



**DORSET & WILTSHIRE  
FIRE AND RESCUE**



# Community Safety Strategy

2021-24

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 and respond to emergencies when they happen.

Community and firefighter safety therefore requires everyone in our organisation to be focused on this goal and hence our 'one team' and 'everyone matters' philosophy.

To help guide our thinking, and to keep ahead of an ever-changing world, we regularly review both our external operating environment, as well as carrying out an internal analysis of where our Service needs to be.

Our Strategic Assessment of Risk supports the development and review of our Community Safety Plan and organisational strategies. This is then translated into on-the-ground action at department, station, and team level through our Service Delivery Plan, which is underpinned by a comprehensive performance framework.

This strategy therefore sets out how prevention, protection and response come together and how we will improve over the next three to five years, to further strengthen our approach to preventing and responding to fires and other emergencies.

## PURPOSE

The purpose of this strategy is to set out a long-term pathway to deliver against the ambition set out in the Community Safety Plan and the policies agreed by the Authority.

This strategy is structured to provide a high-level overview of where we are now, and the context for our improvement journey. It outlines what we want to achieve and provides a picture of our intentions over the next three to five years.

This strategy will be dynamic and will be managed by the Director of Community Safety and monitored through the Service Delivery Team, Strategic Leadership Team and Members through our performance management and assurance arrangements.

## STRATEGIC FOCUS

- Strengthen our prevention activities including Home Safety, Road Safety, Education and Youth Engagement.
- Reduce fire risk in commercial buildings, high rise buildings, thatched and heritage buildings through our protection activities.
- Strengthen our approach to national and regional threats through our response to incidents, specialist response and medical response.

## HMICFRS

This strategy aligns to and informs the following Key Lines of Enquiry:

### **KLOE 1: How well do we understand the risk of fire and other emergencies?**

KLOE 1.2: To what extent is risk information systematically, accurately gathered by staff and how well is this information communicated throughout the Service?

KLOE 1.3: To what extent are the results of operational activity used to make sure there is a common understanding of risk?

### **KLOE 2: How effective are we at preventing fires and other risks?**

KLOE 2.1: To what extent is preventative activity, such as the home fire safety check programme, focused on those most at risk?

KLOE 2.2: How well are we raising awareness and campaigning to prevent fires and promote community safety?

KLOE 2.3: What progress has been made with partner organisations in preventing fires and keep people safe?

KLOE 2.4: To what extent so we identify vulnerability and safeguard vulnerable people?

KLOE 2.5: How well are we working with partner organisations to promote road safety and reduce the numbers killed and seriously injured on the roads?

KLOE 2.6: How well are we working with partner organisations to tackle fire setting behaviour and support the prosecution of arsonists?

**KLOE 3: How effective are we at protecting the public through the regulation of fire safety?**

KLOE 3.1: To what extent is enforcement and inspection based on risk?

KLOE 3.2: To what extent is a systematic, consistent and robust fire safety audit undertaken by staff?

KLOE 3.3: How well do we take enforcement action against those who fail to comply with fire safety regulations?

KLOE 3.4: How well do we work with other enforcement agencies to share information on risk and take joint enforcement action (e.g. local authority, building control and trading standards officers)?

KLOE 3.5: To what extent are we working on partnership to reduce the burden of automatic fire alarms?

KLOE 3.6: To what extent do we engage with local businesses or large organisations to share information and expectations on compliance with fire safety regulations?

KLOE 3.7: To what extent are we able to meet our legislative fire safety duties in relation to both the building safety and fire safety regimes?

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

KLOE 5.1: How well have we anticipated, planned, trained and exercised against community risks in preparation for major incident and multi-agency response?

KLOE 5.3: How well prepared are we to respond to major incidents with other FRSs?

**KLOE 6: How well do we use resources to manage risk?**

KLOE 6.2: To what extent do we have the capacity and capability we need to achieve operational performance, including the allocation of resources to prevention, protection and response activity?

KLOE 6.3: How well do we make sure our workforce's time is productive?

KLOE 6.5: To what extent are we actively exploring all opportunities for collaboration within and beyond the fire and rescue sector, and are the anticipated benefits from collaboration being realised?

