DORSET & WILTSHIRE FIRE AND RESCUE AUTHORITY

Item 26/27

MEETING	Wiltshire Local Performance & Scrutiny Committee
DATE OF MEETING	26 November 2026
SUBJECT OF THE REPORT	Performance report for quarter 2
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For consideration and scrutiny
EXECUTIVE SUMMARY	This paper sets out the performance achieved for the second quarter covering the period 1 July to 30 September 2026. The report outlines performance against the key lines of enquiry aligned with His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) methodology.
RISK ASSESSMENT	There are no significant risks arising from this report. Performance remains good with no significant issues to raise with Members.
COMMUNITY IMPACT ASSESSMENT	Performance remains good and there are no significant adverse community issues arising from this report.
ENVIRONMENTAL IMPACT ASSESSMENT	None for the purposes of this report.
BUDGET IMPLICATIONS	None for the purposes of this report.
RECOMMENDATION	Members are asked to scrutinise and comment on the Service's performance during Quarter 2.
BACKGROUND PAPERS	https://dwfrs.dashboard.cammsgroup.co.uk/#/
APPENDIX	None
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1. Introduction

1.1 As Members are aware, the Service's performance is reviewed against the strategic priorities set out in the Community Safety Plan. This Committee oversees the performance against Priorities 1, 2 and 3 - making safer and healthier choices, protecting you and the environment from harm and being there when you need us, with the Local Performance and Scrutiny Committees scrutinising service delivery performance at a local level.

1.2 Part of this innovative approach to reporting and scrutiny has been to anchor reporting to specific Key Lines of Enquiry (KLOEs). Each of the strategic priorities is supported by a set of KLOEs.

1.3 The Service revised its Key Lines of Enquiry (KLOEs) with effect from 1 April 2021 to align with HMICFRS's three principal inspection areas: Effectiveness, Efficiency and People. These areas remain central to the 2025–27 inspection framework, which includes revised assessment criteria and an increased focus on leadership, governance, organisational culture and community resilience.

1.4 This alignment is designed to provide evidence of the Service's performance against the methodology and to allow Members to monitor and scrutinise the Service's performance.

1.5 A baseline assessment for each KLOE has been undertaken against the HMICFRS methodology. The evidence collected for each has been assessed against three levels - requires improvement, good, or outstanding - to determine the overall level of performance and where improvement actions are required.

1.6 This report sets out the performance for quarter 2, (1 July to 30 September 2026) and will be supported by the attendance of key Officers at the meeting to answer any specific points Members may wish to raise.

2. Quarterly performance summary

2.1 Priority: Making safer and healthier choices. KLOE 1: How well do we understand the risk of fire and other emergencies?

2.2 The Service's Strategic Assessment of Risk (SAR) ensures our plans are evidence-based and responsive to change, using PESTELO analysis and wide-ranging data to shape priorities in our Community Safety Plan. The Strategic Assessment of Risk 2025–2027 was published on our website in October 2026. Developed with partners and with reference to local strategies, it aligns our work with shared priorities and community needs.

2.3 We contribute to key partnerships including the Strategic Road Safety Partnership, CONTEST Board, Safeguarding Adults Board, Community Safety Partnership, and Local Resilience Forum, while station risk profiles guide targeted local risk reduction. Maintaining on-call and wholetime appliance availability remains a key priority, underpinned by ongoing contract reviews, succession planning, and targeted recruitment. We also maintain close oversight of response standards, operational competence, and the breadth of activities delivered by crews, including Home Fire Safety Checks, Business Fire Safety Checks, and other prevention initiatives.

2.4 **KLOE 1 sub-diagnostic**
How well do we engage with all parts of our community and other sources to define, assess and manage emerging or future risks in Wiltshire?

2.5 **Strategic Assessment of Risk**
We undertake a Strategic Assessment of Risk (SAR) to ensure our decision-making and planning remain up to date, evidence-based, and responsive to the changing environment in which we operate.

2.6 The SAR is informed by a PESTELO analysis (Political, Economic, Social, Technological, Environmental, Legal and Organisational factors) and draws on a wide range of data, intelligence, and insight. This includes local and national information, internal analysis of risk and demand, and external sources to ensure a balanced understanding of emerging challenges. The assessment ensures the priorities within our Community Safety Plan (CSP), and its supporting delivery plans, remain focused on achieving maximum impact in improving public safety, health, and wellbeing.

