DORSET & WILTSHIRE
FIRE AND RESCUE

Strategic Assessment of Risk
2023-25

To support the Community Safety Plan

PASSIONATE ABOUT
CHANGING & SAVING LIVES

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1. EXECUTIVE SUMMARY

The Service undertakes a Strategic Assessment of Risk (SAR), which includes a community risk assessment, to ensure that decision making and planning remain current and reflect the landscape in which we operate. This document is developed through a Political, Economic, Social, Technological, Environmental, Legal and Organisational (PESTELO) analysis that draws on a broad range of information, data and intelligence, looking both externally and internally and against risk and demand. Several sources are then used to undertake an in-depth social analysis to strengthen the Services SAR. It is used to ensure that the priorities in the Service's Community Safety Plan (CSP), and the subsequent strategies and delivery plans, remain focused on maximising the impact of the organisation on public safety and health and wellbeing.

This document evidences the following key areas of focus for the Service:

External Analysis		
Issues	**Required strategic change**	Strategic priority
a. **Financial volatility and uncertainty is set to continue for the foreseeable future**	Continue to support the National Fire Chiefs Council (NFCC) in lobbying for continued council tax flexibility beyond 2023-24, seeking multi-year funding settlements and transformational funding that give fire and rescue services (FRS's) the opportunity to plan more effectively for the medium to long-term, rather than having to continually react to short term changes; making it easier to deliver sustainable transformation and sector reform.	1,2,3,4,5
	Retain Chair of the NFCC Finance Committee, leading and raising national issues of fire service finances with key partners, government departments and politicians.	
	Remain focused on efficient and effective financial management. Continue to progress and evidence value for money (VfM) and drive opportunities for further savings and efficiencies through challenging the status quo, procurement practice and evaluation exercises.	
	Ensure that our capital programme meets the investment needs of the Service and continues to be sustainable and affordable in the future. Continue to challenge existing practices, scrutinising requirements and spending, to ensure ongoing VfM. Drive capital financing to reduce the financial burden on the revenue budget. Continue to embed and develop our VfM so that we can demonstrate partners and societal savings.	
	Maintain the regular review of our Reserves Strategy, to ensure that it supports the medium-term financial plan (MTFP) and, where appropriate, make financial provision to mitigate the risks outlined in this SAR.	
	Continue robust financial planning and management ensuring financial assumptions about future government grant levels, contract and supplier costs, inflation, business rates retention and reserves remain prudent.	
	Continue to strengthen relations between the partners involved in the Networked Fire Services Partnership (NFSP).	
	Seek to formalise this through a NFSP partnership agreement. The agreement should standardise across planning and service delivery,	

		identifying where efficiencies can be gained in procurement and shared resources.	
b.	**Greater demand on our Service due to fire safety legislation changes**	Respond to new legislation (the Building Safety Act and the Fire Safety Act, Grenfell Report etc.) via collaborative work with local authority partners, building control bodies, Health and Safety Executive (HSE) and building managers to improve fire safety in our highest risk buildings. Deliver key work through a risk-based inspection programme of greater scope with an integrated mechanism for identifying and responding to risks in the built environment. Resource fire safety activities with additional competent staff whose abilities align with the NFCC fire safety competency framework. Consider and respond to the challenges within recruitment and retention of fire safety staff considerate of with private sector salaries and benefits. Continue to develop staff across prevention, protection, and response teams to work together to reduce risk.	1,2,3,4,5
c.	**The Service needs to engage and resource the emergency services mobile communications programme to improve future resilience of communications and incident management**	Remain engaged with the national programme, via appropriate levels of skilled resources, for continued full understanding, involvement, and awareness. Keep well informed of the expectations, timescales, and technical functionality to limit the levels of uncertainty and aid planning. Plan and progress the internal delivery of the programme against national, regional, and local requirements. Including undertaking opportunities to improve fireground technology and communication. Ensure robust workforce and succession plans are in place so that skilled staff can support the delivery of the programme.	1,2,3,4,5
d.	**Global and national focus and need for organisations to ensure environmental sustainability**	Plan for cost of infrastructure enhancement and resource requirements for new vehicle technology and look for opportunities to share joint infrastructure. Continue to strengthen and deliver the Service's Environmental Sustainability Strategy and pathway to Net Zero. Continue to drive reductions in the consumption of fuel and utilities through procurement existing frameworks and best practice. Encourage behavior change across the Service, continuing to embed the positive focus on our environmental approach. Ensure that vehicle replacement programmes support our environmental strategy, legislation and manufacturers' future positioning. Optimise our ability to access government funding and subsidies.	4

Increase recycling, reduce waste and embed sustainability in all Service activities.	

Risk and Demand Analysis		
Issue	**Required strategic change**	**Strategic priority**
e. The increase of individuals and householders that the Service needs to engage with to reduce the number of deaths and serious injuries from fire or to prevent unnecessary hospital stays	Review the risk-based prevention targeting strategy to ensure that it remains effective and efficient. Ensure prevention activities are targeted to the most appropriate areas and deliver VfM. Consider projected population growth and numbers of high-risk households to ensure an integrated approach to prevention, protection, response, and resilience to target those most at risk from fire and other emergency events. Capture risk changes through the development of local station risk community profiles and Group PESTELO analysis. Increase the targeting of high-risk households, offering a tailored level of support and engagement for those at medium to low-risk. Continue to collaborate with partners to better use data to identify those most at risk and work together to get 'upstream' of the demand for those that require fire and rescue and broader public services. Continue to invest in and undertake rescues of vulnerable people who are collapsed behind closed doors. Further develop our evaluation framework to demonstrate that our prevention activities provide VfM and are reflective of modern demand. Align our approach to understanding vulnerability and risk to the emerging NFCC work of developing a national definition of risk and an associated toolkit.	1,2,3
f. Amending and investing into the duty system worked at Amesbury fire station	Upgrade duty system at Amesbury fire station. Identify and implement a day crewed duty system at Amesbury to resolve the availability challenges. Retain focus on recruitment and retention for the on-call section at the station. Invest in essential station facilities to meet new crewing arrangements. Remain well engaged within the Stonehenge Tunnel project.	1,2,3,4,5
g. Ongoing challenges with recruitment, retention and	Continue to lead and advance the national impacts of on-call firefighters by co-chairing the NFCC On-Call working group. Ensure our plans reflect the NFCC priority to build a representative workforce, which possesses the appropriate skills, experience, and leadership qualities to deliver a range of services to the community.	1,2,3,4,5

availability of on-call resources	Work collaboratively with the NFCC to strengthen the on-call model, nationally, and create a sustainable approach for the future of the sector.	
	Review the impact of the recent on-call pay scheme to identify improvements and learning 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.	
	Strengthen retention of on-call firefighters through both local and national learning and by better understanding the challenges of the role against today's modern society.	
	Deliver targeted recruitment campaigns, through a variety of opportunities, including utilising social media and through access from community groups.	
	Continue to ensure that an integrated and risk-based approach is taken to deployment of prevention and protection resources outside of those areas where we cannot achieve our response times.	
	Maximise on-call appliance availability by careful allocation of staff to key locations.	
	Employ a flexible approach to training attendance to support greater on-call appliance availability.	
	Review the opportunities for a dynamic coverage tool.	

Organisational and Cultural Analysis		
Issue	Required strategic change	Strategic priority
h. The diversity of the workforce is not sufficiently reflective of the community we serve	Continue to place diversity and inclusion at the heart of everything we do to create a diverse workforce that reflects the communities we serve.	1,2,3,5
	Carry on with the review improving workplace facilities for women through the Service's integrated property asset management planning programme.	
	Establish training opportunities (new firefighters and Control firefighters) via our apprenticeship scheme. Broaden the range of apprenticeship programmes so that we can attract a more diverse range of applicants to consider a career within the fire and rescue sector.	
	Continue to engage with communities to understand what they think of us and how they view us from a recruitment perspective.	
	Strengthen our positive action work targeting women and people from underrepresented groups to consider a career as an operational firefighter.	

		Work closely with colleges to provide input on courses, such as public services, so that we can attract a more diverse workforce. Demonstrate continued compliance with the Public Sector Equality Duty and Equality Act 2010 in relation to publishing gender pay gap data. Continue the Strategic Leadership Team (SLT) reverse mentoring programme to fully understand and support staff and deliver a positive change.	
i.	An ageing operational workforce will be a predominant feature of the Service for the foreseeable future	Through our dedicated Health and Wellbeing Team continue to work with our staff, our occupational health provider and partner networks to promote best practice in wellbeing, healthy lifestyles and champion workplace fitness. Promote the positive impact of our qualified health and fitness officers who develop individual health and return to work fitness plans covering nutrition and lifestyle wellbeing for staff needing support. Continue to support the station based Physical Education Instructor (PEI) network to ensure our operational workforce can maintain appropriate levels of fitness. Support our female operational staff to have the choice of using a female PEI if requested. Continue to support our menopause champions through involvement in menopause conferences to increase awareness and understanding. Continue to strengthen the talent management arrangements and consider the development issues associated with an ageing workforce so that we can develop our future leaders accordingly. Ensure that our employment 'offer' clearly sets out the employee benefits available, such as flexible working, that support our workforce and seeks to retain them. Ensure that we maintain our robust succession planning arrangements so that we understand the impact that pension changes will have on our current workforce. Ensure our financial reserves strategy can accommodate the increased costs associated with ill health. Ensure our plans are reflective of the NFCC priority to ensure that the fire and rescue sector continues to build a representative workforce which possesses the appropriate skills, experience, and leadership qualities.	1,2,3,4,5
j.	Better understand and improve the leadership capability of our workforce and way of working	Continue to strengthen our leadership programmes, monitor our leadership capability through use of Insights profiling, enabling managers to be aware of their strengths, preferences, and areas of development. Deliver our commitment to the development of our strategic leaders and managers through bitesize leader's forums. Ensure feedback from staff surveys is captured as part of our leadership development so we can strengthen workforce understanding of and further develop our inclusive approach.	5

	Evaluate our support programmes to tackle any perceived barriers to progression. Continue the Service's reverse mentoring programme to fully understand and support staff and to deliver positive change. Ensure identified learning outcomes from our promotion and progression processes are translated into leadership interventions. Set in place the actions arising out of our Culture Review.		
k. **Attracting, retaining and supporting the succession and talent management of our corporate staff**	Review the corporate pay model and the job evaluation process for corporate staff so that we can attract, retain and support the progression our talented staff. Ensure we continue to offer flexible ways of working. Ensure we continue to promote staff benefits so that we remain and employer of choice. Ensure corporate staff have access to development opportunities to support their progression. Continue to invest in and strengthen staff network groups. Ensure face to face engagement events provide an opportunity for those working flexibly to connect with other teams to maintain a 'sense of belonging'. Provide clear expectations for managers to support prioritisation of workloads.		
l. **Sustainability of the Networked Control Fire Services Partnership (NCFSP)**	Continue strengthening the work pursued within the NFSP with our neighbouring FRSs to upgrade the mobilising systems and drive costs and efficiency savings through borderless operational assets. Develop the external review to prioritise the opportunities available. Analyse, plan and deliver against the key identified areas of work. Assess, prioritise, and develop new partnership opportunities. Develop a partnership wide evaluation framework to demonstrate realisation of benefits. Strengthen governance within the NFSP.	3	
m. **Sustainability and resilience of ICT**	Continue to develop our use of technology through strengthening Information and Communications Technology (ICT) infrastructure, information management, security and resilience, data storage, firewalls, back-ups and software in line with the market availability of new products and the NFCC Digital & Data Strategy.	4	

	Upgrade systems and infrastructure to assure fit for purpose storage and safety of information, making use of hybrid and cloud options where appropriate. Work in partnership on the procurement of ICT and maintain ongoing reviews of our current software and hardware systems to ensure their return on investment is being achieved in business as usual. Ensure the service continues to develop and adopt new ways of working to reduce vulnerabilities of cyber-attacks in information technology systems, through regular audits and ICT health checks. Continue to ensure Business Continuity arrangements and cyber security measures are planned, prepared, and exercised, internally and externally with partners. Work with our partners to establish increased safe sharing of information, to develop more consistent ways of working, reducing duplication of effort across the board.	
n. Strengthening the Service Control Centre (SCC)	Deliver the next generation of mobilisation systems, including an assessment of developing Service Control Centre (SCC) technology and procurement opportunities. Consider new ways of working based on technology provided through the Emergency Services Network (ESN). Review location of our SCC and longer-term solution to support recruitment and retention of staff. Set in place recommendations from the Manchester Arena enquiry.	1,2,3,4,5

2. BACKGROUND

We undertake a SAR to ensure that our CSP, which incorporates the requirement of the Service to produce a Community Risk Management Plan (CRMP), remains relevant and reflects the wider landscape in which we operate.

This assessment considers the opportunities and challenges emerging from the fire sector and the wider local, national and global environment. It highlights the strategic and operational risks we face and describes how we intend to deal with them.

