

NOTICE OF MEETING

<i>Meeting</i>	Hampshire Fire and Rescue Authority	<i>Clerk to the Hampshire Fire and Rescue Authority</i> John Coughlan CBE
<i>Date and Time</i>	Wednesday, 25th September, 2019 10.30 am	<i>The Castle, Winchester Hampshire SO23 8UJ</i>
<i>Place</i>	Room X - HFRS HQ, Eastleigh	
<i>Enquiries to</i>	<u>members.services@hants.gov.uk</u>	

The Openness of Local Government Bodies Regulations are in force, giving a legal right to members of the public to record (film, photograph and audio-record) and report on proceedings at meetings of the Authority, and its committees and/or its sub-committees. The Authority has a protocol on filming, photographing and audio-recording, and reporting at public meetings of the Authority which is available on our website. At the start of the meeting the Chairman will make an announcement that the meeting may be recorded and reported. Anyone who remains at the meeting after the Chairman's announcement will be deemed to have consented to the broadcast of their image and anything they say.

Agenda

Hampshire Fire and Rescue Authority meeting recordings can be found on the HFRS YouTube channel:
<https://www.youtube.com/user/HampshireFireService>

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

To enable Members to disclose to the meeting any disclosable pecuniary interest they may have in any matter on the agenda for the meeting, where that interest is not already entered in the Authority's register of interests, and any other pecuniary or non-pecuniary interests in any such matter that Members may wish to disclose.

3 MINUTES OF PREVIOUS MEETING (Pages 5 - 10)

To confirm the minutes of the previous meeting

4 DEPUTATIONS

Pursuant to Standing Order 19, to receive any deputations to this meeting

5 **CHAIRMAN'S ANNOUNCEMENTS**

To receive any announcements the Chairman may wish to make.

6 **MEMBER DEVELOPMENTS AND COMMENTS**

To receive any updates from Members of the Authority

7 **PRESENTATION - OCADO FIRE FEBRUARY 2019** (Pages 11 - 16)

To receive a report and presentation on behalf of the Chief Fire Officer regarding the Ocado fire that took place in February 2019.

8 **INTEGRATED RISK MANAGEMENT PLAN CONSULTATION DOCUMENT** (Pages 17 - 126)

To consider a report from the Chief Fire Officer, which seeks approval to create a joint Integrated Risk Management Plan (IRMP) for both Hampshire Fire and Rescue Authority (HFRA) and the Isle of Wight Council (IWC).

9 **HEALTH AND SAFETY ANNUAL REPORT 2018-19** (Pages 127 - 132)

To receive a report from the Chief Fire Officer, which asks the Authority to note the Health and Safety report for 2018-19.

10 **STRATEGIC RISK REGISTER** (Pages 133 - 138)

To receive a report from the Chief Fire Officer, which provides an update on progress against the Strategic Risk Register, as agreed by HFRA on 13 February 2018, for Members' comment and noting.

11 **APPOINTMENT TO HAMPSHIRE FIREFIGHTERS PENSION BOARD** (Pages 139 - 140)

To consider a report from the Committee Clerk, which seeks approval for the appointment to a vacancy on the Hampshire Firefighters' Pension Board.

12 **MINUTES OF THE STAKEHOLDER COMMITTEE MEETING - 16 JULY 2019** (Pages 141 - 146)

To receive the minutes from the 16 July 2019 Stakeholder Committee meeting and consider the recommendation to the Authority.

13 **MINUTES OF THE STANDARDS & GOVERNANCE COMMITTEE MEETING - 23 JULY 2019** (Pages 147 - 152)

To receive the minutes from the Standards and Governance meeting, which took place on 23 July 2019.

14 **EXCLUSION OF PRESS AND PUBLIC**

To resolve that the public be excluded from the meeting during the following items of business, as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during these items there would be disclosure to them of exempt information within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons set out in the reports.

15 **APPOINTMENT TO HAMPSHIRE FIREFIGHTERS PENSION BOARD - EXEMPT APPENDIX** (Pages 153 - 154)

To receive the exempt appendix to Item 11 on the agenda; Appointment to Hampshire Firefighters Pension Board.

16 **STAKEHOLDER COMMITTEE MEETING - 16 JULY 2019 EXEMPT MINUTES** (Pages 155 - 156)

To receive the exempt minutes from the 16 July Stakeholder Committee meeting.

17 **HAMPSHIRE FIRE AND RESCUE AUTHORITY - 17 JULY 2019 EXEMPT MINUTES** (Pages 157 - 158)

To approve the exempt minute from the 17 July Full Authority meeting.

ABOUT THIS AGENDA:

This agenda is available on the Hampshire Fire and Rescue Service website (www.hantsfire.gov.uk) and can be provided, on request, in alternative versions (such as large print, Braille or audio) and in alternative languages.

ABOUT THIS MEETING

The press and public are welcome to attend the public sessions of the meeting. If you have any particular requirements, for example if you require wheelchair access, please contact members.services@hants.gov.uk for assistance.

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Agenda Item 3

AT A MEETING of the Hampshire Fire and Rescue Authority held at SHQ,
Eastleigh, on Wednesday 17th July, 2019

Chairman:

* Councillor Christopher Carter

* Councillor Roz Chadd
* Councillor Liz Fairhurst
* Councillor Jason Fazackarley
Councillor Jonathan Glen
* Councillor Geoffrey Hockley

* Councillor Sharon Mintoff
* Councillor Roger Price
* Councillor David Simpson
* Councillor Rhydian Vaughan MBE

*Present

198. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Jonathan Glen and Michael Lane, PCC. Enzo Riglia attended on behalf of Michael Lane from the Police and Crime Commissioners office.

199. **DECLARATIONS OF INTEREST**

Members were mindful of their duty to disclose at the meeting any disclosable pecuniary interest they had in any matter on the agenda for the meeting, where that interest was not already entered in the Authority's register of interests, and their ability to disclose any other personal interests in any such matter that they might have wished to disclose.

200. **MINUTES OF PREVIOUS MEETING**

The minutes of the last meeting were reviewed and agreed. Under matters arising, the Chairman confirmed that the 3SFire Stakeholder Committee had met on 16 July 2019 and anticipated having two meetings a year going forward, with more in the short term whilst the Committee got fully established.

201. **DEPUTATIONS**

There were no deputations for the meeting.

202. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman confirmed attendance at the Asian Fire Service Association (AFSA) conference, which had taken place between the 12-14 June. He also wished the best of luck to the new wholetime firefighter trainees, who had begun their initial 16-week training course at the HFRS Academy.

Members received an update on the Combined Fire Authority (CFA) progress and were informed that the original expected incorporation date of April 2020 was no longer possible. It had been advised that there was a revised anticipated date for full incorporation of April 2021, allowing for the council tax setting cycle

in 2020 / 2021. This change was due to wider factors within the Home Office, including available policy and legal resource being used in wider Brexit preparations. Whilst frustrating, the delay did not affect the strategic decision made by the two authorities to create a new CFA. Members would continue to be updated when more information was available.

The Chairman confirmed his attendance at the LGA conference earlier in July and that good contacts were made. Cadet groups across the County had been established and were going well, with parades taking place and a Countywide Cadet event being planned for 2020.

The previous Deputy Chief Fire Officer, Andy Bowers, had celebrated his last day on 14 June and Members learned that Howard Watts was due to leave the Fire Authority in August to take up an Area Manager role in Staffordshire. The Authority wished them both the best for the future.

203. **MEMBER DEVELOPMENTS AND COMMENTS**

Members of the Authority provided the following updates:

- Councillor Rhydian Vaughan had attended Prince's Trust presentations in Basingstoke;
- Councillor Roz Chadd had visited Eastleigh Fire Cadets and thanked them and the volunteers for their hard work;
- Councillor David Simpson had attended an On-Call Firefighter meeting with Deputy Chief Fire Officer, Steve Apter. Thanks and congratulations were also made to Danny Randall, who was retiring from Yateley Fire Station after 39 years service.
- Councillor Roger Price confirmed attendance at the LGA conference, which had some interesting speakers, although felt lacklustre compared to previous events.
- Councillor Sharon Mintoff had attended the Mela celebrations in Southampton and looked forward to attending the Prince's Trust presentations the following week.

204. **OUTTURN REPORT 2018/19**

The Authority considered a report from the Chief Finance Officer (Item 7 in the minute book), which asked Members to review the figures as laid out in the Appendices and recommended that the outturn report, including reserves and capital financing were approved, along with the annual treasury outturn for 2018/19.

Members learned that with regards to pensions, there had been a change to the discount rate, meaning that 95% of the additional costs were covered by central government in the first year, but after that it was unknown at the current time what the future costs would be for the Service.

In paragraph 5 of the report, the breakdown of underspend was highlighted, along with the capital payments reserve captured in paragraphs 14 and 15 of the report.

During questions, Members queried why the reactive maintenance quoted in paragraph 9 was high and it was confirmed that whilst this had been larger than anticipated, more work had been done around planned maintenance to help reduce this in the longer term. The Authority also queried the drainage issues at Basingstoke Fire Station as stated in paragraph 19 and it was confirmed that £160,000 was being held back whilst this was being rectified.

RESOLVED:

- a) The accounts for 2018/19, including the use of reserves set out in paragraph 25 and **Appendix E** of the report were approved by Hampshire Fire and Rescue Authority.
- b) The changes to the capital payments reserve in 2018/19 and the impact on the capital spend profile going forward as set out in **Appendices B, C & D** were approved by Hampshire Fire and Rescue Authority.
- c) The financing for capital payments as set out in paragraph 15 of the report was approved by Hampshire Fire and Rescue Authority.
- d) The annual treasury outturn report set out in **Appendix F** of the report was approved by Hampshire Fire and Rescue Authority.

205. **FRONTLINE CAPABILITY REVIEW**

The Authority considered a report from the Chief Fire Officer (item 8 in the minute book), which asked the Authority to consider a new disposition of appliances proposal.

It was highlighted that extensive vehicle pilots and subsequent evaluations had provided officers with an improved understanding of two new vehicles, the Intermediate and First Response capabilities, which had led HFRS to identify improvements to the original disposition. A proposed new disposition would improve the Fire and Rescue capability at more stations compared to the original proposals; whilst maintaining the flexibility to respond with different crewing levels.

Members welcomed the news that conclusions had been made following close consultation with firefighters and that their feedback had been taken into account.

RESOLVED:

- a) Hampshire Fire and Rescue Authority approved Option B, A revised two vehicle approach is taken and a new disposition of appliances plan is approved. This will match resources to risk with the knowledge that HFRS has in 2019.
- b) A revised disposition (as detailed in Appendix A) resulting in Enhanced Capability (EC), Intermediate Capability (IC) and Small Fires Vehicle's (SFV) was approved by Hampshire Fire and Rescue Authority, as follows:

- a. *Change from a First Response Capability to an Intermediate Capability for RDS single vehicle stations*
 - b. *Change from a First Response Capability to an Intermediate Capability for RDS two appliance stations*
 - c. *Change from a First Response Capability to an Intermediate Capability for Andover, Winchester, Gosport, Havant and Fareham.*
 - d. *Change from an First Response Capability to an Intermediate Capability at Hightown & Rushmoor*
 - e. *Change from an Enhanced Capability to an Intermediate Capability at SHQ and Basingstoke to better match resource to risk.*
 - f. *Swap the Enhanced Capability allocated to Lyndhurst with the Intermediate Capability allocated to New Milton to better match resource to risk.*
 - g. *The addition of an Ultra High Pressure Lance (UHPL) and Multi Purpose Nozzle (MPN) enabled Small Fires Vehicles (SFV) at Redbridge*
- c) Hampshire Fire and Rescue Authority approved an additional £0.462m to be added to the capital programme over the next three years, funded from the Capital Payments Reserve.

206. OCADO FIRE CONTRIBUTORY FACTORS

The Authority considered a report from the Chief Fire Officer (item 9 in the minute book), which provided details of the significant factors that contributed to the development of the fire.

The Assistant Chief Officer corrected paragraph 12 in the report to read “It also had a sprinkler system **specified** by the building’s insurer (FM Global) to suppress a fire and hold it in check prior to the arrival of the FRS”. It was not known why the detection system didn’t work.

It was confirmed that HFRS had been open with Ocado regarding the contents of the report. Members acknowledged that the sprinkler policy document was still relevant to the Service and had been recently reviewed by the Authority.

The HFRS teams and firefighters were thanked for their efforts in tackling the Ocado fire, as it was an unprecedented incident in size and scale. The Andover community were also thanked for their patience and understanding throughout the incident and investigations.

A further report would be received by the Full Authority later in the year.

RESOLVED:

The contents of the report were noted by Hampshire Fire and Rescue Authority.

207. **MINUTES OF THE EXTRAORDINARY STANDARDS & GOVERNANCE COMMITTEE MEETING - 11 JUNE 2019**

The Authority received the minutes from the Standards and Governance (S&G) Committee Extraordinary meeting, which took place on the 11 June 2019. There were no questions.

208. **EXCLUSION OF PRESS AND PUBLIC**

It was resolved that the public be excluded from the meeting during the following items of business, as it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items there would be disclosure to them of exempt information within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons set out in the reports.

209. **PROPERTY MATTERS**

The Authority considered an exempt report from the Chief fire Officer (item 12 in the minute book) which summarised officer decisions taken under delegated authority and items for approval by Full Authority [SEE EXEMPT MINUTE].

210. **STATION INVESTMENT PROGRAMME - COSHAM**

The Authority considered an exempt report from the Chief Fire Officer (item 13 in the minute book) regarding the Station Investment Programme [SEE EXEMPT MINUTE].

Chairman,

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**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Noted

Date: **25 September 2019**

Title: **PRESENTATION - OCADO FIRE FEBRUARY 2019**

Report of Chief Fire Officer

SUMMARY

1. At the beginning of February 2019 HFRS responded to a commercial industrial fire at the Ocado Customer Fulfilment Centre (CFC), Walworth Industrial Estate Andover. The building was a warehouse used to store food and other supermarket goods prior to delivery.
2. Processes inside the building were highly automated with over 1000 robots picking customer shopping ordered online. At the time the building was commissioned in 2015, the technology used was unique within the UK.
3. As this was the first fire in UK involving a building of this nature, Hampshire Fire and Rescue Service (HFRS) commissioned a review of the incident to examine the performance of both HFRS as responders and occupancy (Ocado plc) in respect of the fire in order to feed into local integrated risk planning and also more broadly into Sector learning on fighting industrial fires in buildings with automated installations, a technology that has not been commonplace across FRS localities.
4. The review process has identified significant findings that were contributory factors in fire development, which were reported to HFRA in July 2019, operational learning has been fed back into the Service and into the Sector using National Operational Learning mechanisms as well as the Emergency Services Show 2019.