2.7 Our most recent Strategic Assessment of Risk 2025-2027 was published on our website in October 2026. It was developed with reference to:

- The Health and Wellbeing Strategy
- The Community Safety Plan
- The Police and Crime Plan

- The Community Risk Register

2.8 We also consulted with a wide range of partners, including the Local Resilience Forum, Community Safety Partnership, and Health & Wellbeing Board, to ensure that the assessment reflects shared priorities and local needs.

2.9 **Partnership Working**
We actively contribute to multi-agency collaboration and community engagement through membership of numerous boards and partnerships. These include:

2.10 **Strategic Road Safety Partnership**
Aiming to eliminate preventable deaths and serious injuries on the roads, the partnership brings together agencies with responsibility for road safety to deliver a shared strategy. Collaborative working is key to achieving safer travel for all road users.

2.11 **Strategic CONTEST Board**
In support of the national CONTEST strategy, we deliver prevention activities aligned to the Protect and Prepare strands, keeping our communities safe from identified threats.

2.12 **Safeguarding Adults Board**
The latest strategic plan of the Dorset Safeguarding Adults Board (DSAB) reflects challenges faced during the pandemic, identifying transitional safeguarding and homelessness as key priorities, alongside other emerging areas of focus.

2.13 **Community Safety Partnership (CSP)**
We contribute to work addressing the new serious violence duties, coordinated by a Police-led task and finish group. As one of the statutory authorities, the Fire Service plays an active role in this activity.

2.14 **Local Resilience Forum (LRF)**
Through the Community Risk Working Group (CRWG), we support the development and maintenance of the Community Risk Register. The CRWG meets monthly and can be convened quickly to address urgent or emerging risks.

2.15 **Station Risk Profiles**
Our station risk profiles give operational crews valuable insight into local risk, demand, and challenges. Each profile is supported by a local action plan, ensuring targeted interventions are delivered to reduce risk and better support our communities.

2.16 **On Call Appliance availability**
On call appliance availability for this quarter has experienced a slight reduction, compared to the same quarter last year.

2.17 **Wholetime Appliance availability**
Wholetime appliance availability has remained strong, compared to the same quarter last year.

2.18 **Actions to Support On-Call Availability**
We continue to take targeted action to maintain and improve on-call appliance availability, including:

- Reviewing on-call staff contracts to identify availability gaps and focus recruitment where it is most needed

- Implementing succession planning to maintain appliance availability and support future recruitment

- Delivering targeted recruitment campaigns at a station level.

2.19 **Response Standards**
Year-to-date performance against our response standards remains effective, particularly for incidents involving sleeping risk properties attended by the first appliance. Station Managers review all response standard failures to identify trends and implement corrective actions to support ongoing improvement.

2.20 **Operational Competence**
We set an operational competence target of 80% for Firefighters and are currently on track to achieve this.

2.21 **Prevention Activity**
Operational staff continue to deliver prevention work, including Home Fire Safety Checks allocated by the Prevention team or identified proactively at incidents.

2.22 **Business Fire Safety Checks**
Wholetime crews are carrying out Business Fire Safety Checks on lower-risk small businesses. This enables our specialist Fire Safety team to focus on inspections and audits of higher-risk premises.

2.23 **Workforce Planning**
Group Managers have oversight of succession planning, enabling us to schedule recruitment and training courses proactively. This approach helps avoid unnecessary periods of appliance unavailability and supports operational resilience.

3. KLOE 2: How effective are we at preventing fires and other risks?

3.1 **Summary**

Our prevention and education work continues to align with National Fire Chiefs Council (NFCC) quarterly safety themes, delivering targeted safety messages through social media, community engagement, and educational programmes. These initiatives include structured lessons in schools, early years engagement, and interactive sessions within community settings, ensuring people of all ages receive relevant and practical safety advice. Seasonal and cultural events are also used to promote timely safety messages, helping to address emerging risks and encourage safer behaviours.