As well as analysing our own data, this document has been put together using information from our partners and wider needs assessments associated with the following sources:

National sources D	Business Continuity Institute Horizon Scan Report 2022
	Census 2021
	Centre for the Protection of National Infrastructure 2022
	English Housing Survey 2022
	Fire and Rescue Service White Paper: Reforming Our Fire and Rescue Service 2022
	Gender Pay Gap Report 2021
	Global Britain in a Competitive Age: The Integrated Review of Security, Defence, Development and Foreign Policy 2021
	Grenfell Tower Inquiry 2022
	HMICFRS State of Fire and Rescue 2022 – The Annual Assessment of Fire and Rescue Services in England
	HMICFRS Values and culture in fire and rescue services 2023
	Independent Review of Building Regulations and Fire Safety: final report (Hackitt Report) 2018
	Manchester Arena Inquiry Volume 2: Emergency Response 2022
	National Fire Chiefs Council Strategy 2022
	National Risk Register 2020 edition
	National Security Risk Assessment 2023
Local sources	A303 Stonehenge Tunnel Project 2022
	Bath and North East Somerset, Swindon and Wiltshire Integrated Care System 2022
	Bournemouth, Christchurch & Poole Community Safety Plan 2022-2025

	Bournemouth, Christchurch & Poole Health and Wellbeing Strategy 2020-2023
	Dorset Children, young people and families plan 2020 to 2023
	Dorset Community Safety Plan 2020-2023
	Dorset Council Community Risk Register 2019
	Dorset Council's Plan 2020-2024
	Dorset Health and Wellbeing strategy 2020 to 2023
	Dorset Horizon 2038 A Vision for Growth 2018
	Dorset Police and Crime Plan 2021-2029
	Joint Strategic Needs Assessment (Dorset) 2022
	Joint Strategic Needs Assessment (Wiltshire) 2018
	Local Development Scheme (Wiltshire) 2020
	Our Dorset Integrated Care System 2019-2023
	Swindon Borough Council Health and Wellbeing Strategy 2017-2022
	Swindon Community Safety Partnership 2022
	Swindon Local Plan 2026
	Wiltshire and Swindon Community Risk Register 2021
	Wiltshire and Swindon's Police and Crime Plan 2022 – 2025
	Wiltshire Community Safety Partnership 2022-2025
	Wiltshire's Joint Health and Wellbeing Strategy 2019-2022
	Wiltshire Safeguarding Vulnerable People Partnership 2023-2026

Taking account of the information within this extensive range of data and intelligence, our analysis has been strategically integrated using a PESTELO model.

Undertaking this has enabled the Service to substantiate the issues that require a specific strategic focus. This enables us to reflect these in both our vision and the priorities that will make up our strategic plan, our CSP. These activities will then be incorporated into our Service Delivery Plan (SDP) and strategies, for delivery.

3. EXTERNAL ANALYSIS

Political

Civil and industrial unrest

As the extent of the cost-of-living crisis is being felt, following the pandemic and in response to the war in Ukraine, there is an increasing risk of widespread civil unrest. At the end of 2022 the country saw several sectors begin periods of industrial action. In 2023 industrial action continued in sectors including, Royal Mail, teachers, civil servants, border force staff, train drivers, nurses and ambulance services.

Against the backdrop of high inflation, falling living standards and reported worker shortages in some sectors, the continuation of the disruption from industrial action has the potential to increase the likelihood of civil unrest. This, along with continued economic uncertainty, supply chain volatility and the energy crisis, has the potential to spark frustrations across society. As such public disorder is listed in the National Risk Register with the assurance that police are well equipped to deal with large scale disorder.

Immigration and asylum

The government have identified sites that are being utilised for Afghanistan and Ukrainian asylum as well as other resettlement programmes. Around the UK, immigration centres and accommodation used by asylum seekers have found to be the focus of unwanted attention from extremist groups, with concerns over terrorism links.

Changes to government policy, including its approach to immigration and asylum seekers, may result in unrest and protests at key ports across the country.

Transport infrastructure

In September 2017, the Secretary of State for Transport announced the preferred route for improvements to the A303 past Stonehenge. The eight-mile route, between Amesbury and Berwick Down in Wiltshire, includes a 1.8-mile tunnel adjacent to Stonehenge. Following the High Court ruling against the decision to grant consent for the scheme in July 2022, the Secretary of State invited all interested parties to provide written responses on the report. Further details on the re-determination process will be published on the National Infrastructure Planning website in due course.

Energy infrastructure and supply

As the conflict continues between Ukraine and Russia, European governments have pledged their support to the Ukrainian government. This has had a direct effect on energy supplies to Europe as Russia and its energy producing companies divert raw materials away from European countries in response. The prospect of an unprecedented total shutoff is fuelling concern about shortages, higher prices and is causing delays in supply chains. This places a significant strain upon other sources of supply, directly affecting the cost of energy and its ongoing availability.

Across the Service area fuel shortages and price increases have been seen within our communities, vulnerable people have been left with no heating and key workers have been left with limited car fuel. A national power outage remains as a significant risk.

Political scrutiny of the sector and sector reform

The Chief Inspector for His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), through the Fire & Rescue Service Act (2004) is required to produce an annual State of Fire and Rescue report. The most recent report was published in January 2023, where the Chief Inspector highlights the need for fire reform across the sector and airs dissatisfaction against the speed of change. Since 2018 six national

recommendations have been made through the inspectorate, with four outstanding. It is expected that these will be address through the publication of the White Paper.

The White Paper on fire reform was published in May 2022, and consultation closed in July 2022. The Service provided a written consultation response across a wide range of issues and proposals associated with the proposed reform across three thematic sections, People, Professionalism and Governance. The White Paper also advises that a college of fire and rescue should be established.

The Home Office are expected to publish a response to the consultation in 2023. This should include detailed plans as to how it will complete the recommendations made in the HMICFRS State of Fire reports, including investing in chief fire officers with operational independence, how the sector should remove unjustifiable variation, including how risks is defined and a review of how pay and conditions are determined.

Terrorism

Terrorism continues to be a major threat for UK businesses and its communities. Terrorist groups seek to cause harm to the economy by attacking business premises or seek to attack specific targets to advance their political agendas. The most significant terrorist threat comes from international terrorism with its ambitions to mount high impact attacks designed to result in mass casualties. The Joint Terrorism Analysis Centre (JTAC) have stated that the current threat to the UK from terrorism is 'Substantial' and indicates that the possibility of an attack is still likely.

The National Security Council consider that terrorism should remain one of the four National Security Risk Assessment (NSRA) tier 1 risks, alongside cyber-attacks, international military crisis and major incident/natural hazards. These are judged to be the highest priorities for UK national security over the next five years, considering both likelihood and impact.

Economic

Continued challenging and uncertain economic forecast

Inflationary pressures in the United Kingdom and Europe have intensified significantly over the past year. Wholesale gas prices have nearly doubled since May 2022, owing to Russia's restriction of gas supplies to Europe and the risk of further restrictions. The Confederation of British Industry and Bank of England recently reported that they expect inflation to remain at elevated levels throughout much of 2023. The predicted Gross Domestic Product growth outlook has been downgraded to 0.2% in 2023 and 1.0% in 2024.

The Government recently announced a £55 billion programme of tax increases and spending cuts. Future levels of funding remain uncertain as the Government looks to balance public spending and reduce the UK financial deficit. This could lead to a further period of austerity and real terms cuts to grant funding, particularly for unprotected departments, as spending in areas such as Defence and Overseas aid are increased in line with Government commitments.

For the Service, the MTFP, agreed in February 2022, indicated that there was a significant annual deficit to be bridged. Annual savings of £8.5 million have been achieved since 2016, but £5 million of government grant funding has been removed from our annual funding settlement at the same time. Our initial modelling, considering current financial pressures, including agreed pay awards for 2022-23, suggest that the Service would need to find additional savings in the region of £3 million over the next two years, 2023-24 and 2024-25.

In December 2022 as part of the Provisional Local Government Finance Settlement the Government included additional council tax flexibility for Fire and Rescue Services. The Core referendum principle limit was increased from 2% to 3% for 2023-24 and 2024-25 and additionally, for 2023-24 only at the moment, fire authorities have the flexibility to increase council tax (precept) by the higher of 3% or £5 for a Band D property. While this was a positive step forward, and something that the Authority had been lobbying hard for quite

some time, the current financial challenges are such that further funding flexibility will be required in future years.

Pension funding changes within the fire and rescue sector

The financial impact of the Pensions Immediate Detriment remedy is still unknown but will likely require an increase to employer contribution rates, that are set from April 2024. There is no indication yet of how much, if any, additional central government funding may be made available to offset any cost increases. When the current rates were set, and costs increased significantly, additional funding was made available that covered 90% of the cost increase. Each one percentage point increase in contribution rates is worth around £220k on the current Service pay budget.

In addition to Immediate Detriment, which is related to McCloud v Sargeant pension case and age discrimination, there is a further pensions case (O'Brien v Ministry of Justice), which will provide a further opportunity for on-call staff to access a pension back to April 2000. This is likely to add to the financial costs of the Firefighters' Pension Scheme, and hence, this could increase employer contribution rates further still, although the impact is likely to be less dramatic than McCloud v Sargeant. Processing claims is likely to bring with it an increase in administrative burden for services and their pensions administrators.

Continuation of specific government grants

The Home Office provides a number of specific grants to Fire and Rescue Services. These are in addition to the main council tax and business rates funding that Services receive. They cover areas such as pensions, Firelink, New Dimensions resourcing and more recently, grants for additional investment in fire protection resources post the Grenfell Tower fire. These grants are all generally one-off in nature and therefore they represent a financial risk to Services. The Home Office has looked at the feasibility of adding pensions grant funding into the main local government finance settlement and has discussed this with Department for Levelling Up, Housing and Communities, but we are yet to see any changes.

The Service has recently been advised that our Firelink grant funding will be phased out over the next four years. The 2022-23 budget assumed a grant of £560k. This represents a significant funding reduction, adding to the financial pressures that the Service is facing and further increasing the level of savings required to achieve a balanced and sustainable budget.

Uncertain costs and delivery of the Emergency Services Network (ESN)

Costs and timescales for the roll-out of ESN have slipped. Within the fire sector there has always been an expectation that funding would be available to replace existing core equipment on a like-for-like basis and that no additional costs would be incurred by services for dual running, along with reasonable transition costs funded by central government. Current and future costs and funding, however, remain unclear.

Long-term capital financing

The Authority has limited revenue resources available to support capital investment. The result is that significant levels of borrowing are required now and, in the future, to meet our capital investment needs. The costs of financing this borrowing represent a significant additional burden to the revenue budget and this burden is increasing as a result of the current economic climate. High levels of inflation mean that the costs of the capital programme are increasing markedly, pushing up future borrowing needs. At the same time the Bank of England has been increasing interest rates, from 0.25% at the beginning of 2022, to 4% in February 2023. The economic volatility and increase in interest rates have impacted borrowing rates from the Public Works Loans Board and these have more than doubled over the course of 2022. The Authority has, so far, been able to avoid any new long-term borrowing locked into these higher rates. Some borrowing is likely to be required in 2023 to maintain adequate cashflows, but this can be achieved through short-term borrowing arrangements. The expectation is that long-term borrowing rates will start to reduce again in 2024.

The forecast increases in capital financing costs charged to the revenue budget are currently affordable but may not be so in the future if our funding is reduced or significant new cost pressures emerge.

Social

Population changes

The population across the Service area is continuing to increase. The population expansion in the Dorset and Wiltshire sub-region indicates growth projections of 65,100 (4.4%) between 2020 and 2030. Growth in real terms is expected to be uneven across the area and will be centred on urban areas, with greater increases in Bournemouth, Poole and Swindon, compared to Dorset and Wiltshire.

The Ministry of Defence (MOD) are moving an additional 4,000 military personnel and their families to Wiltshire, resulting in a significant increase in population to several MOD sites around the Salisbury plain area. Currently there are over 7,000 people living in MOD households and over 4,000 people living in communal establishments, known as single living accommodation, which are subject to regulation by the MOD.

The town of Bournemouth continues to have high numbers of young people, strongly linked to its appeal as a university destination. Bournemouth and Swindon together have a younger demographic profile than other parts of the sub-region, particularly Dorset Council and Wiltshire Council areas, which continue to be notably older in demography. Areas of the sub-region such as Christchurch and East Dorset enjoy some of the longest life expectancy across the country. This aligns with national trends indicating life expectancy is increasing with an older population.

National Health Service and Social Care system

The National Health Service (NHS) and Social Care system is experiencing some of the most severe pressures in its 70-year history. The impacts of the coronavirus pandemic are just the tip of the iceberg, current key issues are:

- **An ageing population** – health inequality is growing, the population is ageing, and the NHS will need to adapt. The workforce is reducing, while the population is growing, and people are getting older. The NHS must work on preventing illness, not just treating it, but it can't create a healthier society on its own.
- **Communication breakdown** – better communication is needed across the NHS and with external partners. The impacts of efficiency and systemising has made less time for interaction.
- **Financial pressure** – an ageing population and increase in the number of younger adults with disabilities is pushing up the cost of caring for older and disabled people, placing the social care system under huge strain. Based on current spending, a funding gap of £18 billion will open up by 2030/31.
- **People are suffering** – across society many people of all ages are lonelier and less connected. The NHS needs to work with local government and other parts of society to improve people's wellbeing.
- **Political changes** – one of the biggest challenges the NHS faces today is the workforce crisis, departments are short of nurses and doctors. Sometimes there are physical beds, but not the nurses to help people.
- **The growth of digital technology** – as new technologies emerge, the NHS needs to adopt technology that improves the service for patients and helps staff to do their jobs. But also make sure technology doesn't exclude people who need NHS services the most.

At present those living alone over pensionable age who have combined medical and social care needs are in the highest category of those most likely to experience an accidental dwelling fire. Health services are predicting an increase in dementia diagnosis for patients aged 65 and over, putting further strain on resources and potentially leading to increases in hospital admissions. In addition, a sudden change in circumstances for older people who may experience the death of a partner or loved one can place them at risk of social isolation

and increase their risk of fire due to a change in their living circumstances. From our own analysis, there are over 105,000 households across the Service area assessed as being at high-risk of fire, due to a combination of one or more vulnerabilities. The Service uses vulnerability data, partner data and real-life incident trends to target the Service's Safe & Well checks at the most vulnerable households.

Cultural diversity

According to the most recent census (2021) the Service area is less ethnically diverse than most of the rest of England. There are pockets of greater ethnic diversity within the more densely populated areas, such as Bournemouth, Christchurch & Poole (BCP) and Swindon, where the Black, Asian and Minority Ethnic community make up 7-17% of the population. In rural areas such as Dorset and Wiltshire this figure is around 2-5%. The overriding picture is that the sub-region is homogenous, with most residents identifying as White British.

Approximately half of residents across Dorset and Wiltshire identify as Christian, with a minority of people following no religion. Religious diversity has increased across the sub-region over the past decade, with an increase in the number of residents identifying as Buddhist, Hindu and Muslim and this trend is forecast to continue.