BACKGROUND

5. Due to the scale and significance of the fire and major incidents that took place at the Ocado Customer Fulfilment Centre in Andover in early February 2019, a team was established to lead a review into the causes and development of the incident for the benefit of local risk planning, organisational and Fire Sector learning. This review was commissioned by the Hampshire Fire and Rescue Authority with funding of £164,000 approved to resource the review.
6. The objectives of the review were set by the CFO and focussed on areas of learning for HFRS and its local multi-agency partners, the actions of Ocado Group, the operational, tactical and strategic learning relevant to Fire and Rescue more broadly and a technical assessment of the building construction and the causes of fire and its growth.

OCADO'S ACTIONS

7. Within the scope of the review, the history of the building, fire engineering, fire risk assessments and interaction with planning authorities was fully analysed as well as the specific actions of Ocado on the night of 5 February 2019.
8. As detailed in the report of 17 July to HFRA, the review concluded that Ocado plc's actions (specifically the delay from the detection of the fire to the fire call being made and subsequent action to switch off the sprinkler system) were contributory factors in fire growth and development.
9. The Service have engaged with Ocado plc consistently and productively to exchange information and deepen our knowledge to assist with the review, for example gaining CCTV footage and sprinkler output information
10. Where a fire in an industrial building with the specific automated technology as used by Ocado plc was unprecedented within the UK, there is a strong desire from all quarters including Ocado plc to prevent such a reoccurrence. This may result in further research and development into systems that will better prevent and detect any fire.

HFRS AND PARTNERS' ACTIONS

11. As the Ocado fire necessitated a broader response due to the duration, intensity and potential risk associated with hazardous material, over the course of the 4 days a major incident was declared twice.
12. This triggered the involvement of the Hampshire and Isle of Wight Local Resilience Forum (HIOWLRF) emergency response arrangements. In addition, outside of LRF arrangements specific technical support was given by several Fire and Rescue Services.
13. Such multiagency cooperation was necessary and instrumental in reducing immediate risk to the local business and residential community and assisting a return to normality as soon as possible. This cooperation is routinely planned, prepared and exercised as part of the LRF arrangements and has been fully debriefed.
14. From the point of first interaction with the site in a business fire safety capacity, HFRS has had knowledge of the building and risks contained within.
15. From the point of first mobilisation to the site on Tuesday 5 February HFRS conducted all its operational tactics in line with established procedure. Evidential material (CCTV footage, Body Worn Video footage, radio logs) demonstrate that HFRS utilised all the tactics and procedures that personnel have been trained in.
16. In addition, every firefighting media that HFRS routinely deploys, including Compression Air Foam System (CAFS), Ultra-high-pressure lance (UHPL), water jets, and Positive Pressure Ventilation (PPV) was used, as well as considerations for bulk CO₂, Hi-Ex foam and use of High-Volume

Pumps. And yet despite the largest concerted effort of HFRS in recent years to minimise the impact with the presence of several hundred firefighters and support staff over the four days, the building was deemed a total loss.

SECTOR LEARNING

17. Risk critical learning has been identified throughout the course of the review and immediately acted on both within the Service and where relevant shared more broadly using the National Operational Learning (Fire) model. Furthermore, the learning will be showcased at the Emergency Services Show (ESS) during September 2019.
18. Learning pertinent to HFRS in terms of policy and practice has been continually identified and fed back through the established mechanism of output reports to capture learning at the point of discovery and quality assure it before feeding back into the Service.

TECHNICAL ASSESSMENT OF FIRE DEVELOPMENT

19. To meet this objective, Building Research Establishment (BRE) were tasked under the contract by the Ministry of Housing, Communities and Local Government to report on the building in relation to the fire.
20. In addition, the fire engineering skill set within the Service allowed a Service-view of the building's behaviour and allowed the review team to use that knowledge from the outset of the review to inform analysis.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

21. As a learning organisation the Service will always reflect and examine its performance to assure the communities it serves that policy and practice are of the highest quality. This links directly to all the priorities within the Service Plan and our overall purpose of making life safer so that Hampshire is a place where communities, business and the economy will thrive.
22. The work of the Ocado Review has fed directly into National Operational Learning and the NFCC so that the wider sector can benefit from Hampshire learning at this atypical incident. This links directly to our duties under the Fire and Rescue National Framework.

COLLABORATION

23. Throughout the course of this review, HFRS staff have collaborated with a wide group of stakeholders within the fire sector and beyond. The collaboration with stakeholder groups has enabled the review to have access to a wider range of source material and expert opinion as well as exchange information which has aided a deeper understanding of the events of 5–8 February 2019.
24. Stakeholders included (but were not limited to), the National Fire Chiefs Council Business Fire Safety and Sprinkler leads and working groups,

National Operational Guidance and Learning (NOG, NOL), Ocado plc and Building Research Establishment (BRE).

RESOURCE IMPLICATIONS

25. There are no additional resource implications associated with this report outside of the funding that HFRA approved in February 2019 to fund a temporary Review team for six months.
26. To fully embed the learning from the review of the Ocado fire will consume management resource which will not exceed normal management resource time.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

27. There are no negative impacts for environment or sustainability identified within this report.

LEGAL IMPLICATIONS

28. The Fire & Rescue Framework for England places high level expectations on Fire and Rescue Authorities to promote public safety.
29. Specifically, the framework places a requirement to share details to improve the evidence base of what works best. Within this context sharing the knowledge of how the fire was fought and the actions of HFRS as well as Local Resilience Forum partners during the period 5–8 February can be viewed as legislative compliance by the authority.

EQUALITY IMPACT ASSESSMENT

30. The proposals in this report are considered compatible with the provisions of equality and human rights legislation.

OPTIONS

31. This report provides HFRA with assurance that the decisions and actions of HFRS and its partners during the period 5–8 February were responsible and well informed given the dynamic operational situation. Furthermore, with the analysis undertaken by the Review team in conjunction with subject matter experts, the combined actions of HFRS, other FRS and LRF partners could not have resulted in any other circumstance that the total loss of the Ocado CFC site.
32. Considering the analysis undertaken by the review team it is difficult to envisage how this loss could have been prevented. This report provides a mechanism for HFRA to make an informed, continued endorsement of HFRS actions during the period 5–8 February and all preceding and consequent activity undertaken by HFRS on the Ocado CFC site, Walworth Industrial Estate, Andover.

EVALUATION

33. The level of commitment by HFRS to review the events of 5–8 February at Ocado CFC demonstrates the desire of the Service and the wider Fire Sector to extract learning from the most significant of fires. This is vital to enable the Fire Sector to evolve the operational tactics and risk planning it undertakes in response to new and emerging technologies employed in business and industrial premises.
34. This fire received interest from FRS across the UK and beyond and because of this review, HFRS has been able to contribute to FRS collective knowledge.
35. Ocado plc have taken their own learning from the incident and will be researching how systems integrated into their technologies can better prevent and detect fires. This review has demonstrated the continued benefit of HFRS working closely with local businesses of all sizes to assist in their fire risk management.

CONCLUSION

36. This report and presentation gives a full overview of the complex incident that took place from 5–8 February, which HFRS was the lead agency for resolving and was supported by many partners across the LRF, the Fire Sector and by Ocado plc.
37. The findings of the review have demonstrated that given the contributory factors to fire growth and development, despite the array of firefighting media and resource utilised in tackling the fire, the outcome could not have been any different than a total loss of the building.
38. Despite this, the combined efforts of agencies involved enabled local businesses and residents to return to normality as soon as possible. HFRS have continued to work with Ocado plc to help inform their future risk planning and mitigation concerning fire.
39. All learning has been shared in a timely manner internally and across the NFCC to ensure that the fire sector can benefit from the knowledge and experience gained by HFRS in this incident.

RECOMMENDATION

40. That the contents of this report and presentation, be noted by Hampshire Fire and Rescue Authority.

BACKGROUND PAPERS

41. **Ocado Fire Contributory Factors– HFRA July 17, 2019**

Report Contact:

Shantha Dickinson, Assistant Chief Fire Officer,
Shantha.dickinson@hantsfire.gov.uk



Purpose: Approval

Date: **25 September 2019**

Title: **INTEGRATED RISK MANAGEMENT PLAN CONSULTATION DOCUMENT**

Report of Chief Fire Officer

SUMMARY

1. This paper seeks approval to create a joint Integrated Risk Management Plan (IRMP) for both Hampshire Fire and Rescue Authority (HFRA) and the Isle of Wight Council (IWC).
2. Both Hampshire Fire and Rescue Service (HFRS) and the Isle of Wight Fire and Rescue Service (IWFRS) currently share strategic leadership and are set to be formally joined under a Combined Fire Authority (CFA) in April 2021. As such, a fully aligned IRMP allows for a common strategy to be set aligning both Services.
3. This paper recommends that the HFRA should approve the production of a joint draft IRMP and give permission for this to be taken to formal consultation. Consultation documents are attached in **Appendices B and C**.

BACKGROUND

4. The production of an IRMP is a statutory requirement and sets out the Authority's direction of travel for the next five years in managing risk both internally and externally. This strategy will be underpinned by yearly Service Plans that detail how we will achieve the objectives stated within the IRMP.
5. HFRS and IWFRS currently share a joint strategic leadership team who are responsible for setting the strategic direction and governance of HFRS and IWFRS.
6. HFRS and IWFRS already share a number of functions through the Delivering Differently in Partnership (DDiP) arrangement.
7. On 24 January 2019, both HFRA and IWC agreed to proceed with the proposal to the Home Secretary to create a new CFA for Hampshire, Isle of Wight, Portsmouth and Southampton. This has now been formally approved by the Home Secretary and Home Office officials are beginning the work

required to lay this proposal before parliament. All details of the CFA proposals have been previously agreed and can be referenced in the paper noted above.

8. It is anticipated that the new CFA order will be drafted in a manner that will formally create a Shadow Authority from 1 April 2020. The Shadow Authority will be a separate entity but solely for the performance of any functions necessary for bringing the scheme into full operation by 1 April 2021. HFRA and IWC will retain responsibility and legal authority for their respective fire and rescue services until 31 March 2021.

STRATEGIC CONTEXT

9. HFRA and IWC (acting as the Fire Authority) are due to become a combined fire authority in 2021. In order to prepare for full combination a Shadow Authority is to be established in April 2020. Following a review of the timescales for combination by the Home Office, the governance route for the IRMP will need to be approved by IWC and HFRA. The joint IRMP will cover the first four years of the CFA and aligns with strategic plans already in place.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

10. The IRMP supports our Service Plan and priorities by delivering the strategic direction for the next five years. Service Plans will be developed annually and detail how we will achieve objectives stated within the IRMP.

CONSULTATION

11. We have both a legal and moral obligation to listen to the opinions of those whom we serve. However, more importantly, we believe that consultation with our stakeholders will also add considerable value to our future direction; ultimately assuring the quality and suitability of our final proposals.
12. The IRMP has been developed through co-production with numerous internal stakeholders to identify areas of strategic focus for HFRA and IWC over the next five years. The stakeholders engaged can be seen in the Consultation Scoping Document in **Appendix A**.
13. We have engaged with external partners to seek their views on the IRMP and to ensure alignment with their strategic plans. This engagement is detailed in the Consultation Scoping Document in Appendix A.
14. Representation Bodies have been engaged with and this will continue throughout the IRMP and consultation process. This engagement is detailed in the Consultation Scoping Document in Appendix A.

FINANCIAL/BUDGET IMPLICATIONS

15. The current financial planning for the IRMP was based on a joint IRMP and consultation. Should a joint IRMP and consultation not be approved, the current cost of undertaking this project would be significantly increased with separate sets of plans and two consultations being required. The costing for consultation and governance planned for the joint IRMP is £20,000.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

16. A joint IRMP is a more efficient use of resources than producing two separate plans thus reducing the amount of resources required which will have a minor carbon emission benefit.

LEGAL IMPLICATIONS

17. Fire and Rescue Authorities have a legal obligation to produce an IRMP every five years to ensure appropriate management of risk and discharge of their duties.
18. A joint IRMP for HFRA and IWC has been deemed legally acceptable.
19. It must be approved by both HFRA and IWC.
20. IRMPs must be taken out to consultation in order to allow those served by both HFRA and IWC to provide feedback on the proposals.
21. A joint IRMP must therefore be consulted on within Hampshire and the Isle of Wight.

EQUALITY AND DIVERSITY

22. HFRA is required to meet statutory obligations under the Equality Act 2010 to have due regard to eliminate unlawful discrimination, promote equal opportunities between people from different groups and to foster good relations between people who share a protected characteristic and people who do not share it. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
23. An Equality Impact Assessment has been completed for Hampshire. No significant impacts to any of the protected characteristics were identified. The Equality Impact Assessment can be found as **Appendix D**.

OPTIONS

24. Option 1

To consult on the fully aligned IRMP as attached at Appendix B with stakeholders of Hampshire and the Isle of Wight.

The joint IRMP will be taken through the governance routes for both HFRA and IWC. As such, the IRMP will go before the Isle of Wight Full Council and HFRA.

25. Option 2

Production of separate IRMPs for HFRA and IWC and separate consultations for both.

In this option both HFRA and IWC would produce independent IRMPs and take them through their own consultations. Each IRMP would then be taken through individual governance routes.

RISK MANAGEMENT

26. There is the option to separate the two consultations, however, that will lead to increased costs and the risk of the two IRMPs not being completed within the required timeframe.
27. Option 2 would mean a delayed consultation which would create a high risk of being unable to produce an IRMP and have it agreed through governance by April 2020.
28. There is a risk that separate IRMPs could lead to further integration problems following the launch of the CFA in April 2021 with both Services holding different strategic priorities.
29. A Strategic Risk assessment has been undertaken, as detailed in **Appendix E**.

EVALUATION

30. A joint IRMP and consultation are being recommended in order to align with HFRS and IWFRS shared strategic leadership, DDiP and the upcoming CFA.
31. A joint IRMP would be efficient, needing the creation of only one plan and the running of one consultation process. A joint plan would also align with the future requirements of a CFA. The production of a joint IRMP needs to be agreed by IWC and HFRA prior to consultation.

32. Separate IRMPs would inhibit the continuing partnership between the two Services, is more expensive and holds a number of additional risks in relation to alignment of resourcing and operational direction. All of these could hinder the abilities of both Authorities to carry out their functions.
33. Separate IRMPs would be less efficient with the additional costs of producing two plans and needing to run two separate consultations.

CONCLUSION

34. The report and appendices propose a combined IRMP for HFRA and IWC for the five-year period 2020-2025. Both Services currently share strategic leadership and are set to be formally joined under a CFA in April 2021.
35. This paper recommends that the HFRA should approve the production of a joint draft IRMP and give permission for this to be taken to formal consultation.
36. The joint draft IRMP will be taken through the governance routes for both HFRA and IWC. As such the IRMP will go before the Isle of Wight Full Council meeting and HFRA.