3.2 We deliver targeted road safety education for young drivers and passengers, support national and local campaigns, and work closely with partners to address key risk areas on the roads. Our Positive Fire Behaviour Programme provides early intervention for children and young people engaging in unsafe behaviours around fire, supporting wider safeguarding objectives and preventing escalation into deliberate fire setting or anti-social behaviour.

3.3 Accidental dwelling fires are continuously monitored, with trends identified and addressed through targeted Home Fire Safety visits, specialist smoke detection and carbon monoxide detector installations, arson prevention measures, and safety advice tailored to seasonal needs. We also continue to strengthen partnership arrangements and referral processes, ensuring vulnerable individuals receive effective and timely support while enabling resources to be focused where they have the greatest impact.

3.4 **Prevention and Education Overview**

We follow the NFCC's quarterly safety themes, delivering consistent and targeted safety messages through our social media channels and community engagement activities. By aligning with these nationally recognised themes, we ensure that our prevention work supports national priorities and reflects emerging risks, while also tailoring our messages to meet the needs of local communities.

3.5 Our prevention messages are shared widely online, helping to engage audiences with practical safety advice and simple steps they can take to reduce risk in their homes and communities. These campaigns are supported by operational staff and specialist prevention teams, who use their local knowledge and community relationships to ensure messages reach those most at risk. Seasonal and cultural events are also used as opportunities to promote relevant safety advice, ensuring our messaging remains timely and relatable to the communities we serve.

3.6 In addition to digital engagement, we deliver a wide range of face-to-face educational activities. These include structured lessons in schools, and tailored sessions for home-educated children and alternative education providers. Our aim is to equip children and young people with essential knowledge about fire,

road and water safety, and wider community risks, helping to build safer habits that last a lifetime.

3.7 We also engage with young people in further and higher education, providing targeted safety sessions relevant to their stage of life, such as independent living and being both a safer passenger and driver. These sessions are designed not only to raise awareness but also to encourage young people to share safety messages within their own peer groups and families, extending our impact beyond those directly engaged.

3.8 Outside formal education settings, our teams continue to work closely with communities through initiatives such as library-based safety sessions, organised visits for youth and community groups, and ad hoc educational opportunities identified by operational crews while responding to incidents or visiting local areas. This flexible approach ensures that we can respond quickly to community needs and deliver safety messages in a way that is accessible and meaningful.

3.9 **Road Safety Overview**
The Service is an active member of local road safety partnerships and works closely with partner agencies to reduce the number of people killed or seriously injured on the roads. By using road traffic collision data and intelligence, we are able to identify those most at risk and deliver targeted interventions designed to change behaviours and improve safety outcomes.

3.10 A key element of our approach is delivering road safety education to young drivers and passengers, who are often overrepresented in collision statistics. We deliver a tailored education session adapted from the nationally recognised and evaluated “Go Drive” programme, which is specifically designed to raise awareness of the risks associated with driving and to encourage safer choices behind the wheel. These sessions are delivered in educational establishments, ensuring important safety messages are reaching young people at key stages of their development.

3.11 Our work is aligned with both local and national road safety campaigns, including those promoted through the National Roads Partnership calendar, THINK, Highways England initiatives, Road Safety Partnerships, and National Fire Chiefs Council (NFCC) campaigns. These campaigns cover a wide range of topics such as seatbelt use, speed awareness, mobile phone distraction, and driving under the influence of alcohol or drugs. To ensure maximum reach, all campaigns are supported through our digital communication channels and often reinforced by local engagement activity from operational crews and specialist prevention teams.

3.12 We also work in partnership with the Ministry of Defence to deliver the Survive the Drive programme, a targeted intervention for military personnel who are statistically more likely to be involved in road traffic collisions. The programme focuses on driver behaviour, decision-making, and the unique risks faced by this

audience. Engagement with the military community also includes attending health and wellbeing events, where we promote safe driving practices and provide opportunities for discussion on topics such as distraction and impaired driving.

3.13 By combining educational interventions, targeted campaigns, and partnership working, our road safety programme takes a holistic approach that tackles both the behaviours and the underlying factors contributing to road risk. This collaborative approach is central to our ambition to reduce harm on the roads and support safer, healthier communities.

