out the Community Safety Plan and the policies agreed by the Authority. In developing this document, we have considered the:

- problems and critical issues we need to respond to
- policy objectives set out by the Authority
- Service priorities and our capacity to achieve them

This strategy is structured to provide a picture of where we are now, and the context for the journey we intend to go on. It outlines what we want to achieve and provides a picture of our intentions over the next four years.

All five Service strategies are interlinked across all of the Service's directorates; therefore, their delivery is overseen by the members of the Cross Directorate team. Each strategy is led by a key director and for this strategy the Assistant Chief Fire Officer - Director of Community Safety has responsibility. Delivery progress will be monitored through the Service's performance management arrangements, ultimately reported through to the Strategic Leadership Team and the Fire Authority.

These symbols highlight where we have a focus on Equality, Diversity and Inclusion



and Environmental Sustainability



Strategic issues and challenges:

From looking at our Strategic Assessment of Risk we expect:


- more individuals and households needing our help to prevent serious injuries or deaths from fire and to avoid unnecessary hospital stays
- that there will be greater demand on our Service due to fire safety legislation changes
- challenges regarding the diversity of our workforce not being sufficiently reflective of the community we serve
- ongoing challenges with recruitment, retention and availability of on-call firefighters
- a need to engage and resource work as it emerges from the Emergency Services Network
- a need for a Communications Programme to improve future resilience of communications and incident management
- challenges regarding sustainability of the Networked Fire Services Partnership
- a need to strengthen our Service Control Centre

The strategic focus of Community Safety, for the Service, over the next four years will be to:

- help our communities to make safer and healthier choices
- deliver road safety education to reduce the number of accidents on our roads
- deliver a programme of education for safety
- deliver safety service to support safer buildings, businesses and places
- ensure safety of high-rise buildings and its occupants across our Service area
- work with residents and stakeholders to reduce fires in thatch properties and heritage buildings
- develop our approach to tackling wildfires as a result of extreme weather and climate change
- respond to incidents in-line with response guidelines
- continue to identify and invest in new opportunities to utilise digital technology and training for our fire control operators to ensure they are equipped to further reduce mobilisations times, working with partnerships to ensure high standards of service
- monitor national and regional threats to ensure correct allocation of resources
- focus on the health, safety and wellbeing of our staff to ensure an open and positive organisational culture
- improve the Service's position for future financial sustainability by reducing the Service's revenue budget by £2.5m over the next two years
- further strengthen our productivity, and value for money including better aligning our resources to risk and demand
- deliver key strategic projects, including the training centre, command and control system and the productivity programme
- continue to strengthen the governance and delivery of the Networked Fire Services Partnership

Making safer and healthier choices




Where are we now:

-  assessing who is most at risk so we can help them
- strengthening and growing our partnerships, for example with SGN and Wales and West Utilities
- receiving funding from public, private, and voluntary sectors to give extra support and resources to meet community needs
- engaging with community groups to share important safety messages
- checking how well our activities work to make sure they are effective and save money
- using volunteers to help with specific activities

Where will we be in four years:

- updated and embedded the person-centred framework approach to targeting prevention activities
- continue working closely with partners to share information to target the most vulnerable members of the community
- improved our use of data and intelligence to more effectively target those people most at risk of fire
- continue to evaluate prevention activities to ensure that we deliver the most effective services
- update our delivery model to ensure continued value for money

How will we get there:

-  aligning our approach to understanding vulnerability and risk to the emerging NFCC work of developing a national definition of risk, and an associated toolkit
-  continuing to reach high risk homes and offer personalised support
- working closely with housing providers to support households and help them meet their legal responsibilities
-  improving our Safe and Independent Living plans with key partners such as Wiltshire Police Bobby Van and Dorset Police
- spreading fire safety messages through social media and our website

Road Safety

Where are we now:

- partnering up with road safety groups to make our roads safer and lower the number of accidents
- teaching young people about road safety, focusing on helping new and inexperienced drivers to influence how they behave on the road
- running 'Survive the Drive' for military staff
- supporting and leading 'Biker Down' sessions

Where will we be in four years:

- delivering innovative virtual road safety education packages to target audiences

How will we get there:

- working with road safety groups to reduce how many people get hurt or seriously injured in road accidents
- finding new and even better ways to talk to those who use the roads the most, making sure our roads become safer for everyone

Education for safety

Where are we now:

- teaching fire safety in schools to empower children and young people with essential safety know-how
- developing safe decision making in the younger generation, within higher education institutions
- implementing a specialised fire safety intervention scheme for individuals engaging in risky behaviours like deliberate firesetting
- 🌱 working with partners to help reduce fires sparked by BBQs and campfires
- partnering in the National Water Safety Forum's efforts to help reduce water-related risks

Where will we be in four years:

- delivering of a wide-ranging schools education programme
- working with partners to reduce anti-social behaviour
- 🌱 delivering key safety campaigns including fire, water, and road safety

How will we get there:

- 🌐 developing and sharing safety lessons covering fire, outdoor safety, and water safety
- providing educators with resources to get our safety messages across
- reaching every family member and strengthening home environments with safety awareness
- promoting the safe use of e-bikes and e-scooters as well as other electronics

Safer buildings, businesses and places

Where are we now:

- guiding business owners with fire safety obligations to achieve best practice
- collaborating with partners to ensure information sharing for effective enforcement of fire safety regulations
- systematically providing risk information to our firefighters and frontline staff
- targeting action on those most vulnerable to fire and other emergencies
- enhancing our fire safety and enforcement response mechanisms
- further upskilling our staff to meet new standards and competencies

Where will we be in four years:

- a workforce with skills fully aligned to the competency framework
- utilising a comprehensive intelligence led approach to identify trends, including non-domestic fires and other regulatory authority's information, to target areas of poor compliance

How will we get there:

- continue our fire safety enforcement strategy and Risk-Based Intervention Programme
- comply with statutory requirements to minimise fire risks
- prioritise high risk areas, taking proportionate actions to mitigate risks and ensure accountability
- regularly update and share clear information on our website
- maintain compliance monitoring and if necessary, enforcement of fire safety legislation
- focus on high fire risk premises through the Risk-Based Intervention Programme
- reduce excessive Automatic Fire Alarm (AFA) activations
- remain well engaged within the Stonehenge Tunnel project

High-rise buildings

Where are we now:

- conducting systematic and thorough fire safety audits of high-rise residential buildings
- re-inspecting premises based on past risk and compliance scores or during structural work
- conducting audits to address emerging trends or areas of lower compliance found during enforcement activities
- undertaking reactive audits based on local intelligence or referrals, especially post-fire incidents or instances of Automatic Fire Alarm activations
- further strengthening our quality assurance processes
- collaborating with partners to ensure proportionate enforcement actions
- supporting the implementation of the Building Safety Regulator

Where will we be in four years:

- review building regulation submissions; including complex fire strategies for the built environment to support innovative design concepts that improve tourism and building safety

How will we get there:

- prioritise inspections of high-risk buildings and premises based on their risk and compliance scores
- conduct audits to tackle emerging compliance issues
- react promptly to local intelligence and referrals from enforcing authorities
- train our staff in line with National Fire Chiefs Council Competency Framework for Fire Investigation
- ensure we have effective information sharing and defect reporting processes as mandated by the Fire Safety (England) Regulations for the benefit of our fire crews
- continuously conduct emergency drills to test evacuation plans
- implement the outcomes from Phase 2 of the Grenfell Tower Inquiry

Thatch properties and heritage buildings

Where are we now:

- focused on further reducing emergency calls to heritage premises
- advocating for the use of fire suppression systems and advanced detection tools
- offering comprehensive educational resources to owners of thatch and heritage properties

Where will we be in four years:



- reviewed our approach to dealing with fires in thatch properties

How will we get there:



- work with our partners to promote educational messages
- maintain close links with our Local Resilience Forums to enhance emergency response plans
- equip our frontline staff with clear and current risk information
- strengthen our pre-planning and salvage arrangements with building owners and managers

Tackling wildfires and extreme weather


Where are we now:

-  staff trained to manage wildfire incidents
- comprehensive plans available to operational staff for use in incidents
-  working closely with partner agencies and the LRF to prevent fires in areas of high risk

Where will we be in four years:

-  have bespoke resources available in the areas of highest risk equipped to manage incidents involving wildfire
-  working in collaboration with landowners to educate residents and visitors on the dangers of wildfires and to reduce the number of outdoor fires

How will we get there:


- continue to analyse and interpret our incident data to ensure our resources are located in the right place and available at the right time with the right skills
-  visit our approach to wildfire incident management annually and conduct exercises with our partners to test our operational preparedness
- review the fireground welfare provision

Responding quickly when you need us



Where are we now:

- introducing a day duty system at Amesbury Fire Station seven days a week, with an on-call firefighter team available throughout the night-time hours, improving fire engine availability and meeting an increasing community risk
- undertaking a significant programme of training and exercising with multi-agency partners and neighbouring fire and rescue services
- continuing to ensure our firefighting arrangements conform to national guidance and standards
- continuing to ensure an integrated and risk-based approach is taken to deployment of prevention and protection resources outside the areas where we cannot achieve our response times
- ensuring our firefighters have access to accurate and current risk information
- monitoring Automatic Fire Alarms, and working to reduce repeat incidents
- reviewing our emergency response arrangements
- carrying out regular contract reviews with our on-call staff to ensure we maximise fire engine availability with a flexible approach to training
- continuing to support our colleagues in the other emergency services
- continuing to develop local station risk profiling to help focussed community safety activity especially where we cannot reach our attendance times
- working with the police, local authorities and others to explore new and joint ways of reducing deliberate fires
- reviewing low operational availability fire engines and addressing those that have low community risk