An estimated 3.1% of the UK population aged 16 years and over identified as lesbian, gay, or bisexual in 2020, which is an increase from 2.7% in 2019 and almost double the percentage from 2014 (1.6%).

Stonewall believes there are stark differences between the generations with regards to sexual orientation, with more younger people identifying as lesbian, gay, bi and trans. In Generation Z (those between 8-23 years old) 71% of people identify as straight, (compared to 91% of Baby Boomers (aged 58-76 years old)) and 14% of people identify as bi or pansexual (compared to 2% of Baby Boomers).

There is no clear estimate of those in the population who are transgender although it is understood that they are more likely to be subject to discrimination and harassment. It is understood that some people are still reluctant to be 'out' within the community, fearing discrimination and harassment.

Health and wellbeing

The counties of Dorset and Wiltshire are known to be a healthy place to live, with ranges of 50% to 80% of residents across the area reporting having very good or good health.

However, there is a strong link between poverty and health; the poorer you are the unhealthier you are likely to be. This is caused by many things, including differences in access to sport and leisure, diet, housing conditions, levels of smoking and drinking, social support networks as well as barriers to accessing healthcare, such as language and literacy.

An ageing population presents significant challenges as demand for public services increase, along with the increased cost of providing adult social care. Across Dorset 29% of the population are aged 65 and older (compared to 19% in England and Wales). In Wiltshire this figure is below the national average at 17%. The most vulnerable members of communities are safeguarded through multi agency working across the public sector.

Obesity is an increasing issue. Government campaigns and changes to the law are attempting to tackle the problem nationally, but response to incidents assisting the ambulance service to remove obese people suffering serious and life-threatening medical episodes from their homes to an ambulance is increasing year on year.

Deprivation

While the BCP and Dorset areas are generally seen as a relatively prosperous area, wealth is not evenly spread, and significant inequalities and pockets of deprivation exist. Within BCP wards, such as Alderney &

Bourne Valley, Boscombe, Burton & Grange, East Cliff and Springbourne, Hamworthy, Kinson, Must Cliffe and Strouden fall into the 20% of the most deprived areas nationally, whilst Sandbanks is home to some of the most expensive real estate in the world. The Dorset Council area has seven wards which feature in the top 20% nationally for multiple deprivation.

Across Wiltshire 4% of the population live in a nationally deprived area and struggle to access essential things to life, society and living, growing and ageing well. Swindon is less deprived than average but has one area, Penhill and Upper Stratton, that is within the top 10% of deprivation nationally and is the 59th most deprived Lower Layer Super Output Area in England for education, skills, and training (out of 33,000).

It is estimated that 30,000 households in Wiltshire and Swindon live in fuel poverty and 18,000 in Dorset, prior to the national energy crisis, meaning they cannot afford to heat their home properly through the coldest months of the year. NHS statistics show that up to 300 people in Wiltshire and Swindon die each year simply because of cold homes. Most people who suffer premature winter-related death are over 65 and 75% of these deaths are due to the impact the cold has on respiratory and circulatory conditions.

This year the situation is likely to be worse due to the energy crisis and the impact it is having on fuel bills. It comes at a time when food prices and other household costs are also going up, leaving the elderly and vulnerable on low incomes under more pressure than ever before. Nationally there has been a rise in alternative heating methods, increasing the risk of fire in the home.

Dwellings and households

The South West has the most rural population of England's traditional regions. Around 17% of the English population live in rural areas; in the Southwest the figure is 33%.

There has been a considerable increase in the housing stock across the sub-region over the past decade. Future development will see further housing development focus in Swindon (22,000 homes), Poole (10,000) and a total of 20,000 in North Dorset, West Dorset and Weymouth and Portland by 2033. An additional 1,200 houses have been proposed to be built near Amesbury by 2026. However, a recent decision has been made by Wiltshire Council to not go ahead with the building of 4,000 homes near Chippenham, due to escalating build costs.

Across the housing stock, owner-occupancy is the majority tenure across the sub-region, although in the BCP area, the private rented sector accounts for 23% of the overall housing numbers compared to a national average of 18%. This figure can be linked to the university population and high demand for student accommodation. Within Dorset more than half (57%) of the demand for social rented housing is for one-bedroom homes.

In the south of the Service tourism plays a key role and there are many large tourist caravan sites throughout the region. The rise in population in the summer months is significant and impacts the pressure on the road network and emergency services during this time. As a result, the risk profile changes seasonally for many coastal areas.

In the north, within Swindon town centre, residential accommodation is changing as more office blocks are converted to residential accommodation. There is a projected increase to 35% of the population living in single person occupancy by 2026 in the town.

In Wiltshire, towns around the Salisbury Plain have seen growth in infrastructure and housing in response to 30% of the British Army rebasing in Wiltshire from Germany. Currently there are 7,065 people living in MOD households and 4,190 people living in communal establishments. The MOD continues to move military personnel and their families to the area, leading to a significant increase in the population of several MOD sites and more widespread development in Wiltshire and Salisbury Plain.

Over recent years, particularly since the coronavirus pandemic, there have been significant increases in people moving to the area. This is set to continue with a projected 9,500 residents moving to BCP, 16,185 residents moving to Dorset, 13,000 residents moving to Swindon and 28,076 residents moving to Wiltshire by 2030. This increase in population will add further pressures to the services across the counties.

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

The proportion of rental properties is likely to continue to rise due to the decreasing affordability and availability of properties to buy. This is likely to see more Houses of Multiple Occupation (HMOs), especially in more urban environments such as Bournemouth, Poole and Swindon. Housing affordability, both homeownership and rental, will continue to be an issue across the sub-region but especially in areas of Poole, Purbeck, West Dorset and Wiltshire.

The UK's housing shortage is one of the biggest challenges for the country. Industry figures have warned that the Governments election pledge to build 300,000 new houses a year is in jeopardy. Fewer than 250,000 new homes were built in the UK in 2021 which was the highest number in a decade. The housing crisis is not the same everywhere in the country. In many parts of the country housing remains relatively affordable and supply keeps up with the demand for new homes. Many of Britain's housing crises are focussed on its most economically successful cities and towns, where employment opportunities draw in large numbers of people.

Figures from the Department for Levelling Up, Housing and Communities show 4,785 households had requested a council house in Wiltshire as of March 2022. For the same period in Dorset the figure is lower at 3,100 households.

Migration

As economic, political, and environmental pressures in countries inside and outside of Europe increase, the UK is likely to see a sustained level of migration.

In the year ending June 2022, 1.1 million people migrated into the UK and 560,000 people emigrated from it, leaving net migration increase of 504,000 people.

The number of people migrating to the UK has been greater than the number emigrating in each year since 1994. Prior to that point, immigration and emigration were roughly in balance, with net migration slightly decreasing the population in most years. Over the last twenty-five years, both immigration and emigration have increased to historically high levels, with immigration exceeding emigration by more than 100,000 in every year between 1998 and 2020.

Migrants can regularly form or be part of hard-to-reach communities or those living in self-regulated accommodation. These are often those who need the most help in society.

Technological

Cybercrime and cyber security

The level of cybercrime across the UK is set to increase and become more sophisticated, meaning that the Service will need to be continually vigilant and invest in protective technologies. The National Security Strategy recognises cyber-attacks as a significant risk to UK interests. There has been a significant growth in cyber criminality in the form of high-profile ransomware campaigns during 2022. Breaches resulted in leaked personal data on a massive scale, leaving victims vulnerable to fraud. Furthermore, lives were put at risk and services damaged by the WannaCry ransomware campaign that affected the NHS and many other organisations worldwide.

Cyber criminals seek to exploit human or security vulnerabilities to steal passwords, data, or money directly. The most common cyber threats include:

- **Distributed denial of service attacks against websites** – often accompanied by extortion.
- **Hacking** – including of social media and email passwords.
- **Malicious software** – including ransomware through which criminals hijack files and hold them to ransom.
- **Phishing** – bogus emails asking for security information and personal details.

A core function of cyber security is to protect devices, services and information from theft, damage, or unauthorised access. Cyber risks are unpredictable with attacks inevitable, but there are protective technologies that help make sense of that unpredictability and accurately assess and manage risks effectively.

Emergency Services Mobile Communications Programme (ESMCP)

A nationwide ESMCP is still being developed with the full expectations, including timeframes and technical functionality, still uncertain. The programme is set to provide the emergency services with a revolutionary new communication system. It will include the development of a system called the ESN (Emergency Services Network, see page 14), which will provide the fire and rescue, police and ambulance services with voice and broadband data services. The programme will also provide the governance for many projects which will see user devices and SCC upgrades. It is intended that the ESN will provide a mobile network that has extensive coverage, high resilience, suitable security measures and hi-tech functionality that will allow users to communicate under the most challenging circumstances. This should in turn allow SCC operators and officers to make better assessments of the incidents that are occurring.

Motorola (MSI) and the Home Office signed an agreement in December 2022 whereby MSI will terminate their ESN contract early (in December 2023) by mutual agreement. The ESMCP is enacting a transformation plan to enable it to restructure and refocus for the future. This includes running a procurement process to appoint a new supplier to deliver the aspects previously contracted to Motorola.

Until December 2023 MSI will not undertake any further development work, however the ESN system will now be used for testing purposes to realise, as much as possible, the investment in the Motorola infrastructure and to provide detail and experience to inform the future work of the ESMCP.

Environmental

Climate change and extreme weather

The impacts of climate change on different sectors of society are complex and interrelated. As climate change continues, the impact on the fire and rescue sector will become more significant. Across the country we have seen the effects of more extreme weather and we have experienced an increase in wildfires. The risk of wildfire has now been included in the NSRA to reflect the risk it poses nationally.

Extreme weather events that bring significant heavy rainfall and/or extreme wind and/or snow or heatwaves, along with the associated temperature changes, put extreme stress on existing national and local infrastructures to cope.

New legislation has increased the national focus on environmental protection and sustainability of resources. Under the Environment Act (2021) a new 25-year environment plan sets out goals for improving the environment within a generation. Areas of focus are improving air and water quality, protecting plants and wildlife, reducing environmental hazards, using resources more efficiently and minimising waste.

Pandemic and infectious disease

Emerging infectious diseases are increasing, causing losses in both human and animal lives, as well as large costs to society. The rapid development and spread of covid-19 demonstrated that the risk of a national and

global pandemic is significant. Many factors are contributing to disease emergence, including climate change, globalisation, and urbanisation, with most of these factors to some extent caused by humans.

Across the UK there have also been avian influenza detections in wild birds and confirmed cases in poultry and captive birds. This 'Eurasian' H5N1 strain of bird flu causes high levels of disease in poultry and other birds, but the risk to human health from it is considered very low. Locally the H5N1 strain was confirmed in captive birds in December 2022 at a premises near Dorchester in west Dorset. While the UK health agencies state this risk is low is does require additional safety procedures for the service in how we deal with incidents near these sites as well as adding to the current pressured national issues of food supply chains.

In December 2022 the UK Health Security Agency warned parents to be alert after a recent spate of severe Strep A infections which resulted in the deaths of at least 15 children. There is speculation that the recent high Strep A infection rate was linked to very low rates during the pandemic where protective measures and social distancing helped limit the transfer of this infection.

Legal

New fire safety legislation

The full package of new fire safety legislation, with amended regulations, formally came into force in late January 2023 as the Fire Safety (England) Regulations 2022.

This piece of legislation clarifies the scope of the Regulatory Reform (Fire Safety) Order in respect of multi occupied residential buildings. Greater responsibility will be placed on building owners to keep the FRS informed on building safety information and equipment, including the reporting of defects in fire safety systems which may affect the firefighting response.

Amendments to the Building Regulations have already taken effect regarding the reduced threshold height for the requirement for sprinkler systems. This will increase their use in residential properties and reduce the size and severity of fires in this type of building, with a consequential reduction in the fire service response requirement.

Protection staff across the fire and rescue sector will ensure building owners have a good understanding of fire safety training requirements, as well as awareness of system design, so that they can assist with compliance checks. Additional requirements have been included such as wayfinding signage to support fire crews and restrictions on cladding materials to improve the overall safety of buildings and the effectiveness of a fire service response. Further amendments are still under consultation.

The Building Safety Act 2022, a direct outcome from Dame Judith Hackitt's report into the building safety regulatory framework, is progressing through Parliament with a proposed commencement of Autumn 2023. It is anticipated that FRSs will support the Building Safety Regulator (HSE) with technical fire safety advice on proposed tall buildings and that the long-term safety of tall buildings during planning, design, and occupation, as well as firefighting operations within them.

Competence and training of FRS protection staff will be enhanced to support this new work, with additional, well trained and competent staff required to meet the new legislative requirements. It is likely that there will be challenges in recruiting and retaining these staff, when compared to the benefits and salaries across the private sector.

Civil Contingencies Act 2004

The Civil Contingencies Act (2004) establishes a legislative framework for civil protection across the United Kingdom. It imposes a clear set of roles and responsibilities on key organisations, who play a role preparing for and responding to emergencies. The Act divides local responders into two categories depending on their level of involvement in civil protection work.

Those named as Category 1 responders are organisations at the core of emergency response, including the FRS. Category 2 organisations e.g., HSE, transport and utility companies are "co-operating bodies" who while less likely to be involved in the heart of planning work, will be heavily involved in incidents that affect their sector.

During 2022 a review of the Civil Contingencies Act was undertaken, resulting in assurance provided that the Act continues to be fit for purpose. However, the wider landscape of emergency powers has been considered as part of the development of the Government's Resilience Framework, which includes strengthening roles and responsibilities of Local Resilience Forums (LRFs). This includes:

- increasing auditing and assurance against national resilience standards;
- a review of Category 1 and 2 responders;
- assessment of independent scrutiny provisions; and
- guidance on standards for LRF, structures and funding.

The UK Government Resilience Framework

The Government recognises the unsettled and challenging times globally, including Russia's invasion of Ukraine, the continued wide-ranging impacts of the pandemic, increasing impacts of climate change as well as the continued challenges of cybercrime. With the ongoing volatility and the likelihood of subsequent greater in frequency and scale events over the next decade, the Government have made a commitment to prepare for this challenging future.