**KLOE 7: How well are we securing an affordable way of managing the risk of fire and other risks now and in the future?**

KLOE 7.7: To what extent have we considered and exploited external funding opportunities, or options for generating income?

## Strategic position

### Strengths:

- Well established and respected prevention, protection and response arrangements.
- A good understanding of our operating environment, associated risk profiles, and forecasting of changes.
- Effective at preventing fires and other risks with strong partnership engagement and targeted arrangements.
- Effective fire safety arrangements that protect the public and our firefighters.
- Effective response arrangements through the Networked Fire Service Partnership (NFSP) including a joint service Control function and borderless mobilising of officers and crews.
- Strong local and regional partnership arrangements with category 1 and 2 partners.
- Good use of technology and responsive risk intelligence that gathers and shares relevant information to strategic, tactical and frontline staff.
- Modern fleet, equipment, and personal protective equipment (PPE).
- High levels of operational and incident command competence with a structured approach to development and continued learning.
- Structured approach to specialist competence and professional development.
- Effective organisational and operational learning and improvement processes.
- Structured and systematic approach to planning and performance management.

### Weaknesses:

- Further strengthen integrating and evaluating value for money into all aspects of community safety.
- Strengthen understanding, make-up and diversity of our communities to help increase recruitment and deliver even better services.
- Reverse long-term decline in the recruitment and retention of on-call firefighters.
- Further improve on-call availability.

### Opportunities

- Changes in the wider health landscape e.g. Integrated Care Systems could support more effective prevention.
- The Emergency Services Network (ESN) could enable more effective incident, ground and command management.
- Systems development such as Community Fire Risk Management Information System (CFRMIS), Pinpoint and SharePoint, to further improve management information.
- Changes in the resilience landscape arising from the national Integrated Review of Security, Defence, Development and Foreign Policy, National Resilience Strategy and review of the Civil Contingencies Act (2004).
- National Fire Reform programme.

### Threats

- Sustainability of the on-call duty system.
- Increases in operational demand.
- Increased and unfunded burdens arising from new legislation e.g. fire safety.
- Private sector market competition for fire safety officers.
- Financial sustainability.

## Strategic challenges

- Sustainability of the on-call duty system and associated availability of appliances.
- Capacity to deliver against a growing risk-based inspection programme.
- Impact of further funding cuts or unfunded additional burdens on community safety activities with financially uncertain forecast.
- Maximising value for money and collaboration initiatives.

# Strengthen our prevention activities including Home Safety, Road Safety, Education and Youth Engagement

With a focus on  Equality, Diversity & Inclusion and  Environmental Sustainability


Where we are now	Where we will be in three years	What we will do
<ul style="list-style-type: none"> <li>• Working with the local councils and private and voluntary organisations to deliver a targeted programme of prevention activities</li> <li>• Working with our partners to improve the wellbeing of vulnerable people, by helping them with their additional needs and signposting to appropriate help, advice and services, as well as helping them with basic crime prevention and signposting.</li> <li>• Working closely with the police, local councils, charities and others to improve the safety of our roads and reduce the number of road traffic incidents.</li> <li>• Working with our partners to help provide wider education.</li> <li>• Delivering an extensive and targeted programme of road safety interventions to new and inexperienced drivers about the dangers of speeding.</li> <li>• Engaging actively with children, young people and their families through our education programmes in schools.</li> <li>• Providing fire safety education, life-saving skills and promoting responsible citizenship with knowledge and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Work with a broader range of partners to continue to improve the use of data to identify those most at risk and develop our education programmes.</li> <li>• Have a robust evaluation process of our interventions, allowing us to demonstrate the impact they have in keeping people safe.</li> <li>• We will have evaluated our prevention activities to ensure we deliver value for money and maximise our return on investment.</li> <li>• Continue to be aligned to and comply with all relevant Fire Standards.</li> <li>• The demographic make-up of our communities will be understood equally across all activities and teams to help drive down community risk.</li> </ul>	<ul style="list-style-type: none"> <li>• Further develop collaborative partnership work in areas where there is a demand for our help, such as by hospital discharge teams.</li> <li>• Review our contributions to our partners and seek to increase the amount of sponsorship we receive to help us maximise our efficiency and set a balanced budget.</li> <li>• Make our youth engagement work as cost neutral as possible and explore innovative approaches to optimise efficiency.</li> <li>• Continue to drive reductions in road risk through smarter working arrangements and the use of technology.</li> <li>• Work with the police, local authorities and others to explore new and joint ways of reducing deliberate fires.</li> <li>• Explore establishing a means of securing charitable income to help fund prevention programmes and activities.</li> <li>• Prevention teams will be trained to recognise deficiencies in building fire safety measures.</li> <li>• Response teams will be trained to carry out low risk audits of buildings falling within the scope of the FSO that sit outside of the risk-based inspection programme.</li> </ul>

to help better inform parents and guardians.