3.14 We deliver ‘Biker Down’ in Swindon and Wiltshire areas, and also attend bike meets to raise awareness of motorbike safety. In the Dorset area we support ‘Doc Bike’ to deliver the programme by providing venues.

3.15 We work with our road safety partners to support wider community initiatives, such as seat belt and child seat fitting safety and ‘Operation Close Pass’.

3.16 **Positive Fire Behaviour Programme**
The Positive Fire Behaviour Programme (previously known as the Fire Safety Intervention and Firesetters Intervention Scheme) is an early intervention initiative designed to promote safe and responsible behaviour around fire. It supports children and young people who may be engaging in unsafe or risky behaviours involving fire, helps reduce fear of fire, and provides education for those with a curiosity about fire and its uses.

3.17 Referrals to the programme are received from a range of sources, including parents, carers, schools, social services, operational crews, and youth offending services. Each case is individually assessed to ensure the intervention is tailored to the specific needs of the child or young person, taking into account their background, motivations, and level of risk.

3.18 Specialist staff pair up to deliver sessions in a safe and supportive manner, using age-appropriate techniques to help participants understand the dangers of fire, the consequences of unsafe behaviour, and the importance of making positive decisions. The programme focuses on providing not just information but also strategies to develop safer habits, improve emotional understanding, and build confidence in making responsible choices.

3.19 This programme also supports wider safeguarding and early intervention outcomes by addressing behaviours at an early stage, reducing the likelihood of escalation into deliberate fire setting, anti-social behaviour, or other forms of risk-taking. Through close partnership working with other agencies, it contributes to wider goals such as protecting vulnerable individuals, improving wellbeing, and supporting positive pathways for children and young people.

3.20 The Positive Fire Behaviour Programme is therefore a key part of our wider prevention and safeguarding work. By combining education, behavioural support, and partnership engagement, it reduces risk to individuals and communities while helping young people make safer, more informed decisions for the future.

3.21 **Accidental Dwelling Fires and Prevention Activity**
Quarterly fluctuations are seen, but the long-term trend is decreasing, despite an increase in population. We continuously analyse incident data to identify key factors contributing to these fires and deliver targeted interventions to address emerging trends, helping to reduce risk and improve safety in our communities.

3.22 A large number of Home Fire Safety visits were completed during this period, providing tailored advice and support to help people stay safe in their homes. These visits included the installation of specialist smoke detection systems for people who are hard of hearing, ensuring that vulnerable residents are appropriately protected.

3.23 In response to arson threats, our teams visited affected properties, installed additional protective measures, and offered targeted fire safety advice. We also supported homes identified as being at very high risk due to smoking by providing fire-retardant bedding and relevant prevention advice, as well as spraying high-risk areas of the home with fire-retardant spray.

3.24 We also adapt our prevention work to meet seasonal requirements, providing support and advice to communities based on changing risks throughout the year.

3.25 **Education**
We continue to provide a wide range of educational engagements for children and young people across all age groups and education settings. Education Advisors deliver structured lessons in schools, including targeted sessions for primary and secondary schools, focusing on age-appropriate fire, road, water and personal safety messages.

3.26 Operational crews also support education through visits to schools, nurseries, and organised children’s groups, as well as through ad-hoc engagement opportunities within local communities. These activities aim to increase awareness of fire safety, personal safety, and resilience from an early age.

3.27 We share safety information with schools throughout the year, including interactive learning resources and seasonal safety advice. Recent campaigns have included guidance during periods of extreme weather and outdoor fire safety messaging. Feedback from schools shows strong engagement with these initiatives, highlighting their value in supporting whole-family safety messages.

3.28 **Road Safety**

The Service is an active member of local road safety partnerships and delivers targeted safety education to young drivers and passengers. These sessions form part of our commitment to reducing the number of people killed or seriously injured on the roads.

3.29 We align our road safety work to local and national campaigns, including those promoted through the National Roads Partnership calendar, THINK, Highways England initiatives, and National Fire Chiefs Council campaigns. Road safety education focuses on influencing behaviours, encouraging safe decision-making, and promoting awareness of key risks on the road.