RECOMMENDATION

37. Subject to agreement by Isle of Wight Council, that Hampshire Fire and Rescue Authority approves Option 1 of the report, namely to consult with relevant stakeholders on the draft joint IRMP for IWC and HFRA attached to this report.
38. That authority is delegated to the Chief Fire Officer to make any necessary minor amendments to the consultation documentation and to make arrangements for the consultation to take place.

APPENDICES ATTACHED

Appendix A – Consultation Scoping Document
Appendix B – Consultation Document
Appendix C – Consultation Survey
Appendix D – HFRA Impact Assessment
Appendix E – HFRS Strategic Assessment of Risk

Report Contact:

DCFO Steve Apter, Director of Policy and Planning
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Integrated Risk Management

Consultation Scoping Document



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1. Context

The aim of this document is to detail the plan to produce an Integrated Risk Management Plan (IRMP). It will identify the governance arrangements, timeline and methodology that will be adopted.

Further to this it will also act as our statement of intent towards achieving best practice in both development of the IRMP and consultation.

2. Consultation

As a public body, we have both a legal and moral obligation to listen to the opinions of those whom we serve. We also believe that consultation with our stakeholders will add considerable value to our future direction; ultimately assuring the quality and suitability of our final proposals. Therefore, in summary, Hampshire Fire and Rescue Authority (HFRA) and Isle of Wight Council (IWC) are undertaking formal consultation for the following reasons:

Purpose of the Consultation

- Allows the people of Hampshire and the Isle of Wight to learn about their Services and influence their future direction.
- It allows Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) to understand the views of those we serve to enable delivery of the best and most appropriate service.
- It ensures that we are legally compliant with our duties as a public service.

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4. Governance Structure

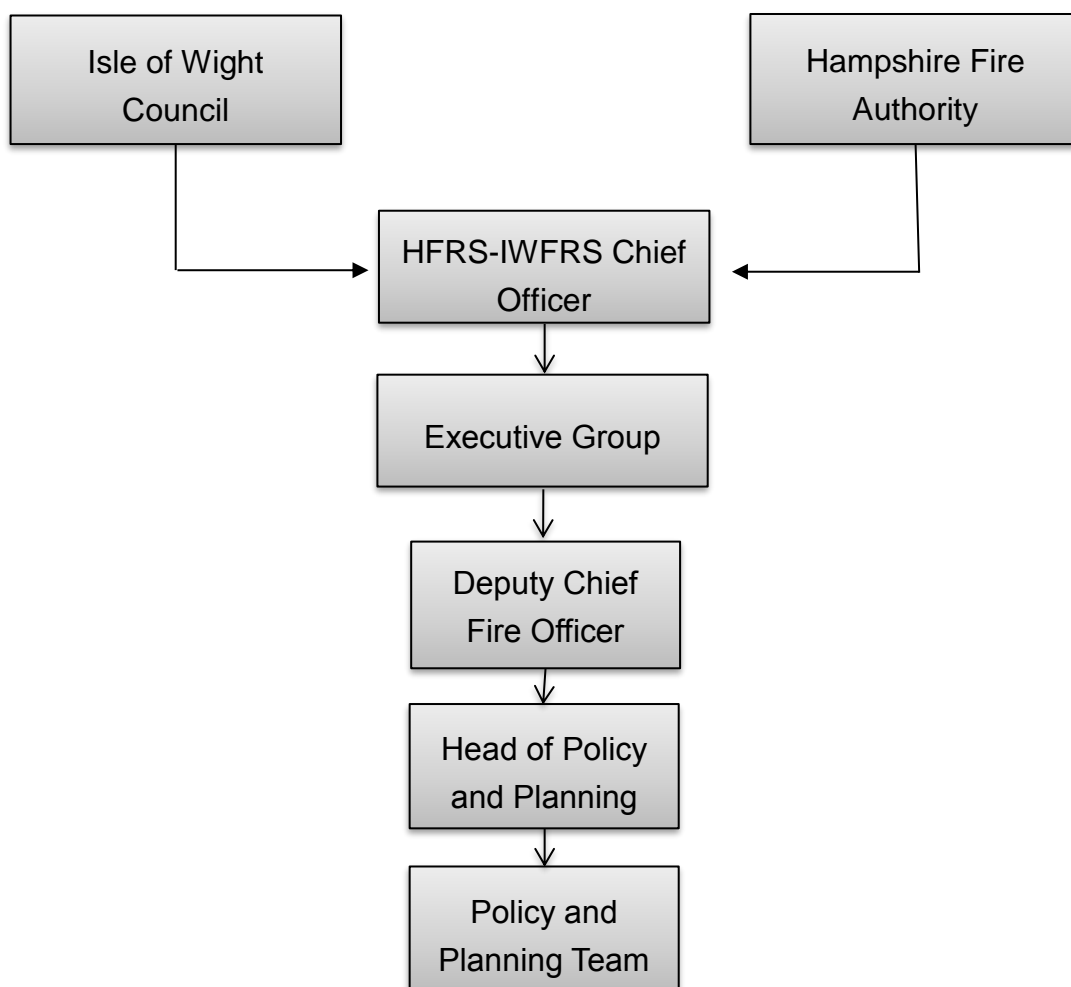
HFRS are governed by HFRA consisting of Councils representing the three unitary authorities of Hampshire County Council, Southampton City Council and Portsmouth City Council.

IWFRS is governed as a department of the IWC. The full IWC forms the Isle of Wight Fire Authority.

A joint IRMP will be completed on behalf of both HFRA and IWC following approval and will be consulted upon on their behalf with stakeholders in regard to the proposals put forward.

The proposed IRMP will allow FRA's to set the direction and visions for HFRS and IWFRS over the next five years.

To undertake this work, the following governance structure is in place:



- In 2015, both HFRA and IWC agreed to share a strategic leadership team headed by a joint Chief Fire Officer for both HFRS and IWFRS.
- The Executive Group is the strategic decision-making body for HFRS and IWFRS.
- The Deputy Chief Fire Officer is the Senior Responsible Officer and provides overall direction and leadership for the delivery of the IRMP; they are accountable for the structure, finance and governance arrangements of the project.
- The Head of Policy and Planning is responsible for managing the development of proposals for consideration within the IRMP.
- The Policy and Planning Team are tasked with the undertaking of various work packages to inform the IRMP. The team will be expected to interface and work with all key stakeholders to develop/deliver the most appropriate proposals.

5. Project Timeline

The project timeline identifies and plots all the key elements and milestones applicable to the IRMP and consultation process.

The final proposals presented to HFRA and IWC in February 2020 will have been through a detailed and robust process of development and formal consultation. Key stages have been outlined below:

Key:

- IRMP Consultation Project Milestone
- HFRA and IWC Combined Milestone
- IWC Milestone
- HFRA Milestone

Activity	Completion Date	Completed/ Actions
Pre-consultation and engagement	29 04 19 – 01 07 19	Complete
Consultation plan submission to Executive Group	28 05 19	Complete
Executive Group - Consultation plan approval	06 06 19	Complete
Consultation Institute commissioned	07 06 19	Complete
Consultation company (ORS) commissioned	07 06 19	Complete
Consultation Institute review consultation Plan	02 07 19	Complete
IRMP development	02 07 19 – 09 07 19	Complete
Declaration of report for joint IRMP submission to Democratic Services	06 08 19	Complete



Send supporting documents to IWC officers	12 08 19	Complete
Executive Group - Draft IRMP approval	15 08 19	Complete
Report submitted to Democratic Services	23 08 19	
Report to HFRA Clerk	27 08 19	
Call over for report for IWC joint IRMP approval	28/08/19	
IRMP people impact workshop	28 08 19	
HFRA Chairman's Briefing	03 09 19	
IWC IRMP report published	10 09 19	
Submission to HFRA Clerk (draft IRMP and Consultation Plan)	13 09 19	
Full Isle of Wight Council to approve	18 09 19	
IWC consultation document and joint IRMP approval	18 09 19	
HFRA consultation approval	25 09 19	
Consultation live	30 09 19 – 24 11 19 (8 weeks)	
Consultation Institute review consultation at mid-point	24 10 19	
Consultation closes	24 11 19	
Consultation Institute end-stage review	25 11 19	
Collate responses from consultation	25 11 19 – 09 12 19 (2 weeks)	
Consultation report complete	09 12 19	
All findings made available to the HFRA and IWC	09 12 19	
HFRA and IWC consider report	10 12 19 – 06 01 20 (4 weeks)	
Declaration of report for IRMP IWC approval required for February Meeting	18 12 19	
Final proposals submitted to Executive Group for approval	14 01 20	
Executive Group approval	23 01 20	
IWC final draft of IRMP for call over	03 02 20	
Call over for IWC IRMP approval	05 02 20	
Final proposals presented to HFRA	07 02 20	
Submission to HFRA Clerk (Final IRMP)	07 02 20	
Final deadline for IWC IRMP approval	17 02 20	
HFRA IRMP approval and sign-off	19 02 20	
Full Isle of Wight Council sign off	26 02 20	
IRMP live	01 04 20	

6. Consultation Standards



Both HFRA and IWC are strongly committed to listening to their stakeholders and continually strive to make the Services better for all concerned. We want to ensure a fair, robust and informative consultation process. To meet this objective, both HFRA and IWC will be aspiring to meet best practice standards and will undertake a quality assurance process to ensure this.

7. Quality Assurance Process/Timeline

The quality assurance process will be undertaken by the Consultation Institute to ensure that every part of our formal consultation meets best practice standards. They will oversee the following six stages to address all areas of the Quality Assurance process:

Stage	Review and Sign-off Date
A) Scoping document	01 07 19
B) Project plan	01 07 19
C) Pre-consultation review	02 09 19
D) IRMP and survey review	25 09 19
E) Mid consultation review	24 10 19
F) Closing review	18 11 19
G) Final report	07 02 20

8. Who is being Consulted?

In order to consult effectively it was imperative that HFRA and IWC hear from as wide a section of its stakeholders as possible.

HFRS and IWFRS stakeholders can be broken down into three headline areas:

- Public – Any individual who is a resident of Hampshire and the Isle of Wight. The public will be invited to partake in an online quantitative survey to provide their views and opinions of the Integrated Risk Management Plan.
- Staff - All of HFRS and IWFRS staff both Green and Grey Book contracts. Staff will be consulted with through several qualitative staff forums including Rep Bodies



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- Key Stakeholders – These are organisations or individuals who have a specific connection with HFRS and IWFRS in a role outside of being staff or private members of the public.

9. What are we looking to learn from Consultation?

Through the consultation process there are three areas that HFRA and IWC will look to seek the views and opinions of their stakeholders on.

1. Identify the level of importance for the proposed Service priorities.
2. Identify any proposed Service priorities that stakeholders do not feel should be included.
3. Identify any additional Service priorities that stakeholders feel should be included.

10. Risk Strategy

HFRS and IWFRS will proactively and continually identify risks through the undertaking of a detailed risk analysis process. We will continually manage these risks by reviewing and updating the existing risk register for the IRMP project at regular (weekly) intervals.

11. Tackling Risks, Issues and Challenges

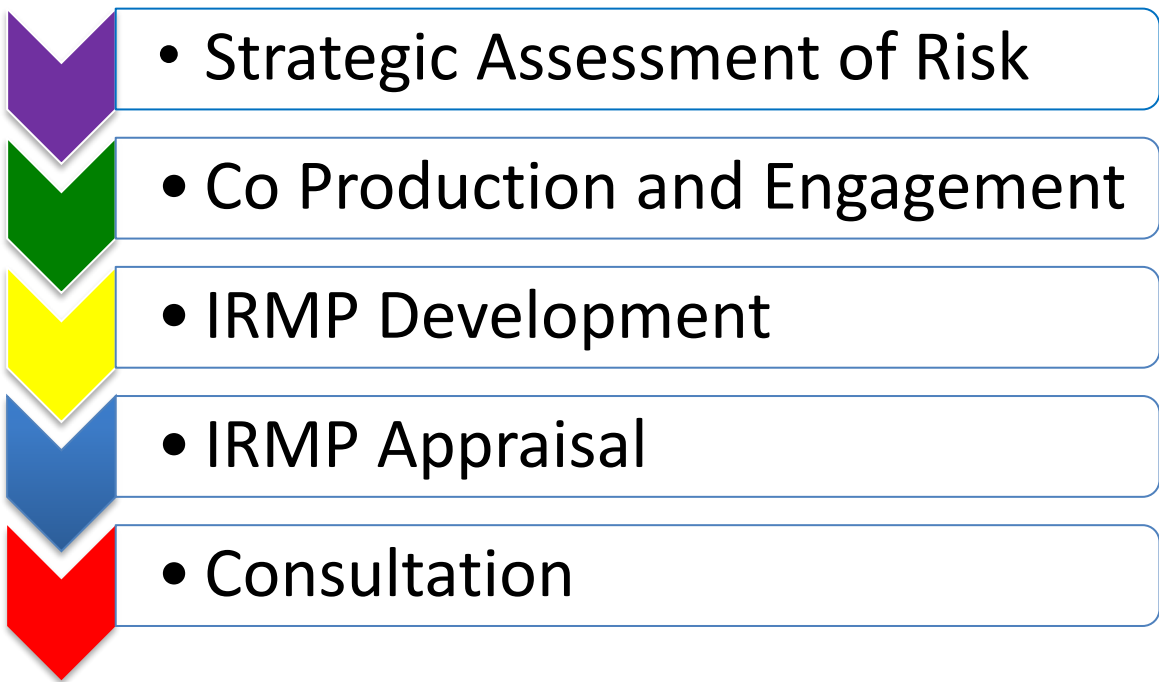
Any highlighted issue or risk will be formally logged within the Projects Risk/Issues Log and assigned a senior owner. During the weekly staff meeting, all new risks and issues can be discussed (and scored on the matrix) by the relevant senior users before a comprehensive mitigation action plan is put into place. The risk/issue senior owner will be responsible for overall review/management of it until it is either eliminated or sufficiently reduced (and therefore no longer classified as a risk/issue).

12. IRMP Development

For the development of the IRMP it is important to hear the views of the public, staff and key stakeholders to ensure decision makers are as informed as possible.

To do this the building of the IRMP will be in four phases which are designed to provide stakeholders with opportunities to comment on the draft proposals and suggest their own ideas and alternatives. Through this open and transparent process, the IRMP will be co-produced and contribute to ensure that the most appropriate decisions are made.

Alongside the views of key stakeholders, HFRS and IWFRS will also utilise the Strategic Assessment of Risk. This piece of work provides an objective analysis of HFRS and IWFRS data sets to identify key areas and trends occurring within our various areas of responsibility so as to inform our IRMP. This provides a fact based foundation onto which our stakeholders can provide insights and views.