The UK Government Resilience Framework was published in December 2022. This new framework makes clear the Governments intent in taking a wider, more strategic and assured approach to the resilience of the country. The framework outlines plans and actions to strengthen the understanding of risks, preparing for and preventing emergencies with a focus on a whole society approach resilience. It places responsibilities on emergency services to work with partners in the delivery of this framework to work together to build a strong resilience system that will help to better equip and tackle future challenges, deliver business growth and ensure communities across the country thrive and build a brighter future.

Protect Duty (Martyn's Law)

Following a series of terror attacks in public spaces, including those at Manchester Arena and London Bridge the UK Government will introduce new Protect Duty legislation, due to be published in the spring of 2023. There is currently no legislative requirement for organisations to consider or employ security measures at most public places. The new legislation is set to address this and introduce a legal obligation for the owners and operators of publicly accessible locations to take suitable and proportionate measures to protect the public from terrorist attacks and increase public safety. It is also intended to ensure that businesses and organisations are better prepared to deal with and respond to serious incidents, with an expectation that the legislation adds another layer of protection, working alongside the day-to-day actions of the police and security services.

Where there is shared responsibility for venues, it is expected the Government will require partnership working across the emergency services, local authorities and venue management, to ensure that key safety principles and guidance are met to comply with the Act.

Information governance

The Data Protection Act (2018) is the legislation that controls how personal information is used by organisations, businesses, and the Government. This Act is the United Kingdom's implementation of the General Data Protection Regulation. The Government has undertaken a consultation to reform data protection legislation in the UK. The updated legislation is expected later in 2023, however significant changes are not envisaged. It was also announced in October 2022 that the Government would replace the General Data Protection Regulation (GDPR) with a new British data protection system, further details are not known at this time.

Serious Violence Duty

The Police, Crime, Sentencing and Courts Act 2022 makes vital provision through the Serious Violence Duty to ensure that the right authorities and organisations work collaboratively, share data and information, and put in place plans to prevent and reduce serious violence. The Act was brought to law in January 2023.

The Serious Violence Duty requires organisations above to work together to share information, analyse the situation locally and come up with solutions, including the publication of an annual strategy to prevent and reduce serious violence on a local basis. The duty also requires the responsible authorities to consult educational, prison and youth custody authorities for the area in the preparation of their serious violence strategy.

Expected new legislation

Minimum Service Level legislation (Expected 2023)

A Bill to make provision about minimum service levels in connection with the taking by trade unions of strike action relating to certain services. The Bill is currently being heard in the House of Lords.

Worker Protection (Amendment of Equality Act 2010) Bill (Expected 2023)

A Bill to make provision in relation to the duties of employers and the protection of workers under the Equality Act 2010. The Bill is currently being heard in the House of Commons.

Key strategic findings from external analysis

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

Why?

Our strategic assessment forecasts there will be:

- continuing financial uncertainty due to exiting the EU;
- the need to cut the national deficit; and
- pressures for wage increases to keep pace with inflation.

These factors lead to an uncertain outlook for fire and rescue authorities' funding.

Strategic response

This will mean that going forward the Service needs to:

- Continue to support the NFCC in lobbying for continued council tax flexibility beyond 2023-24, seeking multi-year funding settlements and transformational funding that give FRS's the opportunity to plan more effectively for the medium to long-term, rather than having to continually react to short term changes; making it easier to deliver sustainable transformation and sector reform.
- Retain Chair of the NFCC Finance Committee, leading and raising national issues of fire service finances with key partners, government departments and politicians.

- Remain focused on efficient and effective financial management. Continue to progress and evidence VfM and drive opportunities for further savings and efficiencies through challenging the status quo, procurement practice and evaluation exercises.
- Ensure that our capital programme meets the investment needs of the Service and continues to be sustainable and affordable in the future. Continue to challenge existing practices, scrutinising requirements and spending, to ensure ongoing VfM. Drive capital financing to reduce the financial burden on the revenue budget. Continue to embed and develop our VfM so that we can demonstrate partners and societal savings.
- Maintain the regular review of our Reserves Strategy, to ensure that it supports the MTFP and, where appropriate, make financial provision to mitigate the risks outlined in this SAR.
- Continue robust financial planning and management ensuring financial assumptions about future government grant levels, contract and supplier costs, inflation, business rates retention and reserves remain prudent.
- Continue to strengthen relations between the partners involved in the NFSP.
- Seek to formalise the NFSP through a partnership agreement. The agreement should standardise across planning and service delivery, identifying where efficiencies can be gained in procurement and shared resources.

b.   Recent changes to fire safety legislation will place a greater demand on our Service.

Why?

Our strategic assessment forecasts there will be:

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

Strategic response

This will mean that going forward the Service needs to:

- Respond to new legislation (the Building Safety Act and the Fire Safety Act, Grenfell Report etc.) via collaborative work with local authority partners, building control bodies, HSE and building managers to improve fire safety in our highest risk buildings.
- Deliver key work through a risk-based inspection programme of greater scope with an integrated mechanism for identifying and responding to risks in the built environment.
- Resource fire safety activities with additional competent staff whose abilities align with the NFCC fire safety competency framework.
- Consider and respond to the challenges within recruitment and retention of fire safety staff considerate of with private sector salaries and benefits.
- Continue to develop staff across prevention, protection, and response teams to work together to reduce risk.

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

Why?

Our strategic assessment forecasts that there will be:

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

Strategic response

This will mean that going forward the Service needs to:

- Remain engaged with the national programme, via appropriate levels of skilled resources, for continued full understanding, involvement, and awareness.
- Keep well informed of the expectations, timescales, and technical functionality to limit the levels of uncertainty and aid planning.
- Plan and progress the internal delivery of the programme against national, regional, and local requirements. Including undertaking opportunities to improve fireground technology and communication.
- Ensure robust workforce and succession plans are in place so that skilled staff can support the delivery of the programme.

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

Why?

Our strategic assessment forecasts that there will be:

- a continued legislative focus on environmental and resource sustainability;
- high volatility in energy pricing leading to reduced financial flexibility; and
- a focus on planning and preparations for infrastructure and resource needs for a move to new vehicle technologies where appropriate.

Strategic response

This will mean that going forward the Service needs to:

- Plan for cost of infrastructure enhancement and resource requirements for new vehicle technology and look for opportunities to share joint infrastructure.
- Continue to strengthen and deliver the Service's Environmental Sustainability Strategy and pathway to Net Zero.
- Continue to drive reductions in the consumption of fuel and utilities through procurement existing frameworks and best practice.
- Encourage behavior change across the Service, continuing to embed the positive focus on our environmental approach.

- Ensure that vehicle replacement programmes support our environmental strategy, legislation and manufacturers' future positioning.
- Optimise our ability to access government funding and subsidies.
- Increase recycling, reduce waste and embed sustainability in all Service activities.

4. RISK AND DEMAND ANALYSIS

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

Overview of risk and demand

Last year we attended 13,858 incidents including 3,022 fires; 748 were deliberately set fires and 2,274 were accidental fires. Nationally, we have continued to see a downward trend since early 2000 which reflects our work within prevention. Locally we have seen a 20.5% reduction in primary fires* in the last ten years.

There has also been a 38.2% reduction in fires in commercial buildings over the last ten years. Secondary fires** made up the highest proportion of all fires in year 2021-22, accounting for just over 40% of the fire related incidents we attended.

* **Primary fires** are potentially more serious fires that harm people or cause damage to property and meet at least one of the following conditions: any fire that occurred in a (non-derelict) building, vehicle or (some) outdoor structures. Any fire involving fatalities, casualties or rescues.

** **Secondary fires** are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended, in which case they become primary fires.

We rescued 120 people from fires in year 2021-22. The combined total of people rescued from fires since 2019-20 is 338 inclusive of the 2021-22 total.

Sadly, there were four deaths in fire related incidents in 2021-22, of which her Majesty's Coroner has so far determined that three were caused by fire.

Data from the Service's Incident Recording System suggest that there are some households who are more likely to experience a fire within their home. The top five groups most likely to experience a fire within our Service area are:

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

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

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

Anyone is at risk of a fire in the home, but there has been research that shows health issues, when coupled with fires in the home, result in worse outcomes including a much higher likelihood of fatalities. These factors include mental health, multi-morbidity and frailty, cognitive impairment, smoking, drugs, alcohol, physical

inactivity, obesity, loneliness and cold homes. Some of these factors, such as smoking, increase the likelihood of having a fire and others, such as frailty, increase the likelihood of sustaining more serious injuries or fatalities. Our aim is to try and identify people who fall into these categories and target our interventions to support, adjust and improve the occupier's situation to create better outcomes for the individual and reduce their fire risk.

A key area of our prevention work is the delivery of Safe & Well visits. In year 2019-20 we undertook 12,934 visits, in 2020-21 there were 6,012 visits completed and in 2021-22 we completed 7,739 giving a total of 26,685 completed Safe & Well visits. The number of visits decreased over the last two years because of the pandemic but is now increasing. Our focus remains to target the most vulnerable in our community using local intelligence and partner data so that a Safe & Well visit can be completed in a timely manner.

Current activities to address these risks:

- Alignment to the new NFCC person centred framework which focuses on eight core components to deliver a consistent Safe & Well visit with a risk-based approach.
- Focus on those at greatest risk by close working with our partners to access our most vulnerable groups through referrals.
- Working with the elderly, educating elderly care partners on fire risks.
- Continued engagement and development of effective partnerships with local environmental health teams, Immigration and the Police to address compliance issues in HMOs and to protect vulnerable people who often reside in this type of housing.
- Targeted fire safety audits (890 audits undertaken in 2021-22) and a comprehensive reinspection regime.
- A programme of positive private sector engagement that currently engages over 5,547 businesses.
- Dealing with public concerns and complaints (589 complaints dealt with in 2021-22).
- Reviewing over 573 licencing applications and 2,455 building regulation consultations.
- Robust enforcement policy resulting in high profile prosecutions.
- Contributing nationally on building safety issues through the Building Regulation Advisory Committee (BRAC) and the NFCC.
- Media campaigns to promote wider public safety.
- In conjunction with the police deliver fire-setter interventions to children and young people identified as having a fascination with fire, or who have displayed fire-setting behaviours.
- Close working with the national Arson Prevention Forum.
- Providing 24/7 safeguarding arrangements to manage referrals from our frontline staff.
- An integrated approach to risk management bringing together prevention, protection, response and resilience to target those most at risk from fire and other emergency events.
- Monitoring our evaluation framework to ensure that our prevention activities provide VfM.

To achieve a further reduction and improvement in:

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

The Service needs to reduce the risk further by:

- Reducing accidental and deliberate fires further, in line with our strategic targets.

- Working with police and health partners to help alleviate societal pressures on vulnerable groups.
- Sharing data to identify those most at risk and get 'upstream' of the demand for those that require fire and rescue and broader public services.
- Reducing the impact of fire through the development of a strategy to support the installation of domestic sprinklers in the highest risk households.
- Focusing our targeting of high-risk households, offering a tailored level of support and engagement for those at medium to low-risk.
- Reviewing the risk-based prevention targeting strategy to ensure that it remains effective and efficient.
- Continuing to evaluate our interventions to allow us to demonstrate the impact they have in keeping people safe and healthy.

Automatic fire alarms

Overview of risk and demand

Automatic Fire Alarms (AFAs) make up 40% of all our operational response activity (emergency calls) and is broadly split between commercial AFAs (38%) and domestic AFAs (62%).

According to the most recent government national statistics there was an 11% increase in incidents in 2022 compared with the previous year, equating to a 3% increase compared with five years ago and a 5% decrease compared with ten years ago.

For the Service the increase in incidents attended this year compared with the previous year was driven by increases in all three main incident types (fires, non-fire incidents and fire false alarms), as pandemic restrictions in the previous year reduced the number of certain incident types. This should be borne in mind when considering year on year comparisons.

Of all incidents attended by FRSs, fires accounted for 26%, fire false alarms 40% and non-fire incidents 34%. This compares to fires accounting for 37%, fire false alarms 41% and non-fire incidents 22% ten years ago. This would suggest that the Service is on par with other FRSs of a similar make up.

Current activities to address these risks:

- The Service has an AFA reduction procedure with call challenge programme in place for all commercial buildings between the hours of 08:00 and 18:00hrs, seven days a week.
- The Service monitors all AFAs through a dedicated Demand Management Team. A bespoke AFA dashboard has been created to provide a dynamic overview of when and where AFAs occur.
- Fire safety managers continue to work with commercial premises who have more than three activations to help reduce unwanted fire signals.
- Fire crews support AFA reduction by providing advice and education to business owners at incidents and through a programme of low-level fire safety checks. Information is provided to the building owners on how they can manage their AFA systems effectively.
- Fire crews provide reports to the Service's fire safety teams where follow up visits are required.
- Working with residents, where domestic AFA's are an issue.

The Service needs to reduce the risk further by:

- evaluating an extension of the current call challenge programme through our SCC; and
- developing training and improve understanding of the Incident Recording System to improve accuracy in recording AFA calls.

Road traffic incidents

Overview of risk and demand

Statistics still reveal that more people are killed and seriously injured in road traffic collisions (RTCs) than in fires. With roads such as the M4, A303, A31, A35, and A350 forming part of the road network across our Service area, attending RTCs is a significant part of our emergency response.

Data indicates there was a continuous decline in the number of killed and seriously injured in RTC's across the Service area between 2016-20, despite an 8% increase in traffic over the same period.

During 2020-21 there was a drop in the number of road users due to travel restrictions, and this resulted in a further decline in the number of RTCs.

Over the last year we have seen an increase in the number of RTCs across the Service area and both road safety partnerships are expecting this increase to continue as traffic is predicted to grow over the next 10 years.

Current activities to address these risks:

- Working in partnership with two county road safety partnerships, supporting interventions covering; cycle safety, drink driving, car child seat checks, drug drive and vehicle maintenance.
- Providing digital resources for schools and groups to download. These were downloaded 3,569 times by teaching professionals between April 2021 and April 2022. Assuming an average class size of 30 students, this is a potential reach of 107,000 students.
- Road safety delivery to the key target groups of young drivers and the military population.