- Promoting road safety education from an early age and providing opportunities and positive outcomes for children and young people through our targeted programmes.
- Delivering a range of education and intervention programmes designed to support children, young adults, their families and vulnerable people reach their full potential where sufficient funding has been secured.

## Where we will be in five years

- Delivering youth engagement programmes in a cost neutral way and explore innovative approaches to optimise efficiency.
- Full integration of prevention, protection and response activities, focused on community and firefighter safety.

- We will continue to play a key role in the strengthened LRFs and associated resilience arrangements.
-  We will further strengthen our understanding and relationships with the communities we serve.
- We will ensure we continue to comply with national fire standards.



# Reduce risk of fire in commercial buildings, high rise buildings, thatched and heritage buildings through our protection activities

With a focus on Equality, Diversity & Inclusion and Sustainability  Environmental

Where we are now	Where we will be in three years	What we will do
<ul style="list-style-type: none"> <li>• Working with responsible owners of buildings directly or through seminars to help them make their buildings safe.</li> <li>• Using our risk-based inspection programme and data from our partners to help us target high risk builds.</li> <li>• Conducting audits to ensure legal compliance.</li> <li>• Working with architects, planners and owners and advising them how to maximise the safety of buildings, to enhance understanding of construction and how fire safety measures are maintained.</li> <li>• Acting on concerns raised by the public.</li> <li>• Prosecuting people who fail to meet their legal responsibilities under the Regulatory Reform (Fire Safety) Order 2005.</li> <li>• Continuing to work with the National Fire Chiefs Council building safety team to feed into future legislative changes reducing the number of unwanted fire alarms.</li> <li>• Reducing expenditure in some of our activities to pay for an increase in fire safety inspecting officers, to meet new legislative responsibilities.</li> <li>• Reviewing and assuring ourselves</li> </ul>	<ul style="list-style-type: none"> <li>• Prevention teams will be the eyes and ears of Protection when carrying out initiatives in buildings that fall within the scope of the Regulatory Reform (Fire Safety) Order 2005 (FSO).</li> <li>• Response teams will systematically carry out low risk audits and act as the eyes and ears of Protection when carrying out their activities such as 7.2(d) visits etc.</li> <li>• Have a revised our risk-based inspection programme to meet new legislation and requirements.</li> <li>• Be able to clearly demonstrate the cost effectiveness of the Primary Authority Scheme.</li> <li>• Have further strengthened incident ground technology and fire survival guidance.</li> <li>• Have reviewed our emergency response arrangements and resourcing across our Service area to help meet future changes in community risk and to deliver value for money and achieve a sustainable balanced budget, including seeking to strengthen the emergency response arrangements in the Amesbury area.</li> <li>• 'Value For Money' will be fully embedded in all aspects of community safety.</li> </ul>	<ul style="list-style-type: none"> <li>• Train our firefighters in aspects of fire safety to allow us to triage high rise buildings, to better focus our efforts on higher risk properties.</li> <li>• Continue to lobby for sprinklers in higher risk premises.</li> <li>• Continue to drive down the number of unwanted fire calls from automatic alarms that cost us time and money</li> <li>• Continue to work with Devon &amp; Somerset and Hampshire &amp; Isle of Wight Fire and Rescue Services within the Networked Fire Services Partnership to maximise our effectiveness in dealing with these incidents.</li> <li>• Continue to train and exercise for these type of incidents.</li> <li>• Seek to further improve the availability of fire engines by mobilising firefighters from different stations to make up a crew to deal safely with a standby or relief requirements, making better use of our resources (Aggregate Based Response).</li> <li>• We will continue to develop and embed value for money into all aspects of community safety including strengthening the reporting from operational crews.</li> <li>• We will consider value for money when developing our approach to integrating</li> </ul>

against the Grenfell Tower Inquiry Phase 1 report and the report of Independent Review of Building Regulations.