The Fire and Rescue National Framework identifies new challenges that HFRS and IWFRS must deal with such as the continued threat of terrorism, impacts of climate change, impacts of an ageing population and financial needs to reduce the national deficit.


It is important that these wider challenges are understood to help us plan to achieve our strategic objectives in a more informed manner.

To ensure that our Integrated Risk Management Plan (IRMP) is relevant and reflects the landscape in which we operate, we carry out a Strategic Assessment of Risk (SAOR) for both Hampshire and the Isle of Wight. This ensures that risk management, combined with intelligence and analysis, drives our informed decision-making.

This data encompasses both external and internal influences of risk to Hampshire and the Isle of Wight and identifies both challenges to our organisation and those of the service we provide.

National data sets have been used to provide benchmarking comparators to certain areas of risk or concern, providing context to our risk and identifying national risk trends.

This work then forms the basis from which to develop our IRMP.



- **Co-Production and Engagement**

This phase looks to engage with key internal stakeholders to develop a framework and basic understanding of the areas within which the IRMP should be developed. It allows for fact finding and a general assessment of the views and opinions of the key stakeholders within HFRS and IWFRS.

In total 26 sessions have been held across HFRS and IWFRS.



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• IRMP Development

In this stage the feedback gained from the pre-consultation and engagement was reviewed. Findings from the pre-consultation and engagement were then analysed alongside quantitative data from the Strategic Assessment of Risk for both the Isle of Wight and Hampshire to develop a draft IRMP document to take forward. This process took one week commencing on 2 July 2019 and finished on 9 July 2019.

Following on from this, a draft IRMP workshop was conducted on 10 July 2019. This workshop brought together internal stakeholders engaged with during the pre-consultation and engagement phase to review and comment on the draft IRMP which their engagement assisted in developing.

Following this work a workshop was run for the Chief Officers Group (COG) and the Operational Management Team (OMT).

The feedback from this was then considered and amendments made to the draft IRMP. This was completed by 19 July 2019.



• IRMP Appraisal

This section looked to gain feedback on the draft IRMP consultation document developed in the IRMP development phase.

This was achieved through the running of external stakeholder workshops both in Hampshire and the Isle of Wight to gain a wider understanding and input on the IRMP.

This section also looked to gain feedback on the draft IRMP consultation document in relation to potential people impacts.

This was achieved through the running of a workshop to include the IRMP Team, the HFRS Equalities and Diversity Team, and Action Hampshire (an external partner).

The draft IRMP was reviewed and discussions held to help identify any areas which may potentially have adverse effects on certain groups or where there is potential for this to occur so that either further research or mitigating actions can be taken.

Action Hampshire

Action Hampshire is a not-for-profit organisation which operates to support local communities and organisations throughout Hampshire. Action Hampshire have previously assisted HFRS connecting with protected characteristic and hard to reach community groups through their networks and partnerships.

Action Hampshire will be engaged to provide a check to our thinking around protected characteristic groups and hard to reach groups. This work is therefore not specific to Hampshire or the Isle of Wight but rather utilises Action Hampshire's strong connections and experience with many of these communities to help us understand whether more detailed engagement with any particular groups in Hampshire or the Isle of Wight should be undertaken.



• Consultation

13. Formal Consultation

The consultation process will aim to engage with as many stakeholders as possible. It will run over eight weeks commencing on 30 September 2019 and finishing on 24 November 2019.

There will then be a two-week period to collate all responses. This will culminate in a final report. This report will then be considered for four weeks before a decision is made on the IRMP.

A mid-point review of the consultation process (at 4 weeks) will be held to ensure that the consultation is running to plan and to make any changes to the plan if needed.

An end stage review will also be held to ensure that the consultation has been carried out in accordance with best practice standards.



14. Survey

The questionnaire will look to gather the views of Hampshire and the Isle of Wight stakeholders in relation to the IRMP proposals.

The questionnaire will actively target a wide-ranging and diverse audience (all staff, members of the public and business communities, as well as our partner agencies) providing them with the opportunity to have their say.

Hard Copy Printing and Distribution

The questionnaire will be available both online and in hard copy. Hard copies will be available by request to or from points located throughout Hampshire and the Isle of Wight which will be widely advertised and available on HFRS's and IWFRS's websites.

Some hard copies will be printed with a tear out survey and free postal return included.

We will also look to utilise our personnel to assist people in completing the IRMP feedback survey should they request it. This could include using crews or Community Safety Officers with tablets to assist stakeholders.

Details for requesting a hard copy, large text, braille copy or alternate language IRMP will be communicated within the IRMP and on our website.

15. Post-Consultation

HFRS and IWFRS will engage an external company to collate and analyse all feedback from Consultation.

- This analysis will be published in useful formats that support decision making.
- All information will be made available to decision makers.
- All outputs will be published in a formal report and be available for public scrutiny.

16. Consideration Phase

Following the end of consultation, both HFRA and IWC will be required to fully consider the feedback before making a decision on whether to accept the IRMP or make alternations to it. All decision makers will have full access to the IRMP consultation feedback documentation (not just summaries) produced by an external company in order to assure full consideration of the key data/information prior to making any final decisions.

The consultation consideration phase will ensure that sufficient time and support is put in place to allow for full and detailed consideration of findings to take place; effectively informing all final decision-making processes.



All findings will be made available to the HFRA and IWC on 9 December 2019 giving both four weeks to consider this report before 20 January 2020. Throughout this period the Policy and Planning Team, along with the external company delivering the consultation, will be available to discuss the report and answer any questions or queries raised by the decision makers of HFRA and IWC.

This will therefore provide time and support for the IRMP consultation feedback report to be well considered.

17. Final Decision

HFRS and IWFRS will present its final IRMP to HFRA and IWC in papers scheduled for February 2020. These will subsequently become open to public view five days prior to both final authority decisions.

18. Post-Consultation Communications

Following the end of consultation HFRS and IWFRS will actively communicate with its stakeholders to ensure that the outcomes of the process are widely published and understood. This will ensure that all participants will understand the outcomes of the consultation process and how their efforts have assisted HFRA and IWC in making their final decisions.

19. Communications

Communications will be a vital element of the IRMP process. Stakeholders need to be aware of the process and why/how to get involved in the feedback process. Both internal and external communications will be led by the HFRS Media and Communications Team and IWC Media Department who will ensure communications are as timely, accurate and informative as possible, utilising a multitude of communications channels.

The communications plan also details how, at various location around the county at various times, frontline crews, volunteers and the community contact point will be utilised to engage with the public and promote the consultation.

20. Issues and Complaints

Should stakeholders have any questions, queries or complaints regarding the process they will have the ability to contact the Policy and Planning Team to enquire about these. The contact details will be provided in the IRMP.

The Policy and Planning Team will endeavour to find a solution to any enquiry and will log the contact and outcome in a dedicated area within the Risk and Issues Log.

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INTEGRATED RISK MANAGEMENT PLAN

FOR HAMPSHIRE AND THE ISLE OF WIGHT



CONSULTATION
DOCUMENT

“ We value your opinion. Are we prioritising the right things? ”

Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) are among the best in the country. Our purpose is to make Hampshire and the Isle of Wight safer.

Both have been recognised as good for their effectiveness and efficiency under a new government national inspection regime. HFRS and IWFRS were the first and second services to be inspected respectively.

To maintain our high standards and success we believe we must protect our frontline capability from the challenging financial environment.

We have worked in a strategic partnership for a number of years and we aim to build on this by creating a new Combined Fire Authority (CFA) for Hampshire, Portsmouth, Southampton and the Isle of Wight.

This sharing of knowledge, pooling of resources and single dedicated point of governance will have benefits for both services.

Recent years have seen central government funding reductions, and, like other public services, we have worked hard to meet this shortfall whilst remaining sector-leading organisations.

Through innovation, collaboration and harnessing new technology, we have met these challenges and continue to make lives safer while giving the public the best possible value for money.

We remain focussed on demonstrating the important role that fire and rescue services play in creating safer communities to ensure a sustainable financial future.

This means it is more important than ever that you let us know your views on our Integrated Risk Management Plan (IRMP). We value your opinion. Are we prioritising the right things?

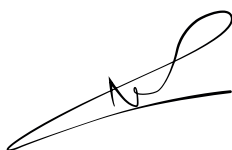
On the following pages we have outlined our approach to delivering a safer community in Hampshire and the Isle of Wight. We have focussed on places, people and how we plan to manage risks in order to reduce the harm that may occur from them.

Your services across Hampshire and the Isle of Wight are constantly evolving and adapting to new risks that include flooding, water rescue, medical emergency, terrorist attack, building collapse, fires at sea and many more.

This consultation gives you the chance to help us shape the future of the modern fire and emergency service as we strive every day to make life safer.



Councillor Chris Carter
Chairman Hampshire Fire
and Rescue Authority



Chief Fire Officer Neil Odin
Hampshire Fire and Rescue
Service and Isle of Wight
Fire and Rescue Service



Councillor Tig Outlaw
Isle of Wight Council
Cabinet Member for Community
Safety and Public Protection

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4	What is an IRMP?
5	Hampshire and the Isle of Wight
5	Your Combined Fire Authority
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8	The built environment
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25	What now?

What is an IRMP?

HFRS and IWFRS exist to make life safer and this forms the basis of everything we do and all of our planning.

Risk management is integral to how fire and rescue services operate, and provide critical services.

All fire and rescue services work to identify the potential risks within their areas, assess those risks to see how likely they are to occur and then set out how it plans to use its resources to manage that risk.

We have purposefully set out our IRMP to firstly explain the current landscape and risks within Hampshire and the Isle of Wight in the context of Places and People. We then explain how we plan to mitigate those risks.

We call it integrated risk management planning because it brings together a range of ways we can help make you safer from fires and other emergencies. This starts by understanding the communities we serve.

In this plan we reflect on risks in the community which could make you susceptible to harm. We focus on people and how their individual needs can be best served.

We look at these alongside broader issues in our society such as how population changes and climate affect our communities, fires and our landscape.

Bringing all these risks together we then use various analytical tools to work out how many fire stations, firefighters and specialist resources (equipment and teams) we need.

We look at what work we can do to prevent fires, road traffic collisions and other emergencies by helping people adopt safer behaviours, and also what we can do to make buildings safer.

We consider a number of key components to support our purpose

of making Hampshire and Isle of Wight safer and use the following elements to build our risk management approach:

- **You, our communities:** Analysis of data on age profiles, health indicators and other factors that can impact levels of vulnerability. More information on how we do this is set out in this plan.
- **The environment:** Buildings in which we live, work, visit and stay. The infrastructure within an area including transport arrangements and our climate and weather which create their own risks and demands on the fire and rescue services.
- **Local intelligence:** Our staff and teams work and live within our communities and their local knowledge, understanding and information sharing through partnerships is invaluable.
- **Community and National Risk Register:** Hampshire and Isle of Wight fire and rescue services are a key agency within the Local Resilience Forum. Through that forum a community risk register is established which sets out high level risks or issues that need to be considered and planned for (including large scale events such as music festivals) to ensure our communities are prepared.
- **Partners:** We work closely with a wide range of partners both centrally at a strategic level and locally.
- **Research:** Ongoing research locally, nationally and internationally is constantly reviewed, and indeed many of our own staff undertake research, which informs our approach and understanding of risks and issues.
- **Learning from each other:** We constantly strive to learn from our own experiences and those of others. Lessons learned from incidents are shared nationally and internationally to inform our plans.

Your Combined Fire Authority

This joint IRMP will be a unique document as it covers both Hampshire and the Isle of Wight fire and rescue services.

This joint format was chosen following the decision to bring the governance of the two services together under a new Combined Fire Authority (CFA).

This consultation will lead to the resultant IRMP which will be agreed by Hampshire Fire and Rescue Authority and Isle of Wight Council on the same date.

The full implementation and go-live of the new CFA for Hampshire, Isle of Wight, Portsmouth and Southampton is expected to take place in April 2021.

The proposal will adapt the way in which both HFRS and IWFRS are governed, rather than significantly change public service delivery, and build upon the already successful partnership.

A new CFA, with a single purpose, is a more accountable way of running a fire and rescue service. It also provides:

- **Local accountability of the service:** The Isle of Wight would transfer from the IWC into a larger CFA. Hampshire will also move from its current HFRA to the new CFA.

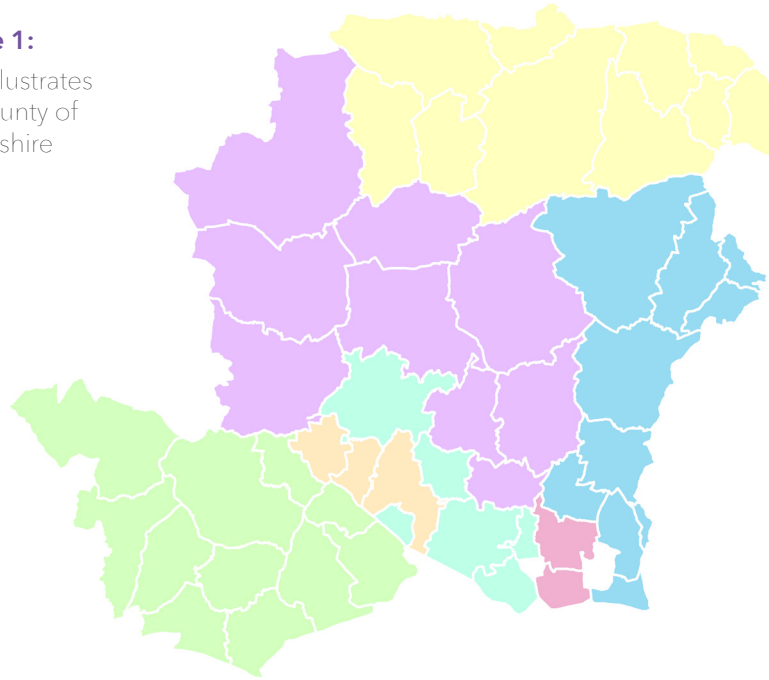
- **A single governing body:** This would provide a single focus on fire specific issues for the Isle of Wight, and the other constituent authority areas, rather than the wider range of complex public services a council has to consider.
- **Dedicated focus on public safety:** We will be better equipped to provide efficient and effective scrutiny on decision-making on fire and rescue related matters.
- **Greater resilience and enhanced capacity:** We will remove duplication and enable a common approach to be consistently applied across a wider area.
- **Learning and improvement opportunities:** We will offer improved learning opportunities and greater scope for the sharing of specialisms.

This is how our area looks across Hampshire and the Isle of Wight. We have a diverse range of building types from historic to modern timber framed

and clad buildings; traditional boatyards to chemical production sites and an oil refinery – these give rise to differing risks.

Figure 1:

Map illustrates the county of Hampshire



Geography:

South of England and covers more than 3,700 square kilometres (1,400 square miles).