To achieve a further reduction and improvement we need to:

- remain a stakeholder on both Strategic Road Safety partnerships, contributing to and adopting, where appropriate, their risk reduction strategies and safe system approach to casualty reduction; and
- continue to monitor road traffic and incident data to be proactive and reactive to preventative measures.

The Service needs to reduce the risk further by:

- progressing and reviewing opportunities for road safety delivery to the key target groups; and
- continuing to provide efficient and effective response arrangements including the rapid extrication and transfers of casualties.

Wildfire incidents

Overview of risk and demand

Many areas of heathland across the Service are designated as Sites of Special Scientific Interest (SSSI) and above such as Special Protection Areas (SPAs) and Special Areas of Conservation (SACs). These nature conservation protection classifications are to protect these important places. SPAs and SACs are collectively known as Natura 2000 sites which form a European wide network of nature conservation sites. Protecting and managing these sites are a shared responsibility with landowners, managers, Natural England and site users.

The Dorset Heaths National Character Assessment contains 34 hectares of the New Forest National Park; 10,189 hectares of the Dorset Area of Outstanding Natural Beauty (AONB); 1,197 hectares of the Cranborne Chase and West Wiltshire Downs AONB and 5,388 hectares of the Purbeck Heritage Coast. Dorset heaths are home to all six native reptiles: adder, common lizard, grass snake, sand lizard, slow worm and smooth snake, and for some of these our heaths are the only remaining natural habitat in the UK.

The landscape in Wiltshire is mainly chalk ridges, downs, and plateaus, such as Wessex and Cherhill. The large chalk plateau in Salisbury covers 300 square miles and stretches into Hampshire. The British Army training area covers roughly half of the plain, with the MOD owning 150 square miles of land, making it the largest military training area in the UK. 20,000 acres are designated SSSI and special areas of conservation along with being a special protection area for birds.

By August 2022, there were 969 reportable wildfires recorded in England and Wales. This was considerably higher than the total for the same period in 2021 at 247.

Nationally the Service had the second highest number of reported wildfires across these heathlands and rural areas during 2022, with 41 in total, behind Kent, who had 54.

Current activities to address these risks:

- We continue to work with the Urban Heath Partnership in Dorset to maintain a suite of maps covering the 62 heaths in the south of the Service. These maps enable us to become familiar with the terrain and plan an effective response before the fires occur. These are available electronically to our crews through technology on our fire appliances.
- Annually we validate our mapping of heathland areas with a table-top exercise with our partners.
- Specialised wildfire tactical advisors are available within our Service and nationally through the NFCC, for advice and support.
- We maintain a close working relationship with the MOD and have access to detailed maps of training areas on Salisbury Plain, enabling crews to operate safely in the area.

The Service needs to reduce the risk further by:

- reviewing the operational and multi-agency learning from wildfire surveys and incident debriefs;
- increasing public prevention and awareness campaigns to heighten awareness;
- reviewing the current fleet of wildfire appliances and support vehicles;
- development of the Home Office wildfire strategy;
- working with our partners at the MOD, to reduce the impact caused by live firing;
- aligning our work to the NSRA;
- further involvement within our communities with our Firewise programme; and
- utilising additional data sources and survey opportunities to support future planning.

Incidents involving thatched and heritage properties

Overview of risk and demand

It's estimated that there are currently over 60,000 thatched properties in Britain, with roughly 75 per cent of these holding a listed building status. For its size, Dorset has more thatched houses than any other part of the country, with nearly a tenth of them located in the county. Thatched properties bring their own specific fire risks, and it is likely that thatch as a building material will continue to be popular locally.

Statistically homes with thatched roofs are no more likely to catch fire than those with conventional roofs, however if a fire does occur then the impact is likely to be far greater. Nationally, on average, between 60 and 80 thatch properties are lost to fire each year in the UK. Thatch fires are typically attended by more than 50 firefighters, at least eight appliances and often for over 24 hours. In 2021-22 the Service attended 13 fires within properties with thatched roofs.

The Service has a proactive preventative approach to these properties and undertakes regular safety campaigns. Our firefighters have specific competencies that relate to fighting fires within thatch properties that are refreshed on a regular basis. We also continue to investigate and review the latest firefighting equipment ensuring the most effective response when an incident occurs.

The counties of Dorset and Wiltshire have 22,613 listed properties (grade 1, 2* & 2) including Bournemouth Town Hall, Dorset Military Museum, various Great Western Railway heritage buildings and Longford Castle near Salisbury. Our fire safety inspectors work closely with responsible owners and agencies and undertake regular safety audits to ensure adequate fire safety solutions are in place and that the building meets life safety standards, where the regulatory Reform (Fire Safety) Order applies. All significant sites and buildings have site specific risk information to support our response arrangements and the protection of these important assets.

Current activities to address these risks:

- Continued collaborative working with our partners to share educational messages to prevent incidents involving thatch properties.
- Continued close working with our LRFs, in the preparation of emergency response plans and with training and exercising for buildings with site specific risk information.
- A systematic approach to the provision of risk information to frontline staff.
- An integrated approach to risk management bringing together prevention, protection, response and resilience to target those most at risk from fire and other emergency events.

To achieve a further reduction and improvement in:

- the number of emergency calls.

The Service needs to reduce the risk further by:

- continuing to provide access to educational resources for owners of thatch properties and listed premises to prevent incidents within this type of building.

Incidents involving hazardous materials

Overview of risk and demand

The Service has several specific sites that are regulated under:

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

There is also:

- significant travel infrastructure, utilised for the transportation of hazardous goods via the A303, M4 and the rail network: and
- multiple large recycling and waste sites across the Service area.

During the past three years the Service has attended several incidents involving waste sites and recycling centres, which includes recycling banks and collection points. In 2019-20, our highest year for these types of incidents, we attended 63 incidents. This reduced to 43 incidents in 2020-21 and 32 in 2021-22.

Our role in response to incidents involving hazardous materials is to ensure that we are prepared for any emergency arising on all known sites and across the transport network throughout the Service area. To do this effectively and efficiently, we work closely with the Environment Agency and our LRFs and partners in the

preparation of emergency response plans and through training and exercising. In 2019-20 we responded to 77 incidents involving hazardous materials, 78 in 2020-21 and 74 in 2021-22.

Current activities to address these risks:

- Continued close working with our LRFs, in the preparation of emergency response plans and with training and exercising.
- Constant close working with our military partners in the preparation of emergency response, training and exercising.
- Sufficient Hazardous Materials Advisors (HMA) trained officer to provide a 24 hour service wide provision.
- A systematic approach to the provision of risk information to frontline staff including improved mobile technology.
- An integrated approach to risk management bringing together prevention, protection, response and resilience to target those most at risk from fire and other emergency events.
- The ability to seek advice and support through the NFCC Waste Fire Tactical Advisors, including several within the Service.

To achieve a further reduction and improvement in:

- the management of hazardous materials.

The Service needs to reduce the risk further by:

- continued training of our Incident Commanders and our HMA's;
- increase detection and monitoring equipment available to our HMA's, improving our Service's response capability; and
- development of additional tactical advisors for waste fires.

Technical rescues: involving animals, rope, water or forced entry

Overview of risk and demand

Climate change is already having visible effects on the world. These changes can increase the risk of extreme weather patterns, notably heatwaves, floods, droughts, and fires. Drier summer conditions offer increased risks of grass and heathland fires in combination with increases in water rescue incidents as the public seek to keep cool in rivers and coastal environments. The winter months offer increased risks of fluvial flooding (rivers) and pluvial (surface water) incidents. While locations will vary flooding incidents necessitate coordinated multi agency as well as a technical rescue response. The Met Office have projected that the UK will see warmer and wetter winters, hotter and drier summers, and more frequent and intense weather extremes. The Service is expecting an increased demand as a result.

In 2019-20 the Service attended 235 technical rescue mobilisations, in 2020-21 there were 211 and in 2021-22 there were 283 mobilisations. Technical rescue consists of five capabilities, these are: animal rescue, bariatric rescues, rescues from confined spaces, specialist rope rescue and swift water rescue. Of those incident types, we respond most frequently to support colleagues within the ambulance service, to rescue bariatric patients within their home. Over the three-year period we attended 115 incidents involving bariatric patients. The second most common mobilisation is for our animal rescue capabilities for which we responded to 97 incidents over the same period.

Emergency calls to people who are 'collapsed behind closed doors' where a casualty has collapsed behind a locked door already make up over 30% of our calls that are not fire related. This incident type is not restricted to our technical rescue teams, and the nearest fire appliance will be mobilised to support partner agencies in this incident type. In 2019-20 we responded to 561 incidents of this nature, in 2020-21 there were 618

incidents of this type and 600 in 2021-22, giving a total of 1,779 over the reporting period. We support South West Ambulance Service with these calls, attending in lieu of the respective police force as part of a collaborative agreement. The Service has seen a rise in mental health related incidents; with this also being a growing factor in other Services' emergency response activities and partnership working.

Current activities to address these risks:

- provision of technical rescue across our three strategically placed stations;
- provision of forced entry to support blue light partners with accessing vulnerable people who have collapsed behind closed doors; and
- continued close working with our LRFs, in the preparation of emergency response plans and with training and exercising.

To achieve a further reduction and improvement in:

- the number of incidents.

The Service has reduced the risk further by:

- undertaking a strategic approach to technical rescue, ensuring the right resources are in the best strategic locations.

Recruitment, retention and availability of on-call resources

Overview of risk and demand

The emergency response provision of the Service is predominantly delivered by on-call fire-fighters based across the Service area. On-call firefighters make up around 60% of the total number of operational firefighters employed by the Service and geographically they tend to be based in more rural, less populated locations. This significantly limits the pool of potential applicants available to the Service to recruit from which is compounded by the fact that more people are relocating from these rural areas to urban areas either for career or social reasons. Additionally, for a multiple number of reasons, we are seeing a decline in the number of years that the average on-call firefighter is staying with the Service and therefore a higher resignation rate. These factors make it increasingly difficult to recruit and retain the numbers of on-call firefighters needed to meet our availability and response targets.

The Service has a response target of 10 mins for fires within a sleeping risk property. This is achieved year on year with the average response time being 8 minutes 56 seconds in 2019-20, 8 minutes 50 seconds in 2020-21 and 9 minute 24 seconds in 2021-22.

During periods of reduced appliance availability, duty managers supported by our resourcing team and SCC determine resource disposition to maximise coverage and minimise risk. The counties of Dorset and Wiltshire are predominantly rural with a high number of on-call stations. Maintaining appliance availability at these stations, particularly at weekends, remains a key challenge and focus of work across the service, this is also reflective of the sector across the UK. This is a specifically a challenge in Southeast Wiltshire and particularly in Amesbury, where on-call cover has been inherently challenging to sustain.

Amesbury has been a focus of the Service over this time and a number of initiatives have been undertaken to increase retention and recruitment, however, there has been little sustainable improvement. With the growth in infrastructure and housing locally and across Salisbury Plain, the 30% British Army base rehousing programme and the Stonehenge tunnel the risk and demand in Amesbury is rising.

Current activities to address these risks:

- bespoke station action plans to support recruitment to our on-call stations;
- robust contractual management to meet fire appliance availability; and

- an efficient recruitment and training programme for new firefighters.

To achieve a further improvement in:

- the day cover availability at Amesbury fire station;
- the availability of appliances at on-call stations, particularly at weekends; and
- the continued development of our recruitment strategies to ensure we have the optimal number of firefighters at each of our stations.

The Service needs to reduce the risk further by:

- Amending and investing into the duty system worked at Amesbury fire station.
- Reviewing and strengthening the processes associated with the recruitment and retention of on-call firefighters.
- Continuing to ensure that an integrated and risk-based approach is taken to deployment of prevention and protection resources outside of those areas where we cannot achieve our response times.
- Review its ability for our on-call firefighters to maintain competence in a manner which meets individual, service and legal obligations.

Threats and risks to the Service and its communities

Overview of risk and demand

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

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

There are five levels of threat:

- **Low** - an attack is highly unlikely;
- **Moderate** - an attack is possible but not likely;
- **Substantial** - an attack is likely;
- **Severe** - an attack is highly likely; and
- **Critical** - an attack is highly likely soon.

The threat to the UK from terrorism is currently SUBSTANTIAL, which was set in February 2022.

This means that an attack is still highly likely and reflects the complex, volatile and unpredictable nature of the terrorist threat in the UK. The JTAC keep the threat level under constant review. This is a systematic, comprehensive, and rigorous process based on the very latest intelligence and analysis of internal and external factors which drive the threat.

The Service works with our partners, including Counter Terror Police and partners across the Local Resilience Forum, to prepare and protect communities both locally and nationally from the threat of terrorism.

We continue to invest in our National Interagency Liaison Officers teams who support our partners with proactive and reactive incidents and ensure all our staff are trained and aware of the threats and risk of terrorism.

All operational staff are trained in:

- Marauding Terrorist Attack awareness training in line with national joint operating principles;
- Chemical Biological Radiological and Nuclear Initial Operational Response Training; and
- Online counter terrorism training

The Service frequently exercise with other agencies in line with our threats and risks.

Current activities to address these risks:

- Strengthening National Resilience response by enhancing tactical advisor capabilities and improving multi agency strategic holding areas.
- Working with partners to deliver a coordinated response to the risk of national power outage.
- Continuing as an active member of the Local Resilience Forum and working groups within Service area.
- Monitoring and reviewing all risks and threats associated with the NSRA, Community Risk Registers and Service Risk Registers that could impact the Service and its communities.
- Robust business continuity, risk management and safeguarding arrangements.
- Continually embedding and alignment to Joint Emergency Services Interoperability Principles (JESIP) across the Service.
- Reviewing and aligning practices to the Government's Resilience Framework.