3.30 **Arson Reduction**
The Service continues to work in partnership with statutory agencies, land management and environmental protection organisations to reduce arson risk in vulnerable areas such as heathland and open spaces. Partnership activity includes collaborative planning, sharing intelligence, and delivering prevention messages designed to protect natural habitats and reduce the number of deliberately set fires.

3.31 We also contribute to national forums, such as the NFCC Fire Safety Intervention Practitioners Group, to share best practice and learn from other services in tackling arson and anti-social fire-setting behaviours**.**

3.32 The Service has worked with local authorities to secure appropriate Public Space Protection Orders.

3.33 We have also worked with HM Prison Service to reduce call-outs for cell fires, and provide education and assist with long-term rehabilitation of offenders to support public safety.

3.34 **Home Fire Safety Visit**
We continue to receive referrals from a range of partners to deliver Home Fire Safety Visits, which provide advice and interventions to help people stay safe in their homes. These visits include the installation of smoke detection systems, with specialist equipment available for people who are deaf or hard of hearing. Working with utility companies, we supply and install carbon monoxide detectors, including specialist linked systems for those with hearing loss. This ensures vulnerable residents are protected from both fire and carbon monoxide risks.

3.35 Improvements have been made to referral processes with partner agencies, ensuring data quality is robust and referrals can be prioritised to those most at risk. This helps reduce waiting times for visits and ensures our resources are targeted where they will have the greatest impact.

3.36 Work is also underway to review and strengthen partnerships, ensuring effective collaboration and high-quality referrals through a tiered partnership model. This

approach will allow for more strategic engagement with key organisations and help us better reach the most vulnerable individuals within our communities.

4. Priority: Protecting you and the environment from harm. KLOE 3: How effective are we at protecting the public through the regulation of fire safety?

4.1 **Summary**

The Service continues to prioritise risk-based inspections and intelligence-led interventions to reduce fire risk and improve safety across business premises. Our Risk-Based Inspection Programme (RBIP) focuses on high-risk premises, informed by national methodologies and local data, while also incorporating wider interventions such as Business Fire Safety Checks, seminars, and targeted safety campaigns.

4.2 Fire safety enforcement follows the principles of Better Regulation, offering advice and support where appropriate but escalating to formal action when significant breaches or repeated non-compliance are identified. National learning, legislative updates, and complex cases, such as high-rise residential buildings, are integrated into our inspection and enforcement activity to ensure an up-to-date and consistent approach.

4.3 Partnership working remains key, with intelligence sharing and joint visits taking place alongside regulators, local authorities, and other agencies to target higher-risk premises effectively. Engagement with the Building Safety Regulator and multi-disciplinary teams supports delivery of the Building Safety Act and associated regulations, ensuring improved building data, remediation of risks, and alignment with national safety priorities.

4.4 We also focus on business engagement, providing advice and support through the Primary Authority Scheme, sector-based seminars, and enhanced online educational content. These activities support businesses in achieving compliance, promote consistent safety standards, and strengthen relationships across a wide range of industries.

4.5 **Risk-Based Intervention Programme**

In line with national requirements, the Service identifies premises considered high risk in the event of fire. These form the foundation of our Risk-Based Intervention Programme (RBIP), which focuses on proactively auditing properties selected using a range of risk factors. A national project is underway to improve consistency in how high-risk premises are defined across all fire and rescue services, and we have adopted this approach as the basis of our planning moving forward.

4.6 The Risk Based Intervention Programme incorporates a wider range of interventions aimed at reducing fire risk. These include Business Fire Safety

Checks (BFSCs), seminars, and targeted safety campaigns, which complement our formal inspections and provide a broader prevention offer to businesses. Our focus remains on premises with sleeping risks and vulnerable occupancies, while also prioritising those with a history of non-compliance, previously unvisited premises, and locations in more isolated areas. This approach aligns with the emerging national methodology, which combines national fire trends with local incident data to ensure targeted risk reduction.

4.7 We have improved data accuracy and implemented tagging processes to enhance our Risk Based Intervention Programme performance monitoring and audit allocation. This ensures resources are deployed effectively and that activity is tracked and reported robustly.