Population:

1.85M (2019) with residents dispersed in rural, urban and coastal living areas.

Hampshire

The county is bordered on three sides by land; Dorset and Wiltshire located to the west, Berkshire and Surrey to the north and north east and West Sussex to the east. The south is bordered by the Solent which is one of the busiest shipping lanes in the world and runs between Hampshire and the Isle of Wight.

Hampshire is rich in history with two national parks, many places of interest and a variety of heritage sites of national importance.

The area features large residential urban and industrial areas, such as Southampton and Portsmouth, with growing populations and business park areas surrounding Winchester and Basingstoke. By contrast, there are large areas of rural countryside with small communities and remote villages with thatched and listed properties.

There are also several Control of Major Accidents Hazards (COMAH) sites. These are establishments storing

handling large quantities of industrial chemicals of a hazardous nature.

We also have critical national infrastructure offering a unique challenge for our organisation to support.

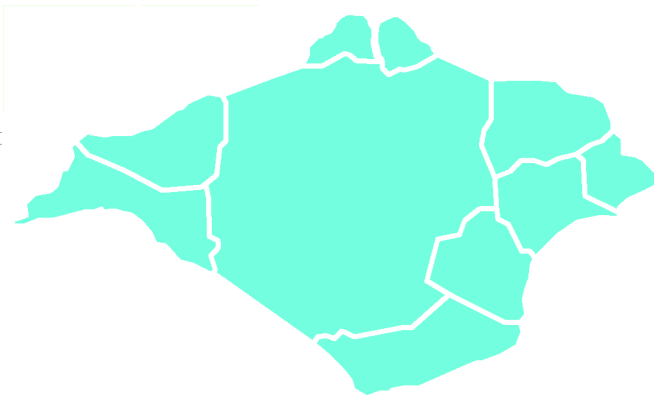
Alongside this, Hampshire is home to the British Army, Royal Air Force and Royal Navy with significant military establishments across the county.

The county contains several key transport hubs including two major motorways, a commercial airport in Southampton, a large private airport in Farnborough and daily ferry operations running from Portsmouth and Southampton to the Isle of Wight and European destinations.

Hampshire holds a diverse range of commercial and industrial elements with heavy industries including Fawley refinery and Southampton docks through to high-tech corporations such as BAE Systems.

Figure 2:

Map illustrates the Isle of Wight

**Geography:**

The Isle of Wight extends 22.5 miles (36 km) from east to west and 13.5 miles (22 km) from north to south.

Population:

139,000. With visitors to the Island, this can almost double during the height of the summer season.

Isle of Wight

The Isle of Wight is the largest and second most populated island in England situated in the English Channel, about four miles off the coast of Hampshire with the Solent in-between.

It is rich in history with Queen Victoria's much-loved summer residence and final home, Osborne House at East Cowes. It has well-conserved wildlife and some of the richest cliffs and quarries for fossils in Europe.

During the height of the summer season the population can double with visitors to the Island which causes a large volume of vehicles on the roads. It is estimated that 2.34 million people have visited the Isle of Wight in the past year.

Newport is the largest county town by population (17,200) and is home to the Isle of Wight Council (IWC), St Mary's Hospital, courts and the headquarters of the emergency services.

The IWC is a unitary authority providing the services of a county and district council to its residents and businesses. It is also home to HMP Isle of Wight, Parkhurst and Albany, which are category B prisons. The prisons hold approximately 1,100 prisoners on two sites with central administration.

Manufacturing, ship building, agriculture and tourism are among the industries on the Island which is also home to a COMAH site.

Built environment

In terms of buildings Hampshire and the Isle of Wight have a diverse and varied landscape including clad high-rise blocks in city centres and timber framed constructions to remote thatched cottages in rural locations.

The areas we cover also include ports, airports, oil refineries, MOD sites and several hospitals and the related buildings can pose specific risks.

This is how our area looks across Hampshire and the Isle of Wight:

Domestic buildings

There are approximately 800,000 homes in the area we cover and this is where most serious fires usually take place. We will dedicate significant resources to reduce the number and seriousness of these incidents.

The numbers of homes is set to increase in the coming years and with it comes a likely increase in domestic dwelling fires.

Fire safety regulations in new housing construction and building methods should, in part, mitigate this.

High-rise buildings

High-rise premises present a challenge to fire and rescue services due to the number of residents and the potential difficulties for firefighters to reach the fire.

High-rise fire safety has always been of particular importance to HFRS and it has been highlighted on a national level in the wake of the Grenfell Tower tragedy.

Within Hampshire and the Isle of Wight there are 273 high-rise buildings.

Non-domestic

Non-domestic properties are defined as all other residential and non-residential buildings and include locations such as hospitals, schools, leisure facilities,

care homes, hotels, offices, shops and premises such as factories and chemical plants.

More than 60,000 non-domestic buildings exist in Hampshire and the Isle of Wight.

Statistics show that in the past four years HFRS and IWFRS have responded to twice as many fires in domestic premises as in non-domestic buildings.

Some non-domestic buildings will still pose a significant risk as they may have the potential to be larger than domestic fires in terms of resources and impact on the community.

We have a robust system which the Service uses to prioritise its risk-based inspection programme to target our activities to our highest risk buildings in terms of fire safety.

We define non-domestic premises as those buildings most likely to have a fire, most likely to have fire safety issues based on national data sets. Specifically those with a sleeping risk will be a priority.

COMAH sites

The Control of Major Accident Hazards (COMAH) sites are premises that store or use large quantities of dangerous substances.

These are generally well managed and have stringent regulations in place to reduce the chances of a serious incident.

Hampshire is home to 14 COMAH sites and a Major Accident Control Regulations (MACR) site which is run by the MOD. A COMAH site is also based on the Isle of Wight.

Heritage buildings

Hampshire and the Isle of Wight are home to numerous buildings of historical importance and this rich cultural heritage is part of the area's identity.

Within the UK there are three categories of listed buildings;

- Grade I buildings are of exceptional interest.
- Grade II* buildings are particularly important buildings of more than special interest.
- Grade II buildings are of special interest, this is the most likely grade of listing for a home owner.

Hampshire and the Isle of Wight feature 216 Grade I listed properties that are classified as of exceptional interest, 581 properties listed as Grade II* and more than 12,000 listed as Grade II.

Many historic buildings were built in an era when fire safety was not a significant consideration.

The character of some of the historic properties means that fire is a major threat to the building and its artefacts.

Thatched properties

Hampshire and the Isle of Wight contains more than 1,840 thatched dwellings and 125 other thatched buildings.

Thatched properties bring their own specific fire risks due to the use of flammable materials in large concentration which are challenging to extinguish.

It is likely that thatch as a building material will continue to be popular locally.

Infrastructure

Waste, recycling and scrap sites

Hampshire is home to a range of waste, recycling and scrap metal sites. These sites not only process conventional household waste including paper, cardboard, plastic and wood, but also deal with a variety of waste that is considered hazardous such as asbestos, chemicals, batteries, solvents and oils.

Waste sites can range from landfill which typically deals with household refuse, to scrap metal recycling centres that specialise in scrap metal processing and recycling. Not all waste sites are set in the open, many private waste processing and recycling plants operate within extremely large open plan steel framed buildings.

Fire and rescue services attend a significant number of fires at waste sites each year. These are often difficult to extinguish and need lots of resources for long periods of time. When they occur, waste site fires can have serious effects on public health, the environment and safety.

Transportation infrastructure

Hampshire and the Isle of Wight feature an array of transport infrastructure from major motorways and trunk roads (M3, M27, A3M, A34) through to Southampton International Airport, Southampton Docks and Portsmouth International Port.

The transport infrastructure is also critical to the Isle of Wight where businesses and tourism rely on regular, scheduled ferry crossings.

There would be nationally significant consequences to the economy and business should this infrastructure be out of action.

Vehicle crashes are our most frequent transport related call-outs although the number of these incidents attended during 2014-2018 have remained relatively stable, reflecting the national trend.

For the year ending June 2018, 19 people were killed, and 391 people were seriously injured on the roads in Hampshire. On the Isle of Wight three people were killed and 79 seriously injured.

Natural environment

Landscape and geography

The geography of Hampshire and the Isle of Wight is varied with a combination of large residential urban, industrial areas and stretches of rural countryside. It is also home to two national parks, and four key areas of outstanding natural beauty (AONB).

Severe weather and climate change

All the risks associated with the natural environment are becoming ever more present in the strategic planning of HFRS and IWFRS as the impacts of climate change begin to be felt increasing both the likelihood and severity of natural hazards.

Global warming continues the threat of prolonged periods of severe weather which may range from wet and cold winters, that bring the risk of snow and flood events, to warmer drier summers. This can bring the increased risk of drought and extreme heatwaves.

Wildfires

Wildfires are uncontrolled vegetation fires. The majority are caused by people, either accidentally or deliberately.

During the past four years HFRS and IWFRS have attended 71 wildfires. A wildfire is defined by HFRS and IWFRS as:

- More than a hectare.
- Four or more appliances.
- Lasting more than six hours.
- Presenting serious risk to life, environment or property.

Research by Forestry England found that weather conditions are likely to have contributed to a national increase in the number of wildfires.

Flooding

Seasonal rainfall over the winter is expected to rise, which may increase the risk of flooding.

Recent years have seen varying extremes of weather patterns, notably resulting in significant flooding and damage to infrastructure.

These events are likely to become more frequent and services will be required to respond accordingly.

This will necessitate continued close collaboration between responders to ensure effective plans and procedures are in place.

Homes, businesses and infrastructure can all be vulnerable to flooding.

Water

Hampshire and the Isle of Wight are home to two major international ports in Southampton and Portsmouth.

Alongside this we have large amounts of inland water including many rivers and canals.

Most prominent of these areas is the Solent which is one of the busiest shipping areas in the world and an internationally renowned location for recreational water-based activities.

This creates a risk of various emergencies occurring on and around the waterways of Hampshire and the Isle of Wight.

Alongside these incidents, national figures show that about 400 people drown every year in the UK and a further 200 take their own lives in water.

Population

We are aware the communities we serve are always changing. Who makes up these communities, what risks they face and how able we are to reach them is of critical importance.

By 2024 the population of Hampshire is set to increase from 1,825,700 (2017) to 1,954,800 with the Isle of Wight increasing from 140,984 to 146,233 by 2026.

Of this the number, residents over the age of 65 is expected to increase by more than 20% by 2024 which is above the national average.

This is significant as people in this age range are statistically more likely to die in a fire.

Other social changes will also increase the risk profile of Hampshire and the

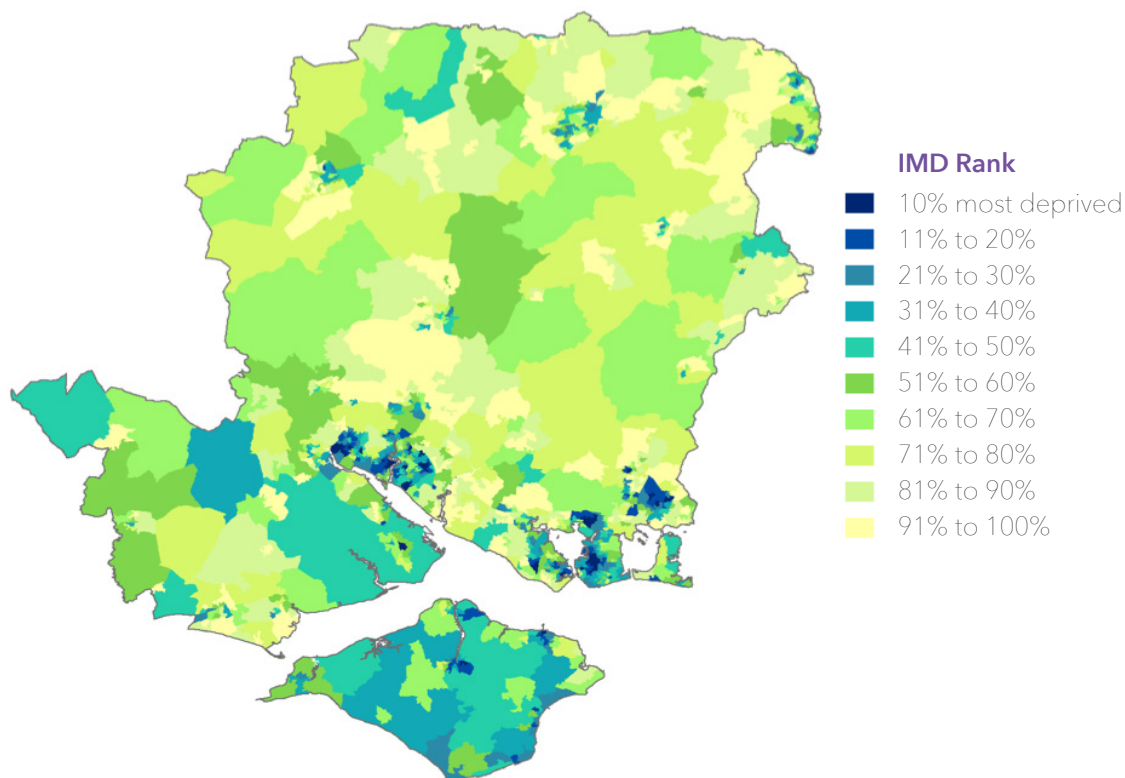
Isle of Wight with more people now living alone which can contribute to an individual being at higher risk of having a serious fire in the home.

Other factors include mental health, alcohol and/or drugs dependencies, smoking and frailty.

These are referred to as the 'Four Fire Death Factors'. They make up the SAFE (Smoking, Alcohol and drugs, Frailty and Elderly) acronym.

Research has shown that people in these groups are more likely to die in a fire.

Added to this we believe social deprivation is also a factor. There are particular areas of deprivation in Southampton, Portsmouth, Havant, Gosport and the Isle of Wight indicated by dark blue in the map below:



Research has identified the link between areas of high deprivation and fire incidents.

of young people to protect them and improve their overall wellbeing now and in the future.

We also recognise our responsibilities regarding the education and support

Reducing risk: Place

Domestic buildings

- We will carry out targeted Safe & Well visits to protect the most vulnerable in our community.
- We will evaluate our Safe & Well process.

High-rise buildings

- We will work with the National Fire Chiefs Council and other bodies such as the Local Government Association, Fire Standards Board and Association of Police and Crime Commissioners to develop a common set of high-risk definitions.

Non-domestic

- We will commit to not simply enforcing the law but use it to make people safer.
- We will always look to educate, inform and advise businesses to support them to make informed decisions and take the appropriate measures to become compliant with legislation.
- We will, if necessary, use our enforcement powers to ensure public safety. Any businesses that do not comply with the law can expect to be subject to a robust enforcement approach and possible prosecution proceedings.
- We will seek to influence and drive improvements in building engineering.