The Service needs to reduce the risk further by:

- Reviewing new and amended legislation to ensure that the Service remains current and compliant.
- Continuing to embed JESIP into our command capability, and approach to operational response.
- Developing learning from internal and external sources, improving the Service's response.
- Continuing with effective engagement with representative bodies.
- Monitoring and preparing for the Protect Duty (expected 2023).
- Monitoring and responding to the requirements of the Resilience Framework.
- Ensure awareness and training against the expected new Joint Operating Procedures.
- Continue to work with our partners to strengthen the National inter-agency liaison officer networks.

Key strategic findings from our risk and demand analysis

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

Why?

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

- increase in the population across Dorset and Wiltshire;
- increase in the number of vulnerable households requiring specialist support or with a long-term illness or disability;
- increase in the strain on the NHS and adult and social care services as the number and profile of the population changes;
- continued pressures of affordable housing with an increase in rented properties and houses in multiple occupation;

- fall in household incomes relative to inflation;
- increase in the number of households classed as being 'fuel poor' due to the rising cost of domestic energy; and
- higher level and more frequent prevalence of obesity will place further demand on local public services.

Strategic response

This will mean that going forward the Service needs to:

- Review the risk-based prevention targeting strategy to ensure that it remains effective and efficient.
- Ensure prevention activities are targeted to the most appropriate areas and deliver VfM.
- Consider projected population growth and numbers of high-risk households to ensure an integrated approach to prevention, protection, response, and resilience to target those most at risk from fire and other emergency events.
- Capture risk changes through the development of local station risk community profiles and Group PESTELO analysis.
- Increase the targeting of high-risk households, offering a tailored level of support and engagement for those at medium to low-risk.
- Continue to collaborate with partners to better use data to identify those most at risk and work together to get 'upstream' of the demand for those that require fire and rescue and broader public services.
- Continue to invest in and undertake rescues of vulnerable people who are collapsed behind closed doors.
- Further develop our evaluation framework to demonstrate that our prevention activities provide VfM and are reflective of modern demand.
- Align our approach to understanding vulnerability and risk to the emerging NFCC work of developing a national definition of risk and an associated toolkit.

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f. Amending and investing into the duty system worked at Amesbury fire station.

Why?

Our strategic assessment is indicating that:

- maintaining appliance availability at Amesbury fire station continues to be challenging;
- despite a focus on recruitment and retention daytime cover remains a challenge; and
- there is an increasing risk and demand within Amesbury and surrounding areas.

Strategic response

This will mean that going forward the Service needs to:

- Upgrade duty system at Amesbury fire station.
- Identify and implement a day crewed duty system at Amesbury to resolve the availability challenges.
- Retain focus on recruitment and retention for the on-call section at the station.
- Invest in the essential station facilities to meet new crewing arrangements.
- Remain well engaged within the Stonehenge Tunnel project.

g. Recruitment, retention and availability of on-call resources

Why?

Our strategic assessment is indicating that:

- the availability of on-call appliances remains a key issue for efficient and effective operational response;
- a high percentage of rural communities where we find recruitment challenging do not have sufficient numbers of suitable skilled staff who could provide cover in key areas; and
- there is an increase in the number of on-call skills that need to be maintained to ensure safe response capabilities.
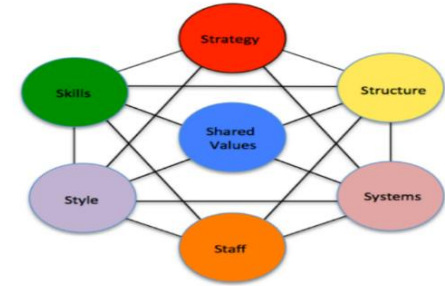
Strategic Response

This will mean that going forward the Service needs to:

- Continue to lead and advance the national impacts of on-call firefighters by co-chairing the NFCC On-Call working group. Ensure our plans reflect the NFCC priority to build a representative workforce, which possesses the appropriate skills, experience, and leadership qualities to deliver a range of services to the community.
- Work collaboratively with the NFCC to strengthen the on-call model, nationally, and create a sustainable approach for the future of the sector.
- Review the impact of the recent on-call pay scheme to identify improvements and learning 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.
- Strengthen retention of on-call firefighters through both local and national learning and by better understanding the challenges of the role against today's modern society.
- Deliver targeted recruitment campaigns, through a variety of opportunities, including utilising social media and through access from community groups.
- Continue to ensure that an integrated and risk-based approach is taken to deployment of prevention and protection resources outside of those areas where we cannot achieve our response times.
- Maximise on-call appliance availability by careful allocation of staff to key locations.
- Employ a flexible approach to training attendance to support greater on-call appliance availability.
- Review the opportunities for a dynamic coverage tool.

5. ORGANISATIONAL AND CULTURAL ANALYSIS

Cultural strategic diagnostic

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

Style	What we mean by this:
	• Leadership and management styles • Empowerment and trust • Governance and risk management

Where are we now? (December 2022)	Where are we now? (continued)	What needs to be strengthened?
• Consistent and cohesive leadership style at SLT with regular team development programme in place • More consistent management across four geographic groups • Cross Directorate working now more evident through Service Delivery Team (SDT) with improved focus on planning and delivery • Increased accountability and assurance of performance management through SDT and team/departmental management • Risk management systematically operating at all levels and evidencing linkages to investment needs • Structured approach to leadership development and increasing capability through middle management • Code of Ethics adopted but more to do to embed and to evidence it • Reverse mentoring to learn from the workforce in place and SLT aligned to staff networks to function as network champion • Embedded Leadership Development Programme at Supervisory and Middle Manager level	• Streamlined meeting structure aligned to inspection methodology but not as systematically applied and not linked to station expectations • Better understanding of our leadership capacity and capability through use of 'Colourworks' profiling tool at senior, middle and sometimes operational levels • Sense of disconnection between watches/on-call sections and the wider Service as evidenced at supervisory engagement days • Industrial action risks causing some division that will need to be managed. SLT has a clear focus on legacy • Governance of partnerships being better aligned to resourcing. Governance of NFSP needs strengthening and formalising • Strong governance in place, evidence through internal audit assurance reporting • Undertaken an internal culture review • Commissioned an independent culture review	• Consistency of station and watch management and understanding • Improved communications and engagement with watches and on-call managers • Continue to address residual differences in some areas particularly with Assets dept and between stations • Cultural dashboard needed to evidence position and areas for improvement • Ensure managerial discretion is confidently exercised • Strengthen governance and scrutiny of NFSP • Consideration and action required resulting from the HMICFRS values and cultures spotlight report • Delivery of actions resulting from the Service's internal cultural review and the independent review

Structure

What we mean by this:

- Departmental management structures
- Coordination of planning and delivery across structures
- Governance and accountability

Where are we now? (December 2022)	Where are we now? (continued)	What needs to be strengthened?
• Departmental resourcing recently reviewed, better structured and more strongly reflecting strategic risk controls	• Additional resources in fire safety in response to new legislation	• Seek to further reduce temporary moves and managerial disruption through more effective workforce planning
• Investments have been necessary in some departments that have been cut back too far and causing organisation risk/instability	• Succession and talent management exercise conducted across all departments to identify risks and potential talent	• Further embed the planning and performance management arrangements within the Community Safety directorate
• SDT in place with cross directorate decision making and planning improving	• Still some vulnerabilities for departmental structures due to recruitment and retention issues largely associated with corporate staff	• Establish clear expectations for managers in the Community Safety directorate to refocus capacity
• Strong governance arrangements in place and externally audited by Local Government Association and Internal Audit, with improvements implemented, where required	• On-call recruitment improving but still proving to be difficult	• Review the structure of Community Safety to support improved communication with watches and stations and establish a team focused on professional standards and greater consistency (e.g. investigations)
• Service Improvement, planning and audit functions improved and strengthened to support performance management and assurance	• Additional investments and realignment of resourcing to support on-call duty system	• Pay and grading approach to be reviewed to retain and attract talent
• Streamlined meetings structures but still lots of chasing necessary to support performance reporting and management	• Continued focus on maintaining democratic calendar and cycle	
• Increased accountability and assurance of performance management and team/departmental management	• Sound and systematic reporting to Members	
• Cyber security in now in a good place	• Robust business continuity and resilience arrangements in place with resilience forums and other emergency providers	
	• Audit programme linked to risk management and the eight health themes of an organisation	
	• Trained British Standards Institute (BSI) audit network to support health and safety management and asset management systems	

Systems

What we mean by this:

- Planning, performance, and financial systems
- Management information systems
- Communications and engagement processes

Where are we now? (December 2022)

- Single systems and procedures now largely in place. Asset management system still being embedded
- Digital transformation programme in place to transition remaining Lotus Notes systems
- Single competence recording system in place mostly used by operational staff but increasingly supporting the tracking of wider e-learning and some competences with corporate staff
- Planning, performance, and risk management systems significantly strengthened with tools in place (How's my team and Station risk profiles)
- Communications and engagement programmes in place and working well to support greater organisational awareness, development, and improvement
- External engagement with community groups growing. Station risk profiles and cultural guides in place. More evidence needed to support future inspections
- Information management processes operating well with good governance and assurance in place through a network of Information Asset owners
- Cyber essentials standard achieved
- Strengthened approach to zero based budgeting and efficiency planning

Where are we now? (continued)

- Operational Effectiveness Database process well embedded
- E-learning platform and Learning Hub in place to support
- induction, development pathways and personal development
- Smarter working through full implementation of Microsoft Teams
- Robust value for money dashboard and efficiency tracker in place to confirm achievement of cashable and non-cashable savings and efficiencies
- Robust and resilient business continuity arrangements
- Project and business case management arrangements strengthened, and positively assured
- Performance tools and dashboards throughout organisation with an improving focus on stations and groups
- Co-designed 1:1 appraisal process in place and well received
- Promotion processes strengthened but more to refine and communicate
- Accreditation to ISO45001 for Health & Safety management
- Aligned to ISO55001 for Asset Management Systems with an ambition to gain full accreditation

What needs to be strengthened?

- Improve the systematic gathering and quality control of data and returns to support good governance
- Further strengthen the frequency and quality of watch and on-call engagement
- Develop a cultural dashboard to better evidence cultural, positioning and development
- Release capacity of District Commanders to enable them to increase time on station with staff to improve the understanding of targets, productivity and work outputs
- Strengthen stakeholder management and governance across some projects
- Strengthen the delivery of performance information through dashboards, integrating data from multiple systems
- Streamline existing processes, focusing on front end system development and end user needs, to avoid duplication of entry and enable efficient reporting
- Undergo an accreditation process to achieve accreditation to ISO55001

Skills

What we mean by this:

- Training and development
- Management skills and competencies
- Development and talent management

Where are we now? (December 2022)	Where are we now? (continued)	What needs to be strengthened?
• Annual training plan in place helping to ensure operational competence and skills management	• Coaching and mentoring approach strengthened to support talent management and progression	• Encourage discussions to drive an open and inclusive work environment
• Leadership and management development programmes in place	• Development pathways in place for all staff but almost exclusively taken up by operational staff	• Provide clearer expectations to support watch and station managers to understand use and expectation of key management systems and administration
• Executive Leadership Programme for strategic leaders	• Quality Assurance processes strengthened	• Provide clear expectations for managers to support the prioritisation of workloads
• Growing concern over number of e-learning packages to be complete	• Remote training assessment and delivery in place through investment in technology	• Develop a professional decision-making model to ensure pragmatic decisions are made at the right level
• Co-designed uniformed promotion process at Crew and Watch Manager levels in place and being refined. Some outstanding dissatisfaction from supervisory managers	• Equality, Diversity & Inclusion (ED&I) training regime in place. ED&I conversations at all watches initiated for wholetime. More work still to do	• Continue the 'Not on my watch' awareness sessions ensuring open and honest discussions about behaviours
• Promotion processes at Group Manager and above include stakeholder panels for greater transparency and inclusion	• Rules and procedures often prevent pragmatic decision making, resulting in issues being escalated.	• Review role induction at station manager and watch manager and allocate sufficient support
• Attained Registered Training provider status enabling utilisation of apprenticeship programmes to maximise return on apprentice levy	• Provide support to our staff who are part of under-represented groups to assist in them considering career advancement	• Review Community Safety directorate structure to support key expectations and prioritise workloads
• Further education and funding support arrangements in place	• Training project underway to strengthen the sustainability of provisions	• Evaluate the success of the 'Our Time' programme
• Adopted Core Code of Ethics but more to do to embed necessary knowledge, skills and behaviours		

Staff

What we mean by this:

- Values and behaviours
- Motivation and reward
- Engagement

Where are we now? (December 2022)

- Communication and engagement processes well established and effective

- Annual Awards ceremony recognising long service and good conduct and significant achievements, aligned to our priorities

- Investments and realignment of existing resources to support the on-call duty system, retention and recruitment

- Contractual re-negotiation of contracts initiated

- Good employee relations with structured quarterly department and directorate meetings in place

- Motivation seems high but will inevitably be affected by anticipated industrial action

- Code of ethics adopted in full with more work to further embed it

- Support networks in place for all staff/volunteers incl. mental health, peer supporters, Trauma Risk Management (TRIM) services and Mind Blue Light champions

- Staff networks in place with SLT Champions

- Corporate pay not keeping pace with market and affected by labour market disruptions. This is causing recruitment and retention issues for across corporate departments

- Department succession plans and planning tools in place to assist future skills planning and talent management

Where are we now? (continued)

- Prevention department recently downsized

- Wholetime crewing downsized

- Strengthened approach to supporting our ageing workforce with staff champions and information and advice on CONNECT

- Pulse surveys delivered across the Service on themes to understand feelings and position of all staff

- Regular management engagement days to support managers service wide and strengthen relations

- Still a strong feeling of disconnection between Service and watches/on-call sections evidenced by recent supervisory engagement days

- Discipline and grievance processes in a stronger place with management action now being taken in a more decisive way

- Review underway to strengthen culture Service wide

- Gap analysis undertaken against the London Fire Brigade report to support the strengthening of culture

- Undertaken an internal culture review

- Commissioned an independent culture review

What needs to be strengthened?

- Review the structure of Community Safety to support improved communication with watches and stations and establish a team focusing on standards, audits, investigations and general support to the groups.