4.8 The inspection activity that our teams are involved in are described as **Proactive**: Risk Based Intervention Programme, Thematic audits, and Business Fire Safety Checks (Operational Crews and Business Support Advisors), and **Reactive**: After fire audits, Unwanted fire alarm intervention, and Audits following complaints, consultations, referrals, or enquiries.

4.9 When commencing targeting, audit and engagement activities we make sure our statutory duties under the Regulators' Code are complied with when selecting the appropriate activity, to avoid imposing unnecessary regulatory burden on business.

4.10 Operational crews at wholetime stations are trained to deliver Business Fire Safety Checks, which focus on low-level fire safety issues. Any significant findings are escalated to specialist fire safety inspectors for formal follow-up, allowing our dedicated fire safety teams to concentrate on more complex cases while increasing overall capacity. Refreshed training and additional fire safety modules are delivered to support crews, increase knowledge, and build confidence in delivering this work.

4.11 We have a referral process for fire safety concerns which provides an effective pathway for addressing emerging risks. Where national learning is identified through public inquiries, coroner’s reports, or other significant incidents, we incorporate these into our thematic audit schedules to ensure our prevention and enforcement activities reflect current risks and lessons learned.

4.12 National focus on High-Rise Residential Buildings (HRRBs) continues, particularly around remediation works and evolving building safety legislation. We are engaged with government departments, regional working groups, and multi-disciplinary teams to deliver the requirements of the Building Safety Act, including the development of Building Assessment Certificates and support for Planning Gateway processes. Joint working with other regulators remains an essential part of our approach, ensuring high-rise building safety is managed effectively and consistently.

4.13 **Fire Safety Enforcement**
The enforcement of fire safety standards is delivered in line with the principles of "Better Regulation / Better Business for All", adopting a supportive approach towards businesses where it is proportionate, appropriate, and reasonable. Where informal action, advice, or education is suitable, this approach is taken through engagement with business owners and the issuing of informal advisory notices, supported by follow-up activity where necessary to check compliance.

4.14 Where the level of risk or non-compliance is more severe, formal enforcement action may be taken in line with our Enforcement Plan. Formal notices may be issued where there are significant breaches, multiple failings, or where reasonable advice has not been acted upon. Our Prosecution Manager works closely with fire safety team leaders and managers to review cases and seek legal advice to ensure enforcement is consistent, proportionate, and robust.

4.15 The national enforcement register, hosted by the NFCC, provides a public platform to share details of enforcement notices and enables fire and rescue services to identify patterns of non-compliance by those managing buildings in multiple locations. While the register reflects the national enforcement landscape, timeframes for appeal processes may mean there is a delay before notices appear or are updated.

4.16 The Building Safety Regulator is supporting the identification and remediation of high-rise residential buildings that require enforcement or safety improvements, as part of a multi-disciplinary approach. This includes work related to Building Assessment Certificates and remediation projects driven by the requirements of the Building Safety Act. Engagement with national regulators and government departments continues to strengthen our approach to these complex cases.

4.17 There remains a focus on ensuring compliance with the Fire Safety (England) Regulations, which aim to enhance firefighter safety through improved building information. Guidance is awaited on how to ensure national consistency in applying these requirements, alongside the provisions of the Building Safety (Keeping and Provision of Information) Regulations.

4.18 Risk targeting within our Risk-Based Intervention Programme is supported by intelligence from partners, including regulatory agencies such as Environmental Health and Immigration Enforcement. Joint working initiatives continue to be developed by our Business Support Advisors to identify and engage businesses with multiple areas of regulatory non-compliance, ensuring a coordinated approach to risk reduction and enforcement.

4.19 **Intelligence Sharing and Partnership Working**
The Service works closely with a wide range of partner agencies, including building control teams, local authorities, housing providers, care and education regulators, trading standards, and border agencies, to share intelligence and

jointly inspect premises that present a higher risk. This collaborative approach is underpinned by our Enforcement Plan, which is aligned with our Risk-Based Intervention Programme and ensures that premises with the greatest risk or evidence of non-compliance with fire safety legislation are prioritised.