- Capturing and updating site-specific risk information to assist in the event of an emergency and reviewing our operational procedures, adjusting them where appropriate.
- Conducting exercises where buildings are put through evacuation scenarios.
- Ensuring that all significant heritage sites and buildings have site specific risk information and specific operational plans to support our response arrangements.
- Effective value for money tools that have been applied in several key areas to help us understand the benefits of key initiatives.
- Systematic consideration and reporting the economic cost of fire as part of our approach to demand management.
- Regular reviews of incidents to help identify good practice and areas for improvement.
- Risk based approach to unwanted fire calls to maximise operational productivity.
- Close managerial oversight of availability including costs and benefits.
- Active in a wide range of collaborations such as the NFSP to improve effectiveness, efficiency, and value for money.

- Operational assurance and debriefing processes will identify issues around effectiveness and efficiency to improve our approach e.g. considering whether resources were appropriately matched to work.
- The impact of our interventions will be better understood in terms of wider societal impacts such as the economic cost of fire.
- Activities that are shown to add no or little value i.e. a return on investment, will be stopped.
- We will better understand the impact of our operational activities on the environment.
- Crewing shortfall requirements will be less as on-call availability is improved.
- We will have an embedded collaboration and partnership strategy that drives our approach to working with others so that value for money can be demonstrated.
- Increased investment in fire safety.

### Where we will be in five years




- Completed a review of our technical capability and specialist equipment to deal with incidents involving thatch properties and heritage buildings and introduced new resources where required
- All community safety activities will be delivered in an effective, efficient, and economic way.
- The impact of all community safety activities can be reported in terms wider societal and environmental perspectives.

community safety activities.

- We will work with the National Fire Chiefs Council (NFCC) to develop a revised approach to the economic cost of fire and incorporate this into our own reporting protocols to help us better understand the wider societal impacts of community safety activity.  We will develop a process to help us understand the cost and environmental impacts of incident management e.g. carbon footprints associated with a house fire.
- We will carry out a gap analysis against the new fire standards and ensure we comply with them.
- We will continue to recruit to establishment gaps on the on-call duty system and develop protocols for crewing shortfalls that align availability to demand more effectively.
- We will maintain a partnership register to evidence both the extent of our arrangements and the benefits arising from them.
- Evaluate the benefits arising from the primary authority scheme to maximise the targeting of fire safety activities on driving down.

# Strengthen our approach to national and regional threats through our response to incidents, specialist and medical response

With a focus on  Equality, Diversity & Inclusion and  Environmental Sustainability

Where we are now	Where we will be in three years	What we will do
<ul style="list-style-type: none"> <li>Investing in new equipment, personal protective equipment and new fire and specialist appliances.</li> <li>Undertaking a significant programme of training and exercising, including working with multi-agency partners and with neighbouring fire and rescue services to further strengthening our incident command arrangements aligned to national guidance and standards.</li> <li>Ensuring an integrated and risk-based approach is taken to the deployment of prevention and protection resources outside the areas where we know we cannot achieve our response times.</li> <li>Providing a flexible on-call model to support work life balance and improve retention, increase desirability of role and improve availability.</li> <li>Restructuring our technical rescue arrangements to make them more efficient and effective for the Service area as a whole.</li> <li>Restructuring the number and locations of our aerial ladder platforms to strengthen their strategic deployment to make them more efficient and effective.</li> <li>Delivering medical co-responding on</li> </ul>	<ul style="list-style-type: none"> <li>The second away fire engines that have low operational availability or community risk and are no longer needed or do not offer good value for money will be removed</li> <li>Our community safety interventions will ensure the service performance against demand is comparable or better than the national average.</li> <li>Station risk profiles will include demand analysis and effectively inform local intervention plans.</li> <li>Information sharing across systems e.g. health, will ensure all vulnerable people are identified in time for effective risk mitigation measures to be implemented e.g. on hospital discharge.</li> <li>The position of the Service in relation to the wider health and social care agenda and role of integrated care systems is clearly understood.</li> <li>Robust arrangements in place to support the published National Resilience Strategy and the Governments vision.</li> </ul>	<ul style="list-style-type: none"> <li>Where appropriate to do so, increase the number of occasions when we charge for our special rescues to help generate income to help us set balanced budgets</li> <li>Continue to deliver our service, as requested, by the police or ambulance services</li> <li>Continue to learn from national incidents to improve the way we respond to multi-agency emergencies</li> <li>Continue to invest in our network of National Inter-agency Liaison Officers</li> <li>Continue to learn from internal and external experiences, reinforcing the Service's position.</li> <li>Continue to invest in our ICT and achieve national cyber security standards.</li> <li> Continue to develop and refine local station risk profiling, including demographic profiling to help inform effective community safety activity.</li> <li> We will further develop local delivery plans based on station risk profiling and demand analysis.</li> <li> We will continue to engage with partners across systems to ensure timely access to key information that helps our most</li> </ul>