Where will we be in four years:

- ensure that the way our fire stations and appliances are crewed meets the risk in our communities
- continually review our peak incident times and availability of resources
-  explore innovative and alternative methods of on-call recruitment and retention
- have a strong focus on delivering our statutory response obligations under the Fire and Rescue Services Act

How will we get there:

- use our fire cover review to redesign our operational response to better align our response services to changing risks and demands, whilst at the same time maintaining financial stability
- review the efficiency and productivity of our fire stations, including the number and type of response vehicles needed in relation to the risks, demand and future financial sustainability
-  invest in new operational equipment and personal protective equipment
- invest in new fire engines and specialist vehicles including off-road vehicles
- continue to chair the National Fire Chiefs Council On-call Working Group
-  strengthen the recruitment and retention of on-call firefighters with targeted recruitment using social media and access to community groups

- modernise our incident command and Fire Control arrangements, including upgrading the mobilising system
- continue to assess our response times from the time of a call to time of attendance
- review the effectiveness of the on-call pay scheme to identify improvements to on-call appliance availability
- progress further opportunities for pay, as well as fixed and flexible contractual options, to ensure they are fit for purpose, maximising the availability of our fire appliances
- review the shift systems our firefighters are working considering demand, risk and future financial sustainability whilst maximising productivity
- review workloads and expectations of all roles, and provide role expectation guides to support consistent leadership ensuring all managers, including those who are promoted, including on a temporary basis, are clear on their role and expectations
- all managers that are promoted, including on a temporary basis, are clear on their role and expectations
- develop and deliver a revised set of station expectations for operational managers and staff
- review the territorial group structure to provide greater visibility, more consistent working with HR and other corporate departments
- review low operational availability fire engines and address those that have low community risk

Lifesaving Partnerships

Where are we now:


- 🌐 improving wildfire prevention and education through partnerships with Urban Heaths Partnership, the Firewise project and wildfire tactical advisors to protect our natural spaces
- training more officers to become Water Incident Managers
- investing in operational equipment and personal protective equipment, ensuring our firefighters have the tools they need to face any challenge head-on
- 🌈 investing in and undertaking rescues of vulnerable people who are collapsed behind closed doors

Where will we be in four years:

- strong, regular collaboration with our partners to identify risks, where appropriate, share resources and ensure robust and effective plans are in place


How will we get there:

- continue working closely with our Local Resilience Forums in the preparation of emergency response plans, training and exercising
- replace our existing specialist off road firefighting vehicle
- 🌐 train a number of our officers as Wildfire Support Officers, increasing our specialist response to fires affecting our natural environment

-  ensure we have additional Wildfire Tactical Advisors able to support our firefighters and to be deployed nationally for the quick and safe resolution of a wildfire
- work with our partners in the Networked Fire Services Partnership to maximise efficiency and consistency of cross border mobilisations
- increase the number of occasions when we appropriately charge for our special rescues

National and regional threats

Where are we now:

- active within both Local Resilience Forums and regional working groups, working to identify, monitor and reduce these risks
- working closely with all emergency partners in the planning and response to major or complex incidents
- monitoring and reviewing all risks and threats associated with the National Security Risk Assessment, Community Risk Registers and Service Risk Registers, that may impact our communities
- ensuring we have robust business continuity, risk management and safeguarding arrangements aligned to national standards
- ensuring our firefighters and officers are suitably trained and supported to recognise, report and respond to these threats
-  ensuring we help to identify and refer vulnerable people of potential radicalisation, or victims of crimes such as modern slavery

Where will we be in four years:

- have a strong focus on delivering/supporting our responsibilities under CONTEST (The UK's strategy for countering terrorism)
- working with the Police to have NILOs embedded in their day to day working environment
- continue to evolve in line with the National Resilience Framework

How will we get there:

- continue to invest in our network of National Inter-agency Liaison Officers
- continue to learn from internal and external experiences, such as the Manchester Arena Inquiry
- continue to train and equip our staff to deal with such incidents
- further enhance and roll out operational procedures associated with countering and preventing terrorist attacks
- continue to embed Joint Emergency Service Interoperability Principles into our command capability
- continue to work with LRF's to support the UK Governments Resilience Framework and in particular the 'Whole Society' programme'.
- monitor and prepare for the Protect Duty
- monitor and respond to the requirements of the Resilience Framework
- ensure awareness and training against the new Joint Operating Procedures for responding to terrorist incidents