- Improve and regularly audit the engagement of watches and on-call stations

- Review corporate pay model and job evaluation process for corporate staff so that we can retain and progress our talented staff

- Further embed the Code of Ethics to ensure staff understand expected behaviours and the need to hold others to account, including establishing an evaluation framework linked to the code

- Develop a 360-feedback process aligned to the Code of Ethics to complement the 1:1 review process

- Ensure face to face engagement events provide an opportunity for those working flexibly to connect with other teams to maintain a 'sense of belonging'

- Consideration and action required resulting from the HMICFRS values and cultures spotlight report

- Delivery of actions resulting from the Service's internal cultural review and the independent review

Strategy

What we mean by this:

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

Where are we now? (December 2022)	Where are we now? (continued)	What needs to be strengthened?
• Strategic planning and performance arrangements that are cohesive and well aligned • Policy Statements, aligned to HMICFRS methodology, along with the SDP, performance management regime and Statement of Assurance • Strategies in place aligned to CSP and underpinning SDP, outlining a three to five-year strategic route map aligned to our financial plans • Robust medium term finance plan, including reserves strategy • Evaluation and VfM processes strengthened, particularly for prevention programmes and delivery of business cases • NFSP strategy in place to better align to strategic alliances involving neighbouring fire and rescue services. Partnership ambition and governance being reinforced • Workforce planning and talent development potential significantly strengthened and better aligned to other key processes	• Critical suppliers being monitored but some disruption occurring due to wider economic and labour market uncertainty • Cost increases for goods and services potentially affecting ambition set out within strategies • Corporate pay not keeping pace with labour market (and its current disruptions) causing increasing recruitment and retention issues across some departments • Strong and assured project management approach being embedded Service wide	• Ensure greater flexibility over the delivery of strategies given economic volatility and disruptions to supply changes • Further strengthen the governance of NFSP • Review pay and grading to ensure we can attract, recruit, retain and progress high calibre staff • Embed Service project management approach across Assets

Diversity of workforce

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

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

The Service's current gender pay gap of 9.80% is lower than the national figure of 14.9%, based on full and part-time workers (Office for National Statistics 2022). This may be explained by the disproportionate number of male staff to female in operational roles and the number of males in senior and middle management positions. For corporate staff there are significantly more females than males and at the lower grades with similar numbers of males and females in middle grades. There are more females than males in the higher grades.

Our "high" quartile salary band is dominated by male staff, meaning that they are the highest earners in the organisation. In contrast, a much larger proportion of female staff are found in the lower quartile salary band, compared to the other bandings. This can be explained to some extent by the fact that most females employed within the Service are corporate staff, on "Green Book" terms and conditions which generally offer lower rates of pay. In contrast, operational, "Grey Book" posts remain dominated by male staff that are paid at a significantly higher rate from entry (firefighter) level through to strategic level (brigade manager). Pleasingly, the proportion of females in the upper quartile has increased over the past few years and, as a result, there is a negative gender pay gap in the upper quartile for corporate staff for the third time since publishing our gender pay gap report.

Our positive action campaign "#BeOneOfUs" was designed for females and other people from under-represented groups to consider a career as an operational firefighter. We have developed and produced posters, leaflets and banners and our website includes a links to inspirational promotional videos about the range of careers in the fire service.

Through the Service's integrated property assets management planning tool, we are continually reviewing and improving workplace facilities for women.

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

As part of our annual report, we publish our Annual Workforce Equality report which provides equality monitoring information about our workforce. This includes a national and local context to this information and sets out the positive actions we are taking in support of ED&I. We also have a corporate target to improve the diversity of our workforce, compared to the last five years.

Ageing operational workforce

The average age of wholetime and on-call staff groups is higher than the national average. Over the next five years 25% of our operational workforce will be eligible to retire. At the same time in response to budgetary pressures we will need to reduce the number of wholetime posts. In addition to this we are attending less fires and therefore the work of our firefighters is changing. Our workforce must be competent to carry out not just the operational elements of their role but also the increasing community safety aspects of their role. This leads

to an operational workforce that needs to be carefully profiled from a recruitment perspective and then developed for the challenges they face. Some of our firefighters will become our future leaders and as a result we need to look at how we manage the talent and progression of our staff ensuring they are confident and resilient with inspirational leadership skills.

In encouraging our staff in these endeavours, we need to ensure their physical and emotional health and wellbeing is a key consideration with a range of support mechanisms in place.

As we have not recruited a high number of wholetime firefighters over the past couple of years, our workforce does not reflect the community they serve. Our workforce also needs to better understand the diverse communities in which they operate.

Attracting, recruiting and retention of corporate staff

Like many organisations we are suffering the wider effects of a more generalised labour market imbalance that has, to some extent, precipitated by the covid pandemic. As a public sector organisation, we are constrained by defined pay scales and budgets. Attracting and retaining talented staff is crucial to the ongoing success of the Service, however, as pay for our corporate staff is not keeping pace with the market it has become increasingly difficult to attract, recruit and, in particular, retain the best people. This is largely due to similar private sector roles regularly attracting higher salaries. It is currently compounded by the cost-of-living crisis which is believed to be a driver to those working in the public sector to sacrifice the element of community service for higher salaries.

Due to our continued budgetary position our corporate departments remain lean, very often, with single points of failure. The retention of well-motivated and talented staff is key for positive morale and the efficient running of the organisation. Instability within the workforce and across corporate departments has Service wide impacts. Staff are currently struggling to maintain stability with increasing rates of staff turnover and loss of experience and working knowledge. This challenges succession planning and the Service's long-term ability to continue to achieve and maintain high standards of performance and the sustainability an efficient and effective Service.

HMICFRS Values and culture in fire and rescue services

In March 2023, HMICFRS published their spotlight report into the values and culture within the fire and rescue sector, which was commissioned by the Minister of State for Crime, Policing and Fire. The report cites that, since they began inspecting the 44 FRSs in England, they have repeatedly found evidence of poor values, culture and behaviour, including bullying, harassment and discrimination, in many services. There are three focus areas within the report, which the inspectorate highlights has been seen in more than half (at least 26) FRSs and are having a detrimental impact across the sector. These include bullying, harassment, and discrimination; lack of fairness and diversity; and reporting and handling of concerns, including allegations of misconduct. The report concludes with 35 recommendations, with key delivery dates, intended to assist FRSs to improve values, culture, fairness and diversity.

Business continuity and resilience

Resilience has long been an integral part of the UK's approach to national security and crisis management. The release of The UK Government's Resilience Framework 2022 and a review of The Civil Contingencies Act 2004 places statutory duties on us regarding resilience & business continuity.

LRFs are formed under The Civil Contingencies Act 2004 and aligned to Police boundaries. As a result, the Service is part of both the Dorset LRF and Wiltshire & Swindon LRF. Partner organisations are placed into different responder categories. As a blue light responder, we are classed as a Category 1 responder.

A developed and shared understanding of the civil contingencies risks we face is fundamental. It must underpin everything that we do to prepare for and recover from crises. The main tool we use for assessing the most serious civil contingencies risks facing the UK, is the NSRA. LRFs use the NSRA to create a Community Risk Register (CRR). The CRR's are used to ensure that the LRFs assesses, compares & prioritises these risks within the local community. This includes planning, training, and exercising for reasonably foreseeable events that could impact our communities.

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

The Business Continuity Institute's (BCI) annual horizon scan report reviews various risks including: cyber-attack/data breach and national power outages. The Service's business continuity arrangements are constantly strengthened with good managerial oversight. In addition, they are audited on a regular basis and align to industry best practise and to the principles of the BCI's Good Practise Guidance (2018).

Leadership programmes at strategic, middle and supervisory levels

The Service has developed a range of structured leadership development programmes in partnership with the Royal National Lifeboat Institution (RNLI). These are designed around the NFCC leadership framework and form part of our development pathways and promotions processes to ensure that our leaders have the right skills to successfully develop in their role.

The Service has coaching and mentoring procedures and several qualified coaches to support staff in their personal and professional development and progression. All middle managers have completed an Insights Discovery Personal Profile to provide them with an understanding of their operating style and how this may affect their performance at work. The profile also provides information to enable them to recognise and appreciate differences with other team members thus reducing conflict and enhancing team performance. Insights Discovery workshops are also available as a team development tool Service wide.

To support with the Service's approach to organisational development the Bitesized Leaders Forum and Managers Engagement Day programme is in place. This is designed around organisational needs and provides managers with the opportunity to give feedback regards their specific learning needs so that the programme delivers leadership topics such as challenging inappropriate behaviours and bystander training which result in cultural improvements and cohesive working. Open seats are available at our leadership development programmes and leadership resources are available on the Learning Hub to support with self-development and our approach to talent management.

Corporate performance and assurance management

The Service produces a CRMP covering the areas set out within the Fire and Rescue National Framework for England (2018). The Service delivers this requirement through the CSP which informs the public how we are delivering their FRS.

To ensure the CSP remains current and reflective of the landscape within which the Service operates, we undertake a biennial SAR.

In consideration of the SAR, Service planning is guided by our five priorities:

- **Priority 1** - Making safer and healthier choices.
- **Priority 2** - Protecting you and the environment from harm.
- **Priority 3** - Being there when you need us.
- **Priority 4** - Making every penny count.
- **Priority 5** - Supporting and developing our people.

Each priority is underpinned by a set of Key Lines of Enquiry (KLOE) which are aligned to HMICFRS inspection methodology for fire and rescue services. A baseline assessment across each KLOE is undertaken annually against the inspectorates methodology and judgement criteria of 'good'; which is the level the inspectorate expects services to achieve. Following this assessment, a set of key performance indicators, projects and improvement actions are identified and outlined within our annual SDP.

The SDP is the internal mechanism to deliver our CSP and ensure that work is programmed and/or consolidated to strengthen future performance to continue to achieve a HMICFRS 'Good' rating across the KLOEs.

Performance is scrutinised, at Priority level, by the following Dorset & Wiltshire Fire and Rescue Authority (the Authority) committees:

- **Priorities 1, 2 and 3** - Local Performance & Scrutiny Committees.
- **Priorities 4 and 5** - Finance & Audit Committee.

The Authority receives a corporate performance presentation every six months, which is presented by the Deputy Chief Fire Officer. Dates for all the Authority and their subsequent committee meetings are outlined within the corporate calendar published on our website.

In addition to the HMICFRS inspection programme the Service has a range of assurance processes to comply with internal and external requirements; these include a BSI audit programme, internal and external audit and performance monitoring and reporting. As a requirement of the fire and rescue service National Framework (2018), the Service publishes a Statement of Assurance on an annual basis, which is underpinned by a financial, governance and operational assurance framework.

Networked Fire Service Partnership (NFSP)

The NFSP provides a collaborative approach for the fire services of Devon and Somerset, Dorset & Wiltshire and Hampshire & Isle of Wight.

The partnership covers a total area of 21,000 km2 with a population of 5.8 million and works closely with the local SCC's located in Eastleigh, Exeter and Potterne. The three SCCs continue to provide resilience to each Service in periods of high demand, spate conditions and other situations to allow essential training or incident debriefs to be performed.

The Partnership works to five strategic goals; SCC mobilising; response; seizing opportunities; our people; governance & leadership. These goals enable us to work collaboratively, support public safety and be at the forefront of developing, sharing, and influencing best practice. Seizing opportunities enables the Partnership to be flexible and agile enough to make the most of innovative developments that offer VfM for all three partners. A central team have been established to provide support to control systems, maximise alignment opportunities and lead on NFSP projects.

Service Control Centre (SCC)

With the current mobilising system contract coming to an end in June 2025 work has already progressed in the procurement of a replacement system. This project is being led by the NFSP with significant stakeholder engagement across the three respective Service's and beyond which is calling upon the experiences of system users, ICT leads, developers, and department managers to ensure the system will provide the functionality needed to maintain and build upon the effectiveness of our emergency response and ensure we are resilient to future emerging risks and pressures.

The strategic decision is to maintain three SCCs for each Service to maintain sovereignty over their call handling, resource assignment and incident management functions. This improves partnership resilience by

allowing any SCCs to step back from normal business and focus on a major incident in their area while day to day business can be handled and managed by the remaining SCCs.

Crewing of the SCC remains a key risk and is an area of focus. Recruitment and retention of our SCC operators has been a long-term challenge, which is impacted by the current location of our SCC. In support of this, to broaden interest and attract a wider demographic, along with the cultural benefits, there is a need to move centrally locate SCC. Furthermore, a review of working patterns, terms and conditions and environmental enhancements are required to maximise our ability to recruit and retain our SCC operators.

Information, communications, and technology

Working closely with the local service needs, whilst maintaining understanding and insight into the wider fire service changes, the service has developed ICT as a priority. This is demonstrated through significant investment in its resources, infrastructure, and updating of end user technologies in both software and hardware. This is aligned to the NFCC Digital & Data programme to continually drive transformation.

Cyber security continues to be a top priority. Managing our information systems, data, and infrastructure, to effectively maintain security compliance against continually more complex and sophisticated malicious attacks, is now a key activity in business as usual to reduce any vulnerabilities. Providing ongoing assurance that through the use of supporting technologies, monitoring, prewarning systems and processes, the organisations key objectives can be met.

ICT recognise the explicit links in working closely with information leads and cyber security experts internally and externally to build a joint approach in the way we manage and mitigate the risks, threats and impacts. This is continually tested and assured through ICT Health Checks, the services ability to maintain the Code of Connection, and annual re-certification of Cyber Essentials.

Technology is a key driver in achieving efficiencies through making best of use the data we record and share. Joining up our systems, reduces duplication of effort, and enables increased automation of sharing information internally; supporting 'single version of the truth' and 'only enter it once' principles. Using this business intelligence externally, and through agreements with our partners; assists in creating safer and more effective ways of working, increasing engagement in the community.

Training centres

The provision of operational training is a statutory duty under Section 7(2)(b) of the Fire and Rescue Services Act 2004. It is fundamental to ensuring the safety and wellbeing of our staff and communities. As a core statutory duty, the Authority must ensure it has sufficient and suitable training facilities for its firefighters.