stations requested by the ambulance service.

- Undertaking forced entry to rescue people that have collapsed behind closed doors.
- Working closely with all emergency partners in the planning and response to major or complex incidents ensuring we work to common multi-agency response principles.
- Monitoring and reviewing all risks and threats associated with the National Security Risk Assessment, community risk registers and Service risk registers, that could impact the Service and its communities.
- Ensuring that we have robust business continuity, risk management and safeguarding arrangements aligned to national standards.
- Ensuring that we help to identify and refer people that are vulnerable to radicalisation or fall victim of crimes such as modern slavery.
- Strengthening our cyber protection arrangements.
- Delivering our strategic assessment of risk, which helps us identify changes in our operating environment where we in turn need to respond to.
- Clear focus on preventing incidents from happening through effective targeting of those most at risk.
- Local risk profiles to help inform the management of risk at a station level.
- Engaging as a key partner across our two Local Resilience Forum, to ensure the safety and strength of our communities.

## Where we will be in five years


- Improved our specialist vehicle capability following a review of requirements, including, fireground welfare arrangements for our firefighters and staff, command units and water carriers.
- Have robust plans to modernise our command and control arrangements including upgrading the mobilising systems that our Service Control Centre use.
- Integrated risk management plans at a station level will drive all local community safety activities.

vulnerable members of our communities to remain safe.

- We need to further clarify and define our role in relation to fire as a health asset.
-  We will monitor and support the development of integrated care systems such that the Service's role is clear and adding value.
- Engage within the national programme in the delivery of the National Resilience Strategy and revision of the Civil Contingencies Act (2004).
- Continue to be actively involved and strengthen our work within the Local Resilience Forums.

# Improving our approach to on-call appliance availability

With a focus on  Equality, Diversity & Inclusion and  Environmental Sustainability

Where we are now	Where we will be in three years	What we will do
<ul style="list-style-type: none"> <li>• Flexible on-call model to support work life balance and improve retention, increase desirability of role, and improve availability.</li> <li>• Strategic workforce and succession planning arrangements are in place, well understood and are effectively linked to our financial plans.</li> <li>• Streamlined recruitment processes for on-call firefighters in a central location.</li> <li>• Additional support for on-call stations with targeting managerial support, recruitment and training.</li> <li>• Recruitment is targeted to meet specific gaps in availability at on-call stations.</li> <li>• Recruitment events using local and national campaign tools and 'Have a Go' days, including those specifically for underrepresented groups.</li> <li>• Community engagement to encourage understanding of Service, community perceptions of Service with the aim of greater attraction of underrepresented groups.</li> <li>• Corporate staff providing on-call availability.</li> <li>• Reviewing the need for fire engines that have low operational availability or community risk and removing those not needed or not offering good value for money.</li> </ul>	<p data-bbox="846 783 1603 837"><b>Where we will be in five years</b></p> <ul style="list-style-type: none"> <li>• Improved appliance availability to match known and forecasted risks utilising a dynamic coverage tool.</li> <li>• Wider use of Aggregate Based Response to utilise on-call firefighters in the most effective and efficient way.</li> <li>• Demonstrate our emergency response arrangements and resourcing across our Service area will meet future known changes in community risk and deliver value for money.</li> <li>• Community risk management plans will exist at a station level and drive all local activities and inform the disposition of resources across the Service area.</li> <li>• On-call firefighters will be utilised in the most efficient and effective way across Response, Protection and Prevention to improve recruitment and retention.</li> </ul>	<ul style="list-style-type: none"> <li>• Further improve the availability of fire engines by mobilising firefighters from different stations to make up a crew to deal safely with standby or relief requirements, making better use of our resources (Aggregate Based Response).</li> <li>• Review our on-call salary scheme to ensure that we constantly match our contracts with the operational cover required to improve appliance availability.</li> <li>•  Further strengthen the recruitment and retention of on-call firefighters.</li> </ul>