COMAH Sites

- We will liaise with those responsible for COMAH and MACR sites to ensure we are up to date with any risks.
- We will take an active part in both theoretical and live exercises to evaluate and improve the multi-agency response to incidents.
- We will put in place response plans in support of all COMAH and MACR sites.

Heritage buildings

- We will protect our historic sites to help reduce risks and improve business continuity.
- We will increase understanding of historic structures through training and research.
- We will encourage installation of sensitive fire suppression systems.

Thatched properties

- We will ensure thatch fire safety advice is widely available and promoted.
- We will work with relevant partners such as the National Society of Master Thatchers to help protect thatch properties.

Waste, recycling and scrap sites

- We will promote best practice through the NFCC.
- We will support the Waste Industry Safety and Health Forum (WISH) through the NFCC.
- We will harness new technology, latest best practice and local knowledge to support crews.

Transportation infrastructure

- We will skill share between services and supporting council, police and charity partners to reduce road deaths.
- We will proactively campaign in schools and other forums.

Reducing risk: Place

Severe weather and climate change - wildfires and flooding

- We will work to develop and improve our operational capabilities to deal with these periods and we are committed to our work with the Hampshire and Isle of Wight Local Resilience Forum (HIOWLRF).
- We will work with our partners towards having a Community Resilience Plan in place across the communities of Hampshire and the Isle of Wight.
- We will be ready for adverse weather such as snow and storms in several different ways utilising our skills and resources to help our communities.
- We will work with agencies such as Forestry England for wildfire issues and the Environment Agency for flooding to develop a greater understanding of these risks.
- We will consider our own impact on climate change. We are committed

to reducing our environmental impact and will embed this value across HFRS and IWFRS.

Water

- We will support the work of the NFCC Prevention Committee and workstreams to improve water safety awareness and reduce the number of drownings.
- We will support the National Water Safety forum through the NFCC and are committed to the National Drowning Prevention Strategy which aims to cut water-related deaths by 50 per cent by 2026.
- We will work with the RNLI and HM Coastguard to share safety messages.
- We will work with the Environment Agency to reduce the impact of flooding.

Reducing risk: People

Communities

We aim to identify and help those in our communities who are most vulnerable and work with our partner agencies to ensure our strategies complement one another for the benefit of these people. At a community level delivering a joined-up service ensures the most effective assessment of need is undertaken.

Key to meeting these challenges is our ability to think differently about how we engage with risk and how we work collaboratively with our partners.

- We will deliver our pioneering work with the NHS to mitigate the impact of frailty and the likelihood of falls.
- We will focus our skills and knowledge on helping people avoid

becoming vulnerable and assisting those who are.

- We will work to reduce the risk of falling in the over 65s. We have seen a 14% decrease in the chance of falling and a 40% improvement in balance for participants following completion of our Safety Through Education and Exercise for Resilience (STEER) course.
- We will engage with children and young people through our Fire Cadets and Prince's Trust Programme to instil lifelong values and provide education, which will prevent them from becoming vulnerable and keep them safe.

Reducing risk: Partnerships

Investigations following fire fatalities show individuals are usually known to us or other agencies. This highlights the need for closer alignment, data-sharing and practical approaches to working together.

We will actively seek to identify areas where we can make a positive contribution and where our skills and assets can be utilised.

For example, we know for a life threatening medical emergency, the speed of medical intervention is vital and having crews trained in CPR (cardiopulmonary resuscitation) and defibrillators (AEDs) on every frontline fire appliance enables us to save more lives.

Examples of our effective partnership work include:

- **Co-responders:** HFRS and IWFRS currently attend more than 5,000 medical calls each year through the co-responder scheme in collaboration with ambulance services.
- **Missing persons:** Pioneering work with the police has led to our frontline crews assisting in searches for high risk, vulnerable missing persons.
- **One Public and our buildings:** Sharing our buildings with police and ambulance services, among other partners puts resources at key locations and ensures the best use of public money. Both HFRS and IWFRS are active members of the Cabinet Office One Public Estate programme which brings public organisations together to explore opportunities to share buildings.
- **Public Health and the NHS:** We have extended our joint working to best use our resources to identify

the different needs of those in our communities and helping to ensure they receive support. Our STEER course to increase balance, fitness levels and nutrition advice to a targeted population in order to keep participants mobile. This reduces the risks of frailty and the risk of falling.

- **Safe & Well visits:** Working with other agencies we will focus on helping people live longer in their own homes safely, delivering our Safe & Well visits to the most vulnerable and offering online services to those who are at lower risk.
- **Children and young people:** Working in partnership with Public Health and Isle of Wight schools we will develop a Teen Fire Fit programme that focuses on students with low self-esteem, social isolation or weight management problems. Other initiatives include our road safety initiative Head On and Safe Drive Stay Alive and HFRS running a Fire Cadets programme and the Prince's Trust Programme.
- **White goods:** We will work with local trading standards authorities to support national awareness campaigns to promote safety recalls of products found to be below required safety standards which could cause a fire in the home.
- **Local Resilience Forum:** Working with a wide range of partners to plan for and respond to emergencies which threaten our communities.
- **Data sharing:** We will seek to further develop our data-sharing agreements with partners. This will improve our understanding of risk and our ability to collaborate effectively to identify those most in need.

Current service locations

We operate from
63 locations

- 46 on-call stations
- 9 combined wholetime and on-call stations
- 5 wholetime stations
- 1 day-crewed station
- 2 Service Headquarters based in Eastleigh and Newport.

Our workforce

Our people are our most valuable asset in terms of delivering our service to you. So, we want to ensure that our organisation is a great place for them to work. To ensure this we provide our staff with excellent learning and development opportunities, we actively promote their physical and mental health and overall wellbeing.

We seek to continuously improve the service we provide by working collaboratively with our workforce and trade unions to introduce and deliver change.

Values

We understand that our organisational values and how well these are embedded, influences how our workforce feel about the organisation.

- We will ensure that our values are developed with, and understood by, all our workforce and actively promoted by managers.

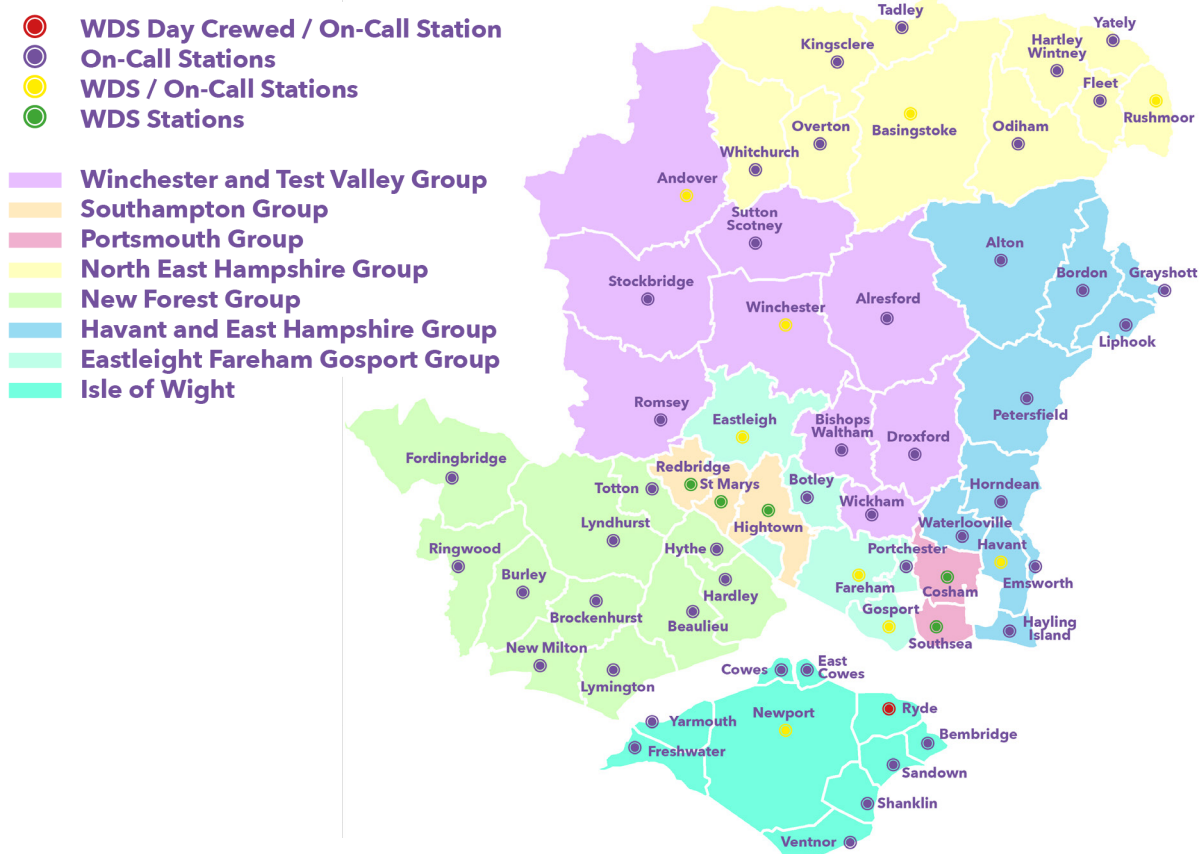
On-call Firefighters

More than half our workforce are on-call firefighters who live or work near a fire station and respond when required, providing a vital service to their communities.

Recruiting and retaining firefighters to work from on-call stations is a challenge faced by all fire and rescue services, especially in rural areas.

Factors that affect this are the changing dynamics of working life and house prices in the countryside.

- We will prioritise the recruitment, retention and support of our on-call firefighters.



Diverse Workforce

We aim to have a diverse workforce that reflects the communities we serve that can sensitively engage with people from all backgrounds and walks of life.

Concerted efforts are being made to remove historic barriers that may have deterred people from under-represented groups from applying for operational roles in the past.

This is vital to ensure we get our life-saving messages to all of our community and fill in the gaps in our knowledge.

We are attracting more diverse candidates than ever before but there is more to be done. Our firefighters are chosen on merit alone.

- We will encourage people from all our communities to work for us.
- We will aim to increase our knowledge and fill in gaps in our understanding.
- We will ensure the Service is one where all staff feel valued in their work.

- We will ensure appropriate facilities are available for all our workforce.
- We will ensure that equipment and uniform is designed in a manner suitable for all our workforce.

Health and Wellbeing

We are committed to looking after the health and wellbeing of our staff.

More than 60% of our firefighters will suffer from mental health issues during their careers and much work has been done to ensure support is in place and people are encouraged to talk openly.

This is the right thing to do as we value our staff and want them to reach their full potential to be the best they can be when working to keep the people of Hampshire and the Isle of Wight safer.

- We will train staff as Mental Health First Aiders to provide immediate support and to deliver Trauma Risk Incident Management (TRiM).
- Mental Health First Aiders will be embedded into IWFRS.

Responding to incidents

Responding to Incidents

A major part of what we do as a fire and rescue service is to respond to incidents and we have attended 20,902 incidents in the past year including 5,252 co-responder medical calls across Hampshire with a further 1,964 on the Isle of Wight of which more than 450 were co-responder medical calls.

We have expanded the way we work, engaging with partners to reduce risk in order to bring down the number of incidents.

Emergency response is still a critical element of the service we provide, and we will ensure our resources match our identified risk.

Response Standards

We need to consider how best to report our performance to the public. A refresh of our response standards will be considered as part of the 2020 IRMP. Despite little change in the percentage of critical incidents within the target time, public perception of our speed of response has remained exceptionally positive.

We support national work to understand the relationship between response standards and the outcomes of incidents and we are committed to setting challenging and achievable response standards that will make life safer.

Emergencies

An emergency is a wide-ranging term which can involve anything from gaining entry to a property on behalf of the ambulance service and extricating people from road traffic collisions, to attending a water-based incident or reaching someone trapped at height. Some of these operations are technical and challenging.

- We have teams that are capable to deal with all types of emergencies including mass casualty events.

Terrorism presents a serious and sustained threat to the UK causing widespread disruption. At the time of writing this report the international terrorism threat to the UK remains 'severe'. Meaning the probability of a terrorist attack is highly likely.

- We will therefore maintain operational preparedness in response to this critical risk factor.

Medical Response

As previously mentioned HFRS and IWFRS have dedicated medical response capabilities called co-responders. These are used to support the ambulance services in getting vital medical intervention as quickly as possible to someone in need. Our co-responders are mobilised by the ambulance service and then supported by the nearest available ambulance.

This pioneering scheme was introduced more than 15 years ago in HFRS and shortly afterwards on the Isle of Wight. This work has helped save many lives and keep the communities we serve safer.

We have also invested in our frontline crews who have now had enhanced medical training to benefit the community when responding to the variety of incidents we attend and to support our partners. We prioritise this service to protect the most vulnerable.

Maritime response

Hampshire and the Isle of Wight are home to two major international ports at Southampton and Portsmouth.

The Solent is a busy shipping area and a popular location for recreational water-based activities.

This creates a risk of various emergencies occurring on the Solent for which we must be prepared. We also have a statutory responsibility to provide fire cover for the Solent forts.

In 2018, the HFRA decided to provide a maritime response to incidents occurring in the Solent.

- We will ensure we are ready to deal with the various risks and challenges this presents.

Finances

Our financial strategy ensures our core functions are sustainable and incorporates our income, estate/ investments, partnerships, efficiencies and ultimately any reductions in resources.

We are funded in several ways:

Council Tax

HFRA currently collects £67.71 per year (£1.30 per week) in council tax for a Band D property to provide a fire and rescue service to the communities of Hampshire. This is 56% of HFRS income.

IWC currently collects £66.91 per year (£1.28 per week) in council tax for a Band D property to provide a fire and rescue service to the communities of the Isle of Wight.

Government Grants

General Government grants for Hampshire provide 14% of HFRS income while that for the Isle of Wight is contained within general funding for upper tier local authorities.

Business rates

HFRS finances are managed by Hampshire Fire and Rescue Authority while those of IWFRS are the remit of a department of the IWC.

Business rates for Hampshire generate 20% of HFRS income.

The IWC also receives business rates for the services it provides.

Other

A small amount of income is generated from fees, charges and interest and from Government grants for specific purposes.

HFRS also generate a small income through our trading arm.

Like all public services we have experienced reductions in government funding and the forecast for the UK economy is uncertain.

Our aim is to maximise the use of all available funding while lobbying government for them to provide sustainable funding for a diversifying emergency service that makes life safer for the people of Hampshire and the Isle of Wight.

Potential reforms, together with issues around firefighter pension arrangements and the national debate on the role of the modern firefighter may impact on the level of public funding we receive going forward.

We must ensure our approach to integrated risk management includes robust financial planning and management, taking into account future government grant levels, contract and supplier costs, inflation, and business rates retention while ensuring sufficient reserves.