The Service currently operates at four training sites (Devizes Training Centre, Kemble Airfield, Salisbury Command Suite and West Moors Training Centre). After analysis of eight differing training models this was reduced to three options which were put to the Fire Authority. This included a single site option, moving West Moors capability to Weymouth Fire Station whilst investing in Devizes, as well as an invest in West Moors and Devizes option.

The Fire Authority chose to move forward with the option to move West Moors capability to Weymouth Fire Station and invest in Devizes Training Centre. As part of the project the Service will also consider its environmental impact using technology to minimise the release of harmful products of combustion.

Key strategic findings from organisational and cultural analysis

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

Why?

Our strategic assessment is indicating that:

- our workforce is not reflective of the community we serve in terms of both diversity and gender;
- perceived barriers still exist for women wanting to join the fire service;
- there is a larger proportion of male staff compared to female staff due to the high representation of men in the organisation and particularly in the cohort for firefighters working the on-call duty system;
- the proportion of females in the upper quartile has increased over the past few years and, as a result, there is a negative gender pay gap in the upper quartile for corporate staff; and
- the Service's gender pay gap does not stem from paying men and women differently for the same or equivalent work.

Strategic response

This will mean that going forward the Service needs to:

- Continue to place diversity and inclusion at the heart of everything we do to create a diverse workforce that reflects the communities we serve.
- Carry on with the review improving workplace facilities for women through the Service's integrated property asset management planning programme.
- Establish training opportunities (new firefighters and Control firefighters) via our apprenticeship scheme. Broaden the range of apprenticeship programmes so that we can attract a more diverse range of applicants to consider a career within the fire and rescue sector.
- Continue to engage with communities to understand what they think of us and how they view us from a recruitment perspective.
- Strengthen our positive action work targeting women and people from underrepresented groups to consider a career as an operational firefighter.
- Work closely with colleges to provide input on courses, such as public services, so that we can attract a more diverse workforce.
- Demonstrate continued compliance with the Public Sector Equality Duty and Equality Act 2010 in relation to publishing gender pay gap data.
- Continue the SLT reverse mentoring programme to fully understand and support staff and deliver a positive change.

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

Why?

Our strategic assessment is indicating that:

- pension reform means that our operational staff will be working for longer; and

- local grant reductions could result in our organisation shrinking and, as a result, recruitment opportunities are limited meaning our current workforce will be an ageing workforce.

Strategic response

This will mean that going forward the Service needs to:

- Through our dedicated Health and Wellbeing Team continue to work with our staff, our occupational health provider and partner networks to promote best practice in wellbeing, healthy lifestyles and champion workplace fitness.
- Promote the positive impact of our qualified health and fitness officers who develop individual health and return to work fitness plans covering nutrition and lifestyle wellbeing for staff needing support.
- Continue to support the station-based PEI network to ensure our operational workforce can maintain appropriate levels of fitness. Support our female operational staff to have the choice of using a female PEI if requested.
- Continue to support our menopause champions through involvement in menopause conferences to increase awareness and understanding.
- Continue to strengthen the talent management arrangements and consider the development issues associated with an ageing workforce so that we can develop our future leaders accordingly.
- Ensure that our employment 'offer' clearly sets out the employee benefits available, such as flexible working, that support our workforce and seeks to retain them.
- Ensure that we maintain our robust succession planning arrangements so that we understand the impact that pension changes will have on our current workforce.
- Ensure our financial reserves strategy can accommodate the increased costs associated with ill health.
- Ensure our plans are reflective of the NFCC priority to ensure that the fire and rescue sector continues to build a representative workforce which possesses the appropriate skills, experience, and leadership qualities.

j. Better understand and improve the leadership capability of our workforce and way of working.

Why?

Our strategic assessment is indicating that:

- we need to continue our interventions to enhance the leadership capability of our workforce and further develop our cohesive culture.

Strategic response

This will mean that going forward the Service needs to:

- Continue to strengthen our leadership programmes, monitor our leadership capability through use of Insights profiling, enabling managers to be aware of their strengths, preferences, and areas of development.
- Deliver our commitment to the development of our strategic leaders and managers through bitesize leader's forums.
- Ensure feedback from staff surveys is captured as part of our leadership development so we can strengthen workforce understanding of and further develop our inclusive approach.

- Evaluate our support programmes to tackle any perceived barriers to progression.
- Continue the Service's reverse mentoring programme to fully understand and support staff and to deliver positive change.
- Ensure identified learning outcomes from our promotion and progression processes are translated into leadership interventions.
- Set in place the actions arising out of our Culture Review.

k. Attracting, retaining and supporting the succession and talent management of our corporate staff

Why?

Our strategic assessment is indicating that:

- Following our combination and in line with the challenges of public sector finances the corporate departments are very lean with a significant number of single points of failure.
- There are challenges in attracting and recruiting staff to key roles across the Service.
- Corporate pay is not keeping pace with market and affected by labour market disruptions. This is causing recruitment and retention issues across corporate departments.

Strategic response

This will mean that going forward the Service needs to:

- Review the corporate pay model and the job evaluation process for corporate staff so that we can attract, retain and support the progression our talented staff;
- Ensure we continue to offer flexible ways of working;
- Ensure we continue to promote staff benefits so that we remain and employer of choice;
- Ensure corporate staff have access to development opportunities to support their progression;
- Continue to invest in and strengthen staff network groups;
- Ensure face to face engagement events provide an opportunity for those working flexibly to connect with other teams to maintain a 'sense of belonging'; and
- Provide clear expectations for managers to support prioritisation of workloads.

l. Sustainability of the Networked Control Fire Service Partnership

Why?

Our strategic assessment is indicating that:

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

Strategic response

This will mean that going forward the Service needs to:

- Continue strengthening the work pursued within the NFSP with our neighbouring FRSs to upgrade the mobilising systems and drive costs and efficiency savings through borderless operational assets;
- Develop the external review to prioritise the opportunities available;
- Analyse, plan and deliver against the key identified areas of work;
- Assess, prioritise, and develop new partnership opportunities;
- Develop a partnership wide evaluation framework to demonstrate realisation of benefits; and
- Strengthen governance within the NFSP.

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m. Sustainability and resilience of ICT

Why?

Our strategic assessment is indicating that:

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

Strategic response

This will mean that going forward the Service needs to:

- Continue to develop our use of technology through strengthening ICT infrastructure, information management, security and resilience, data storage, firewalls, back-ups and software in line with the market availability of new products and the NFCC Digital & Data Strategy.
- Upgrade systems and infrastructure to assure fit for purpose storage and safety of information, making use of hybrid and cloud options where appropriate.
- Work in partnership on the procurement of ICT and maintain ongoing reviews of our current software and hardware systems to ensure their return on investment is being achieved in business as usual.
- Ensure the service continues to develop and adopt new ways of working to reduce vulnerabilities of cyber-attacks in information technology systems, through regular audits and ICT health checks.
- Continue to ensure Business Continuity arrangements and cyber security measures are planned, prepared, and exercised, internally and externally with partners.
- Work with our partners to establish increased safe sharing of information, to develop more consistent ways of working, reducing duplication of effort across the board.

n. Strengthening the Service Control Centre (SCC)

Why?

Our strategic assessment is indicating that:

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

Strategic response

This will mean that going forward the Service needs to:

- Deliver the next generation of mobilisation systems, including an assessment of developing SCC technology and procurement opportunities.
- Consider new ways of working based on technology provided through the ESN.
- Review location of our SCC and longer-term solution to support recruitment and retention of staff.
- Set in place recommendations from the Manchester Arena enquiry.

6. CONCLUSION

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

7. GLOSSARY OF TERMS

Building Regulations Advisory Committee (BRAC)	Statutory advisory board hat the Secretary of State will consult on proposal to make or change building regulations
Business Continuity Institute Horizon Scan 2022	The latest BCI Horizon Scan Report 2022 reveals the key issues that have dominated organizations' risk landscapes over the last year and the ones expected to dominate in the coming years
Centre for the Protection of National Infrastructure (CPNI)	Provides advice to organisations on physical, personnel and cyber security
Civil Contingences Act 2004	This act identifies that the Service has a duty to assess and plan for threats and risks to its communities
Civil Contingencies Unit (CCU)	A team dedicated to assisting the organisations of the Dorset LRF to meet their duties under the Civil Contingencies Act and to making Dorset a "Safer place to live and work"
Community Risk Management Plan (CRMP)	Plan which each FRS is required to produce. Each plan must outline all foreseeable fire and rescue related risks; how the Service will allocate resources across prevention, protection and response; required service delivery outcomes, including resource allocation for mitigating risks; and the management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005
Community Safety Partnerships	Responsible authorities from each service work together to help protect their communities
Community Safety Plan (CSP)	Is the Service's outward facing high level plan to inform the public how the Service is delivering the FRS
Control of Major Accident Hazards Regulations (COMAH)	Regulations to impose requirements to take all necessary measure to prevent a major accident involving dangerous substances
Cyber Essentials	An effective, Government backed scheme that will help to protect an organisation, whatever its size, against a whole range of the most common cyber-attacks
Data Protection Act 2018	The UK's implementation of the General Data Protection Regulation (GDPR). Everyone responsible for using personal data has to follow strict rules called 'data protection principles'. They must make sure the information is: used fairly, lawfully and transparently
Emergency Services Mobile Communications Programme (ESMCP)	To deliver the new Emergency Services Network (ESN) critical communications system
English Housing Survey	A continuous national survey commissioned by the Department for Levelling Up, Housing and Communities

	(DLUHC). It collects information about people's housing circumstances and the condition and energy efficiency of housing in England
Environment Act (2021)	Allows the UK to enshrine some environmental protection into law
Equality Act 2010	This act legally protects people from discrimination in the workplace and in wider society
Fire and Rescue Service National Framework for England (2018)	Requirement to produce integrated risk management plans
Fire Safety Act 2021	Clarifies the scope of the Fire Safety Order to make clear it applies to the structure, external walls (including cladding and balconies) and individual flat entrance doors between domestic premises and the common parts of a multi-occupied residential building
Fire Safety (England) Regulations 2022	Will implement the majority of the recommendations made by the Grenfell Tower Inquiry in its Phase 1 report which required a change in the law
Fire Standards Board	Set up to oversee the identification, organisation, development and maintenance of professional Standards for FRSs in England
General Data Protection Regulation 2018 (GDPR)	This regulation gives people more rights and control over their personal and sensitive date
Grenfell Tower Inquiry	Public inquiry into the Grenfell Tower fire
Hackitt report	Independent Review of Building Regulations and Fire Safety
Health and Safety at Work Act 1974	The primary piece of legislation covering occupational health and safety in Great Britain
Health and Safety Executive (HSE)	The Health and Safety Executive (HSE) is Britain's national regulator for workplace health and safety.
His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)	Statutory responsibility to inspect FRSs
Homelessness Reduction Act 2019	This act requires public services to notify local authorities if they encounter someone that they think may be homeless or at risk of becoming homeless
Institute of Fire Engineers (IFE)	A global professional membership body for those in the fire sector that seek to increase their knowledge, professional recognition and understanding of fire through a global discourse
ISO 45001 accreditation	Occupational Health and Safety Management system standard
Joint Emergency Services Interoperability Principles (JESIP)	As set of principles that set out a standard approach to multi-agency working, along with training and awareness products for responding agencies to train their staff
Joint Terrorism Analysis Centre (JTAC)	Analyses and assesses all intelligence relating to international terrorism, at home and overseas. It sets threat levels and issues warnings of threats and other terrorist-related subjects for customers from a wide range of government departments and agencies, as well as producing more in-depth reports on trends, terrorist networks and capabilities
Local Government Association (LGA)	Politically led, cross-party organisation that works on behalf of councils
Local Resilience Forums (LRF)	Multi-agency partnerships made up of representatives from local public services

McKinsey 7 S model	Preferred organisational development tool
Medium-Term Finance Plan (MTFP)	Is based on financial planning principles
National Fire Chiefs Council (NFCC)	Voice of the UK FRSs
National Security Risk Assessment 2022 (NSRA)	The Regulation underpinning the national risk assessment is based on the principle that measures, even in situations of tight supply, should be market-based for as long as possible
National Security Strategy (NSS)	Government's approach to national security
Networked Fire Services Partnership (NFSP)	A partnership between Devon & Somerset, Dorset & Wiltshire and Hampshire & Isle of Wight FRSs
Operational Effectiveness Database (OED)	Database used to raise anything that is of operational importance
PESTELO	Political, Economic, Social, Technological, Environmental, Legal, Organisational analysis
Pipelines Safety Regulations 1996	Legislation to govern safe management of pipelines (as defined) in the UK
Policing and Crime Act 2019	This act amends the Fire and Rescue Services Act 2004 to enable Police and Crime Commissioners (PCC) to take on governance of their local FRS through the creation of new PCC-style Fire and Rescue Authorities
Police, Crime, Sentencing and Courts Act 2022	An act to make provision about the police and other emergency workers
Radiation (Emergency Preparation and Public Information) Regulations (REPPIR)	Framework to ensure preparedness for radiation emergencies
Regulatory Reform (Fire Safety) Order	This Order reforms the law relating to fire safety in non-domestic premises. It replaces fire certification under the Fire Precautions Act 1971 with a general duty to ensure, so far as is reasonably practicable, the safety of employees, a general duty, in relation to non-employees to take such fire precautions as may reasonably be required in the circumstances to ensure that premises are safe and a duty to carry out a risk assessment
Royal National Lifeboat Institution (RNLI)	Charity and emergency service
Service Delivery Plan (SDP)	The Service's internal mechanism to ensure delivery of the Community Safety plan
Statement of Assurance	Statement to assure the public and other key stakeholders that there are sound systems of governance in place
Technical Rescue	Specialist disciplines managed within the incident command system involving the employment and use of tools, skills and techniques that exceed those normally associated with first responders. This can include vehicle and machinery rescue, animal welfare and rescue, confined-space rescue, rope rescue, structural collapse rescue, water rescue, bariatric rescue
Workforce planning	An analysis of the future needs of the workforce