4.20 Memoranda of Understanding (MoUs) are in place with key partners to enable effective and timely information sharing. At a national level, agreed ways of working have been established between the fire and rescue sector and key regulatory bodies, helping to streamline engagement at a local level. These agreements continue to be reviewed to reflect changes in partner structures and priorities, supporting the principles of the Better Regulation agenda and reducing unnecessary regulatory burdens on businesses.

4.21 The Building Safety Regulator continues to expand its capacity, supported regionally by fire and rescue services. This work supports the delivery of improvements required under the Building Safety Act, Fire Safety Act, and associated regulations, with fire safety inspectors contributing to multi-disciplinary assessments and ongoing professional development to meet new requirements, including future planning and certification processes.

4.22 The new requirement for the registration of high-rise residential buildings and the introduction of Building Assessment Certificates will improve the quality of data available for operational response. However, new ways of working associated with the regulator continue to present some challenges, and these are being addressed through ongoing liaison and collaboration with all stakeholders e.g. the NFCC.

4.23 Following the Grenfell Tower Inquiry recommendations and subsequent government initiatives, there is an increased focus on building remediation and enforcement activity, including work on external cladding and medium-rise buildings. These changes have required closer joint working with local authorities and have influenced future workload planning to meet the evolving regulatory landscape.

4.24 Consultations on building regulations and licensing applications continue to be monitored to ensure timely responses. National guidance updates are being incorporated into our processes to ensure alignment with best practice and regulatory expectations.

4.25 The Service also contributes to Safety Advisory Groups (SAGs) and other multi-agency forums, providing fire safety advice and supporting event planning and civil contingencies arrangements. Processes for sharing risk information for major events have been reviewed and are now supported by additional training for staff, improving the consistency and quality of this area of work.

4.26 Liaison work associated with asylum accommodation has reduced as government policies on the use of temporary facilities have evolved, though some oversight and engagement with relevant partners remains in place where required.

4.27 The Automatic Fire Alarm (AFA) Call Challenge at non-domestic properties reports are compiled on a six-monthly basis. A Value for Money (VFM) dashboard is currently being developed which will provide this information and the cost calculations are also being evaluated to ensure they reflect the costs associated fairly.

4.28 **Business Fire Safety Engagement**
Our Business Fire Safety team continues to develop opportunities to proactively engage with local businesses and large organisations across the service area in line with our published Business Engagement Plan. Support is provided by fire safety specialists and colleagues from other departments, including prevention, communications, and operational response teams where appropriate.

4.29 Business Support Advisors (BSAs) are enhancing the Business Fire Safety Check process and developing educational resources for online and social media use. This ensures businesses have access to up-to-date guidance and case studies informed by emerging trends, incidents, and changes to national legislation. Seminars delivered by BSAs also provide valuable networking opportunities and targeted outreach across a wide range of business sectors.

4.30 We continue to review our communication channels, including signature banners and direct mailing through subscription and member organisations such as business improvement networks, enterprise partnerships, and chambers of commerce, to ensure our messages reach key business leaders across different industries.

4.31 The Primary Authority Scheme provides businesses with a single point of trusted fire safety advice, helping them improve compliance and achieve consistency across multiple locations. Our established partnerships under this scheme continue to grow in value and effectiveness, supporting improved safety standards while enabling cost recovery opportunities for the service.

5. Priority: Being there when you need us
KLOE 4: How effective are we at responding to fires and other emergencies?

5.1 **Summary**
The Service reviews all incidents with potential fire fatalities in collaboration with the Coroner, holding fatal fire conferences and response meetings to identify learning and improve interventions for vulnerable individuals.

5.2 Operational learning is captured through a dedicated Operational Effectiveness Database (OED), which records improvements, equipment issues, debrief outcomes, and national learning. This system ensures actions are monitored, learning is shared across the Service, and crews are supported with refresher training and updates.

5.3 Work is underway to upgrade the Operational Effectiveness Database OED system to improve functionality and support continued operational learning and performance improvement.

5.4 **Fatal Fire and Operational Learning**
The Service continues to work closely with the coroner on incidents where there is potential for a fire-related fatality. Each confirmed fatal fire is subject to a detailed review through a Fatal Fire Conference, enabling the Service and partner agencies to identify learning and implement improvements. Serious injury and fatal fire response meetings are also held as required, supporting ongoing efforts to improve how vulnerable individuals are identified and how interventions can be tailored to reduce risk.