# Glossary

7.2(d)	Section 7.2(d) of the Fire and Rescue Services Act 2004 requires all fire and rescue authorities to undertake regular inspections of industrial/commercial premises and associated sites to familiarise crews with elements such as access, layout, specific risks etc.
CFRMIS	<b>Community Fire Risk Management Information System:</b> System that captures all the information needed for effective fire prevention and risk reduction. Used by protection for fire safety audits, prevention for Safe & Well visits, and response for SSRIs.
Community Safety Plan	<b>Community Safety Plan:</b> Fire and rescue authorities are required to assess risk, determine appropriate strategies, policies and standards of performance, and resource allocation to address it. Together our strategic assessment or risk; the Community Safety Plan and our Service Delivery Plan and associated strategies, set out our approach to integrated risk management.
HMICFRS	<b>Her Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services.</b> Independently assesses the effectiveness and efficiency of police forces and fire and rescue services – in the public interest.
KLOE	<b>Key Lines of Enquiry</b> Identifies where we are, where we need to go and the things, we need to deliver.
LRF	<b>Local resilience forums:</b> A forum formed in a police area by emergency responders and specific supporting agencies. It is a requirement of the Civil Contingencies Act 2004. We are part of two LRFs covering the county of Dorset and Wiltshire & Swindon.
National Fire Reform Programme	A Home Office White Paper is being developed with the NFCC regarding future reforms, the outcomes of which the Service will need to align to.
MTFP	<b>Medium Term Financial Plan.</b> Puts in place a strategy to guide the Service's financial planning over a five year period to address national and local challenges and deliver the Service's strategic aims as well as meeting community priorities.
NFCC	<b>National Fire Chiefs Council:</b> The NFCC is a national committee made up of Chief Fire Officers and helps provide the means of coordinating and achieving national programmes of work.
NFSP	<b>Networked Fire Services Partnership:</b> A partnership between ourselves and Hampshire & Isle of Wight and Devon & Somerset fire and rescue services. This partnership works to achieve a more joined up approach to our emergency response and to save money across the three Services.

<b>On-call firefighter</b>	On-call firefighters who live and work within five minutes of the station and respond at the time of an incident.
<b>Prevention</b>	Our community safety work aims to reduce fires and other incidents; anti-social behaviour; reduced slips, trips, and falls, etc by providing support, advice, and education.
<b>Primary Authority Scheme</b>	Fire and rescue services in England and Wales can enter into partnerships with businesses, charities or other organisations which operate across more than one local authority fire enforcement area - becoming their single point of contact for fire safety regulation advice.
<b>Protection</b>	Our work with businesses and organisations helps to ensure they keep to the Fire Safety Order and keep you safe when you visit businesses for work or pleasure.
<b>Regulatory Reform (Fire Safety) Order 2005 (FSO)</b>	The Regulatory Reform (Fire Safety) Order 2005 is designed to provide a minimum fire safety standard in all non-domestic premises (with a few exceptions). It places the responsibility on the responsible person within an organisation to carry out fire risk assessments to identify, manage and reduce the risk of fire.
<b>Response</b>	Our response to emergencies and incidents.
<b>Strategic Assessment of Risk</b>	To ensure the CSP remains current and reflective of the landscape within which the Service operates, a Strategic Assessment of Risk (SAR) is undertaken. The SAR directs the focus of the Service and is the starting point of the corporate planning cycle. It draws on a broad range of information, data, intelligence, risks, and threats to set out the high-level factors that will impact on the Service's operating environment. The SAR is then used to ensure that the priorities within the CSP remain focussed, maximising the impact the organisation has on improving public safety and health and wellbeing.
<b>Wholetime firefighters</b>	A firefighter who works full-time for our Service and works a shift pattern.