With an anticipated £4m of further budget reductions needed across both services to balance the budget by 2021/22 we believe that, following this, no further reductions can be made without impact to our communities.

- We will prioritise our spending based upon the strategic direction set by this IRMP document.

Estate investment

Our staff work out of 63 locations including fire stations and our Service Headquarters buildings in Eastleigh and Newport.

A number of these buildings are now more than 50 years old, our premises play a vital role in our ability to engage with the communities we serve and respond to incidents in many different ways.

We share our stations with partners such as police and ambulance as well as charities including the RNLI and the Red Cross. These arrangements ensure that we maximise the use of our buildings whilst also supporting improved services to our communities.

- We will explore income generation opportunities through better use of our estates and locations; property hire, shared premises etc.
- We will be investing in an estates improvement and redevelopment programme. This will provide better facilities for staff, be more environmentally friendly, more secure, reduce maintenance and running costs and contribute to reducing risk.
- We will review how we use our buildings and how they support new ways of working whilst remaining integral parts of our communities.

Resilience

Service Resilience

The services' resilience in maintaining our ability to respond to new risks is now more important than ever before. We must also be ready to work with our neighbouring services, both receiving and providing support and specialist capability as required in order to further ensure our resilience. We must be ready and able to continue to deliver critical services in all circumstances.

Cyber Security

Cyber security is at the forefront of our thinking as we harness the power of new technologies. Our IT infrastructure is crucial to what we do as a modern fire and rescue service. The need to protect our data and systems has never been more critical with GDPR regulations and the threat of online attacks and other cyber-crime.

National Resilience

Risks faced by the UK are continually changing and evolving with potential major incidents such as natural disasters, industrial accidents and terror attacks.

The New Dimensions programme is in place to provide a range of equipment, people and procedures to deliver a co-ordinated national response in these cases.

We are committed to providing national resilience to support large scale emergencies as required. We will maintain a national resilience capability as long as national funding is maintained.

We will work closely with Home Office and NFCC to inform any future changes to the national resilience capabilities.

National Fire Chiefs Council (NFCC)

The NFCC is the professional voice of the UK fire and rescue service, their aim is to drive improvement and development throughout the UK FRS. We are committed to supporting the NFCC and are encouraged by the HMICFRS identifying that funding should be made available to strengthen the role of this organisation. We will support their intent and influence national policy.

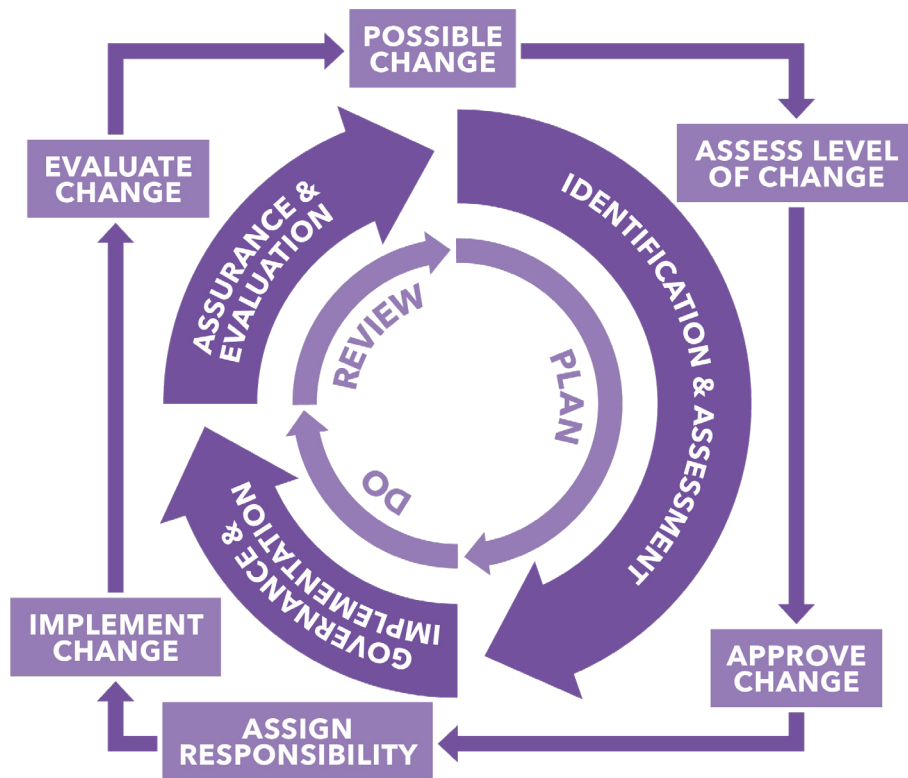
Continually improving

Evaluation is critical to us as our ability to elevate our performance is what allows us to provide assurances that we are making life safer and ensure we are continually improving the services we deliver.

Risk areas identified in this IRMP will shape the performance indicators used by HFRS and IWFRS. This will enable us to track our performance against these

areas. Evaluation of this will feed into the Strategic Assessment. Following the conclusion of the five-year IRMP planning cycle these risk areas will be re-assessed to help formulate the following IRMP.

Our Change Management Framework, pictured below, supports changes being introduced as part of our Service Plans.



Changes should be linked to a specific Service Plan and then back to the respective IRMP.

After the change has been completed, an assessment is made to evidence the overall effectiveness and wider impacts

of that change. This is then fed back to help inform the Strategic Assessment and the next iteration of the IRMP.

When there is a new CFA, the process will be standard across both Hampshire and the Isle of Wight.

Reflecting and evolving

This consultation process will inform the setting of our strategy for 2020-2025.

We recognise we must continue to evolve as an organisation to meet the new risks and challenges we face.

These risks should not be looked at as isolated issues but rather as more widely connected issues to be addressed in collaboration with our partners.

Our staff will be trained and equipped to respond to a wider range of risks.

We will strive to reduce risk before incidents occur, deal with incidents when they happen and help recovery following incidents.

Widening the scope of our activities through a better understanding of risk has helped us engage directly with

vulnerable people, how and where they need us most, as well as helping with any immediate need. We make them and their environment safer.

This is core to what we are as fire and rescue services. We believe this is what you expect from us. We aim to make Hampshire and the Isle of Wight safer and our new understanding of risk will help us identify and prioritise our work moving forward.

The role of HFRS and IWFRS continues to evolve which leads us to consider changing the 'Fire and Rescue' part of our name to more accurately reflect the wide range of emergencies and incidents that we attend and the extensive ways we serve our communities.

What now?

With this information we would now like to get your opinion.

If you would like more information on how we developed the IRMP, supporting documents can be viewed at:

[LINK to be added when consultation opens]

Please find below the link to a questionnaire which will allow you to tell us what you think of our plan to take HFRS and IWFRS forward during the next five years:

[LINK to be added when consultation opens]

The information you provide through this survey will be collated with all the other responses and, at the end of the consultation period, will be brought together to be considered by the Shadow Board early next year. And subject to agreement will go live April 2020.

If this is agreed the IRMP will be the document used to create a Service Plan. This will provide greater detail for how we will achieve what this IRMP has identified as our direction and priorities moving forward to 2025.



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*Forms will be independently processed by
Opinion Research Services (ORS)*

Hampshire and Isle of Wight Fire and Rescue Services: Integrated Risk Management Planning (IRMP) Consultation

Hampshire Fire and Rescue Authority (HFRA) and the Isle of Wight Council (IWC) are required to produce an Integrated Risk Management Plan to identify risks within their areas of responsibility and set priorities for meeting these risks.

HFRS and IWFRS are undertaking this consultation to gather the views of local residents and other stakeholders on their service vision for the next five years.

There is an online version of this questionnaire which we encourage you to complete. Please visit: www.hantsfire.gov.uk/irmp. To find out more before answering the questions, please read the accompanying consultation document.

HFRS and IWFRS have appointed Opinion Research Service (ORS), as an independent social research company, to manage the consultation and questionnaire responses. ORS will faithfully report the outcomes, in which the views of individual members of the public will be anonymous; but where feedback is from a representative of an organisation or someone acting in their official capacity, it may be attributed. All completed questionnaires should be returned by **24/11/2019**.

All the questions are optional, and all information you provide will be processed by ORS in accordance with the Data Protection Act and GDPR. **Any personal information will be kept for no more than 6 months after any decisions have been finalised.** For further information, please see www.ors.org.uk/privacy

Communities

Please read page 12 and 14 of the consultation document to find out more before answering these questions

HFRS and IWFRS aim to identify and help those in their communities who are most vulnerable, such as those aged over 65, those living alone, those with mental health issues, alcohol and/or drug dependencies or those who are frail. They will work with partner agencies to ensure their strategies complement one another for the benefit of these people.

How important is it for you that HFRS and IWFRS continue to identify and target the most vulnerable groups and communities to make them safer? PLEASE TICK ✓ ONE BOX ONLY

Very important <input type="checkbox"/>	Fairly important <input type="checkbox"/>	Not very important <input type="checkbox"/>	Not important at all <input type="checkbox"/>	Don't know <input type="checkbox"/>
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A Diverse Workforce

Please read page 17 of the consultation document to find out more before answering these questions

HFRS and IWFRS aim to have diverse workforces that reflect the communities they serve and can sensitively engage with people from all backgrounds and walks of life. Concerted efforts are being made to remove historic barriers that may have deterred people from under-represented groups from applying for operational roles in the past.

How important is it to you that the workforces of HFRS and IWFRS represent the makeup of the communities they serve? PLEASE TICK ✓ ONE BOX ONLY

Very important <input type="checkbox"/>	Fairly important <input type="checkbox"/>	Not very important <input type="checkbox"/>	Not important at all <input type="checkbox"/>	Don't know <input type="checkbox"/>
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The Built Environment

Please read pages 8 and 13 of the consultation document to find out more before answering these questions

HFRS and IWFRS have a duty to make Hampshire and the Isle of Wight safer: one of the laws that enables them to do this is the Regulatory Reform (Fire Safety) Order 2005, which is designed to ensure there is a basic fire safety standard in non-domestic premises. Teams of dedicated Fire Safety Inspecting Officers work with statutory partners and businesses to ensure places of work, commercial premises and public access buildings meet the standard required.

During the past decade this team has been significantly reduced due to the prioritisation of emergency response in the face of significant budget reductions. Innovative working has lessened the impact and we will ensure we have the capacity to inspect premises we identify as a priority.

HFRS and IWFRS are committed to: investing in their staff and supporting systems to ensure they have the capacity to inspect the buildings they believe most require it to reduce public risk; and working with businesses to ensure they remain safe and can continue to function in the event of an incident.

How important is it to you that HFRS and IWFRS identify and inspect their highest risk buildings to help make them safer? PLEASE TICK ✓ ONE BOX ONLY

Very important <input type="checkbox"/>	Fairly important <input type="checkbox"/>	Not very important <input type="checkbox"/>	Not important at all <input type="checkbox"/>	Don't know <input type="checkbox"/>
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How important is it to you that HFRS and IWFRS support their key risk sites to reduce their fire risk?

PLEASE TICK ✓ ONE BOX ONLY

Very important <input type="checkbox"/>	Fairly important <input type="checkbox"/>	Not very important <input type="checkbox"/>	Not important at all <input type="checkbox"/>	Don't know <input type="checkbox"/>
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How important is it to you that HFRS and IWFRS support work to protect Heritage sites? PLEASE TICK ✓

ONE BOX ONLY

Very important <input type="checkbox"/>	Fairly important <input type="checkbox"/>	Not very important <input type="checkbox"/>	Not important at all <input type="checkbox"/>	Don't know <input type="checkbox"/>
--	--	--	--	--

How important is it to you that HFRS and IWFRS consider economic risk when considering their strategies? PLEASE TICK ✓ ONE BOX ONLY

Very important <input type="checkbox"/>	Fairly important <input type="checkbox"/>	Not very important <input type="checkbox"/>	Not important at all <input type="checkbox"/>	Don't know <input type="checkbox"/>
--	--	--	--	--

Landscape and Geography

Please read page 11 and 14 of the consultation document to find out more before answering these questions

HFRS and IWFRS recognise the risks presented by the natural environment and that these risks are now increased due to the effects of climate change.

Climate change continues to increase the risk of severe weather such as heatwaves, colder winters and heavier rain leading to numerous risks such as increased wildfires and flooding events. HFRS and IWFRS believe that they must be ready to respond to incidents in the natural environment both to protect life and property and also the environment itself.

How important is it to you that HFRS and IWFRS prioritise environmental protection work through preventative and response activities? PLEASE TICK ✓ ONE BOX ONLY

Very important <input type="checkbox"/>	Fairly important <input type="checkbox"/>	Not very important <input type="checkbox"/>	Not important at all <input type="checkbox"/>	Don't know <input type="checkbox"/>
--	--	--	--	--

How important is it to you that HFRS and IWFRS prioritise preparations to be ready for and respond to the risks posed by severe weather? PLEASE TICK ✓ ONE BOX ONLY

Very important <input type="checkbox"/>	Fairly important <input type="checkbox"/>	Not very important <input type="checkbox"/>	Not important at all <input type="checkbox"/>	Don't know <input type="checkbox"/>
--	--	--	--	--

Measuring our Performance

Please read pages 18 and 19 of the consultation document to find out more before answering these questions

HFRS and IWFRS would like to develop a set of key performance indicators the public can access. Traditionally we are measured by our speed of response however there are numerous other ways in which we serve our communities in making Hampshire and the Isle of Wight safer. It is important to us for you to be able to see how we are performing across the key areas in which we serve.

HFRS and IWFRS are committed to setting challenging, achievable and appropriate targets that will help drive us to make life safer for our communities.

To what extent do you agree or disagree that response standards are an important measure of performance for HFRS and IWFRS? PLEASE TICK ✓ **ONE** BOX ONLY

Strongly agree <input type="checkbox"/>	Tend to agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Tend to disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>	Don't know <input type="checkbox"/>
---	--	---	---	--	---

How important is our speed of attendance over other measures? PLEASE TICK ✓ **ONE** BOX ONLY

Very important <input type="checkbox"/>	Fairly important <input type="checkbox"/>	Not very important <input type="checkbox"/>	Not important at all <input type="checkbox"/>	Don't know <input type="checkbox"/>
---	---	---	---	---

To what extent do you agree or disagree that HFRS and IWFRS should adapt their response standards based on risk to ensure resources are utilised as effectively and efficiently as possible to keep communities safe? PLEASE TICK ✓ **ONE** BOX ONLY

Strongly agree <input type="checkbox"/>	Tend to agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Tend to disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>	Don't know <input type="checkbox"/>
---	--	---	---	--	---

In what key areas would you like to see our performance measured?

Responding to Medical Emergencies

Please read page 18 of the consultation document to find out more before answering these questions

HFRS and IWFRS have dedicated medical response capabilities called co-responders who support the ambulance service in specific locations by delivering medical intervention as quickly as possible to someone in need. They have also recently invested in all frontline crews and appliances to enhance their medical capabilities.