5.5 **Operational Effectiveness and Learning**
The Service maintains a strong focus on evaluating and improving operational performance through a bespoke OED. This system is well established and provides a central platform for:

- Reporting operational improvement opportunities and equipment issues
- Recording learning from operational assurance activities
- Capturing feedback and notable practice from incident and exercise debriefs
- Allocating and monitoring actions arising from national incident learning
- Recording instances of operational discretion for review and discussion

5.6 Learning and best practice identified through this process are communicated across the Service to support continuous improvement. Actions are closely monitored to ensure timely completion, and staff receive ongoing training and support in using the system effectively. Work is also underway to review and upgrade the OED system to improve functionality and user experience, ensuring it continues to meet the needs of operational crews and the wider Service. Refresher sessions and station visits remain part of this improvement programme, helping to embed operational learning and support front-line teams.

6. KLOE 5: How well prepared are we to respond to major and multi-agency incidents?

6.1 **Summary**
The Service maintains robust risk management and resilience arrangements aligned to national and local risk registers, ensuring preparedness for current and emerging threats. Regular horizon scanning, national risk assessments, and

partner consultation inform annual planning to strengthen resilience and business continuity. Preparedness is further enhanced through participation in multi-agency exercises, use of dedicated incident coordination facilities, and access to up-to-date risk information for all high-risk sites.

6.2 Joint Emergency Services Interoperability Principles (JESIP) training continues alongside multi-agency exercises and regular partner meetings, ensuring effective incident response and shared learning. Lessons identified are captured and shared nationally through the Joint Organisational Learning system, supporting continuous improvement across emergency services.

6.3 **Risk Management and Resilience**
The Service's risk management arrangements are aligned with both local and national risk registers and are regularly reviewed to ensure they remain current and effective. Internal processes and multi-agency arrangements through Local Resilience Forums (LRFs) are assessed against national risk assessments, providing assurance of preparedness and resilience across all partners. To strengthen business continuity and resilience, the Service incorporates external horizon scanning and national risk assessment outputs into its annual planning. This informs a programme of work focused on improving organisational resilience, ensuring business continuity arrangements remain robust and adaptable to emerging threats.

6.4 National security risk assessments and the National Risk Register are reviewed alongside the Service's own Strategic Assessment of Risk, which is updated in consultation with partners. Feedback from these consultations helps ensure risk management arrangements are comprehensive and reflect both current and emerging risks.

6.5 The Service is actively engaged with work to review national resilience legislation and strategies, contributing evidence and expertise through LRFs, national workshops, and consultation processes. Preparedness is further enhanced through regular participation in multi-agency exercises, including major incident and cross-border scenarios. These exercises incorporate joint emergency services interoperability principles, ensuring a coordinated and effective response to incidents of all scales.

6.6 Facilities to support major incident management have also been strengthened, including the establishment of a dedicated coordination centre for use during significant incidents. These facilities have been exercised to confirm their effectiveness and readiness for deployment.

6.7 All high-risk and regulated sites have current site-specific risk information available to crews and officers, supporting effective operational planning and response. Internal audit activity has confirmed strong assurance in this area, reflecting the Service's commitment to robust risk information and preparedness.

6.8 **Multi-Agency Training and Interoperability**
Joint Emergency Services Interoperability Principles (JESIP) training continues with attendance from emergency service partners including police, ambulance, and coastguard teams. These courses ensure officers and crews are fully prepared for effective multi-agency responses to major incidents. Training with wider partners also continues, supported by e-learning packages available to operational staff.

6.9 Through national resilience platforms, the Service shares site-specific response plans and cross-border risk information to enable an effective, coordinated response during major incidents. All duty officers are trained in using these systems, with training reinforced through regular command courses and multi-agency exercises, including virtual tabletop scenarios focused on risks such as hazardous materials, severe weather, and wildfires. Officers also participate in regular multi-agency meetings, discussing emerging threats, operational updates, and training opportunities, as well as reviewing recent incidents to capture shared learning. Significant learning is shared nationally through the Joint Organisational Learning (JOL) system, ensuring experiences contribute to continuous improvement across all emergency services.