They are now looking to expand the support offered to their partner ambulance services as part of the wider strategy to make life safer across Hampshire and the Isle of Wight.

To what extent do you agree or disagree that HFRS and IWFRS should continue to develop and widen the medical response activities it provides to the public? PLEASE TICK ✓ **ONE BOX ONLY**

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Partnerships

Please read page 15 of the consultation document to find out more before answering these questions

HFRS and IWFRS recognise that they must continue to evolve and work in new ways to meet the new risks and challenges they face; risks that should not be looked at in isolation but rather as more widely connected issues to be addressed in collaboration with partners. Widening the scope of their activities through a better understanding of risk has already helped the two FRSs engage directly with vulnerable people and make them and their environment safer.

Some examples of different ways of working are:

- Working with young people with low self-esteem, social isolation or weight management problems;
- Working with the NHS to increase balance, fitness levels and nutrition advice within targeted populations to keep people mobile and reduce the risks of frailty and falling;
- Medical co-responding with the ambulance service (whereby trained firefighters are mobilised by the ambulance service and then supported by the nearest available ambulance to get vital medical intervention as quickly as possible to someone in need);
- Assisting the police with searches for vulnerable missing persons.

To what extent do you agree or disagree that HFRS and IWFRS should use their skills and capabilities to respond to a wider range of risks and demands to make their communities safer? PLEASE TICK ✓ **ONE BOX ONLY**

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What other risks or demands do you think we should become involved with to make life safer?

Data Sharing

Please read page 15 of the consultation document to find out more before answering these questions

HFRS and IWFRS are seeking to further develop their data sharing agreements with partners to improve their understanding of risk and their ability to collaborate effectively to identify those most in need of prevention activities.

Historically we know most people killed or seriously injured in fires are known to FRSs or their partners. Effectively sharing information between trusted partners helps them to focus on those most at risk.

How willing would you be for HFRS and IWFRS to share your data with our partners in this way? PLEASE TICK ✓ **ONE BOX ONLY**

Very willing <input type="checkbox"/>	Somewhat willing <input type="checkbox"/>	Not very willing <input type="checkbox"/>	Not willing at all <input type="checkbox"/>	Don't know <input type="checkbox"/>
---	---	---	---	---

Finances and Funding

Please read page 20 of the consultation document to find out more before answering these questions

HFRS and IWFRS are funded in several ways including via collection of council tax. Hampshire Fire and Rescue Authority currently collects £67.71 per year in council tax for a Band D property to provide a fire and rescue service to the communities of Hampshire, while the Isle of Wight Council currently collects £66.91 per year for a Band D property to provide a fire and rescue service to the communities of the Isle of Wight.

Our financial strategy ensures our core functions are sustainable and incorporates council tax, government grants and business rates alongside income generation and cost recovery from the use of our estates, partnership working and our trading arm.

Both FRSs have experienced reductions in government funding and an anticipated £4m of further reductions will be needed across both services to balance the budget by 2021/22. It is believed that following this, no further reductions can be made without impact to local communities.

To what extent do you agree or disagree that HFRS and IWFRS should explore opportunities for income generation? PLEASE TICK ✓ **ONE BOX ONLY**

Strongly agree <input type="checkbox"/>	Tend to agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Tend to disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>	Don't know <input type="checkbox"/>
---	--	---	---	--	---

Are there any further financial opportunities that HFRS and IWFRS should be exploring?

Our Identity

Please read page 24 of the consultation document to find out more before answering these questions

HFRS and IWFRS have transformed greatly over the last few years and will continue to do so in order to meet the new risks and challenges facing their communities. They have and will continue to develop new ways of working, developing how staff are trained and equipped in order to respond to a wider range of risks to continue to make life safer.

Given the continually changing roles of HFRS and IWFRS, they feel it may be the right time to consider amending their names to more accurately reflect the ways they serve their communities.

Given the changing roles of HFRS and IWFRS, to what extent do you agree or disagree that the name “Fire and Rescue Service” still reflects their role? PLEASE TICK ✓ ONE BOX ONLY

Strongly agree <input type="checkbox"/>	Tend to agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Tend to disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>	Don't know <input type="checkbox"/>
---	--	---	---	--	---

Other comments

If you have any other comments you would like to make, please write below.

As public bodies, HFRS and IWFRS have a duty to take into account the impact of their decisions on human rights, under the Human Rights Act 1998, and also on people with protected characteristics under the Equality Act 2010 (age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation).

Are there any positive or negative impacts that you believe should be taken into account?

If so, are you able to provide any supporting evidence and suggest any ways to reduce or remove any potential negative impact and increase any positive impact?

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

INFORMATION ABOUT YOU

What is your full postcode?

This will help us understand views in different areas

If you are responding ***on behalf of*** an ORGANISATION, which organisation do you represent?

Please give us the name of the organisation and any specific group or department.

Please also tell us who the organisation represents, what area the organisation covers and how you gathered the views of members.

PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY

If you are providing your own **PERSONAL RESPONSE**, please answer the questions below...

HFRS and IWFRS have a duty to promote equality and want to make sure all parts of the community are included in this consultation, but these questions are optional. All consultation responses will be taken fully into account when making decisions, regardless of whether you provide your details.

PLEASE TICK ✓ ONLY ONE BOX FOR EACH QUESTION

What was your age on your last birthday?

- | | |
|--|-------------------------------------|
| <input type="checkbox"/> Under 16 | <input type="checkbox"/> 55 to 64 |
| <input type="checkbox"/> 16 to 24 | <input type="checkbox"/> 65 to 74 |
| <input type="checkbox"/> 25 to 34 | <input type="checkbox"/> 75 to 84 |
| <input type="checkbox"/> 35 to 44 | <input type="checkbox"/> 85 or over |
| <input type="checkbox"/> 45 to 54 | |
| <input type="checkbox"/> Prefer not to say | |

What is your ethnic group?

- White British
- Mixed or multiple ethnic groups
- Asian or Asian British
- Black, African, Caribbean or Black British
- Any other ethnic group
- Prefer not to say

What is your gender?

- Male
- Female
- Non-Binary
- Transgender
- Prefer not to say

Other

Do you work for Hampshire Fire and Rescue Service or Isle of Wight Fire and Rescue Service?

- Yes
- No
- Prefer not to say

Do you consider yourself to have a disability?

- Yes
- No
- Prefer not to say

THANK YOU FOR YOUR TIME

Please return the questionnaire by **Date Month 2019** to:
Opinion Research Services · FREEPOST SS1018 · PO Box 530 · Swansea · SA1 1ZL

**Hampshire Fire and Rescue Authority - People Impact Assessment (PIA) –
Stage 1**

People Impact Assessment (PIA) Stage 1 is completed at the start of any project, process or strategic decision to assist in identifying any significant impact on people, and in particular, those who share a characteristic which is protected under equality law.

If a negative (or possible negative) impact is identified, **Stage 2 will need to be completed.**

Please note: For the purposes of this document, the term ‘proposal’ can refer to any policy, activity, function or project that the people impact assessment relates to.

Name of proposal and brief description	Joint IRMP and Consultation. The proposal is being taken to Hampshire Fire and Rescue Authority (HFRA) to seek permission for HFRA and Isle of Wight Council (IWC) to produce a joint Integrated Risk Management Plan and for this to be taken through a joint formal consultation.
Aims and objectives of the proposal	The aim of the proposals is that Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) will create a joint IRMP and undertake a joint formal consultation on this plan.
Who will this affect within HFRS and IWFRS?	This will have no impact upon anyone within HFRS or IWFRS.
Who will this affect within our communities and businesses?	This proposal will have no impact upon any of our wider stakeholders.
Potential positive impacts	This proposal allows for HFRA and IWC to produce an IRMP and undergo consultation in the most efficient manner possible. Limiting the impacts on HFRS and IWFRS teams and reducing the amount of resources used.
Responsible Manager	Kevin Evenett
Date	06/08/2019

Potential impacts identified (Internal and external)

Disability	No Impact Identified
Age	No Impact Identified
Marriage and Civil Partnership	No Impact Identified
Pregnancy and Maternity	No Impact Identified
Race	No Impact Identified
Religion and belief	No Impact Identified
Sex	No Impact Identified
Sexual Orientation	No Impact Identified
Gender Reassignment	No Impact Identified
Other Impacts e.g. health and wellbeing, financial, morale etc.	No Impact Identified

If you have identified possible impacts in any of these areas, you will need to complete Stage 2 of the People Impact Assessment.

Even if you haven't initially identified an impact, it is possible that unknown impacts still exist or will occur as the proposal moves forward.

We would encourage you to:

- Review your impact assessment regularly
- Have conversations with those you have identified as being affected by the proposal generally
- Ensure you speak with a broad range of people about your proposal
- Seek the assistance of the Inclusion and Diversity Team
(id@hanstfire.gov.uk)



Strategic Risk Assessment

Hampshire Fire and Rescue Service
2019-2020



**HAMPSHIRE
FIRE AND
RESCUE
SERVICE**

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Foreword

Hampshire Fire and Rescue Service (HFRS) understands the need to respond to change within the Service, coupled with the importance of identifying and responding to risk. Over the last few years there have been many change programmes and initiatives to assist us moving forward.

Between 2016/17 and 2017/18, we experienced one of the largest programmes of change activity within HFRS (Risk Review and Service Delivery Redesign), coupled with how we manage our IT infrastructure platform (ICT Transformation). We have begun to strengthen our resilience by introducing smarter working environments for our staff and our ability to respond to operational demand.

As our Service continues to evolve, we recognise the importance of timely and accurate data in support of informed decision making. In order to identify emerging trends and areas of risk for improved planning, HFRS Performance and Assurance teams are introducing more accessible performance information to enable us to proactively monitor data in real-time.

Our HFRS Estates teams are completing an extensive program of works in support of our operational locations and Service Headquarters, supporting partnership co-location working with Hampshire Constabulary, encouraging close working relationships with our Blue Light partnerships.

Over the last 18 months, we have welcomed our new Chief Fire Officer, who has enabled the establishment of our new organisation model to support continuous improvement working. Under the Directorates of Risk and Strategy, Operational Response, Enabling Services and Performance and Assurance, our Service will continue to evolve and develop.

As we move forward with a new Combined Fire Authority (Hampshire and the Isle of Wight Fire and Rescue Services), combined with the unknown impacts of Brexit, our ability to identify risks and monitor our performance has grown in importance in addition to our planning and operational work.

In 2018 we also experienced our first HMICFRS review. This provided us with valuable insight and opportunity to review and improve our organisation. Therefore, as we approach 2019/20, we face a combination of new and dynamic challenges ahead of us. Our capability to understand our organisation (operations, practices, workforce), capitalise on technology, our partnerships, and how we understand and serve our community is of increasing importance as we continue to evolve.

Executive Summary

The purpose of this document has been to identify and record the significant risks that are present within Hampshire. By understanding the nature of these risks and how members of the communities we serve, and our staff, may be harmed by them, HFRS is better placed to ensure that suitable measures for mitigation are in place.

Risk is often seen as a negative occurrence, or the chance of something unpleasant happening which may cause injury or loss; however, risk is an element of uncertainty and can therefore also provide opportunity. By exploiting opportunities that risk presents, we can provide positive impacts such as innovative ways of working that have not previously been identified.

The Strategic Assessment of Risk (SAOR) will support the development of the Fire Authorities Integrated Management Risk Plan (IRMP) and feed into our aims and objectives outlined within our HFRS Service Plan.

Key Findings

1. Ageing Population

The main findings of this SAOR identify that our communities are changing. People are living longer; leading to changes to physical wellbeing, mental health and to the increased potential for social isolation. Indeed, it is widely recognised that those most in need are often those who are the most difficult to reach. To address this, the Service is developing the way that we deliver our prevention services, to ensure that effective, integrated ways of working with our partners takes place on an individual level.

Furthermore, when looking to predict those most at risk of fire, HFRS has traditionally used Exeter data. However, future targeting methods may need to be reviewed to incorporate wider demographic or vulnerable groups to ensure that the Service is able to concentrate resources where they are most required. Fuel Poverty affects many households in Portsmouth and Southampton areas, including our rural communities (please refer to section 3.8).

- **Review our strategy on elderly and more vulnerable residents and areas.**

2. Partnership Collaboration (availability of data)

Recent fatalities have highlighted the need for closer alignment and more practical approaches to sharing data on those most vulnerable. Currently HFRS have existing practices of alignment with local authorities and partnerships. However, there are a lack of common tools (between partnerships) and data demand is dependent on need by individuals or by group support. Despite existing working relationships between partnerships such as HCC, SCAS and Hampshire Constabulary, there remains the need to support and pursue the ability to integrate data sets between partnerships and operational leads; to share data with confidence between partnerships to ensure the most vulnerable are highlighted and managed appropriately.

In addition, to aid support of performance management, feedback from partnership sign-posting/referral activities should be more actively sought in order to gauge the success of referrals made. The failure to do so, or to provide appropriate levels of resourcing, will increase the risk of our inability to fully understand the success of initiatives and their supporting programmes and reduce the effectiveness of HFRS Performance Management. This may (speculatively) affect the likelihood of fire fatalities or casualties for those most vulnerable.

- **Review our data needs, partnership activities, supporting resources, review/seek common information tools and review better sharing protocols.**

3. Housing Increases

The forecast for housing stock within Hampshire is set to increase by 2024.¹

An increase in the number of dwellings could be assumed to lead to a corresponding increase in the likelihood of dwelling fires. However, owing to fire safety regulations in new housing construction and building methods, the likelihood of dwelling fires maybe reduced, however this still remains a risk.

Single occupancy households are set to become more common across Hampshire. Although living alone may not necessarily affect an individual's fire risk; when combined with other factors such as demographic characteristics, age, recent bereavement, mental and physical health/wellbeing and living environments (such as community types), these can contribute to an individual's circumstances which put them at a higher risk of having an accidental dwelling fire that may result in death or injury.

- **In addition to Findings 1&2, review working partnerships and research to build greater understanding of our residential communities, and factors which influence vulnerability.**

4. Financial and Planning Awareness Needs

A Medium-Term Financial Plan (MTFP) is taken to the Authority on an annual basis and is used to forecast the financial position over the short to medium term. This allows forward planning for budget reductions and other significant organisational changes. The current position shows that an anticipated £4m of further budget reductions will be needed to balance the budget by 2021/22 (refer to Section 7 for further information).

- **HFRS must continue ensure best practices with financial planning, management of budgets and assurance activities to projects.**

5. Brexit (issue or partnership concerns)

Given the uncertainty and the complexity of this agenda, it is very difficult to have a clear determination of the key strategic issues facing the Service post Brexit. However, the potential impacts on the United Kingdom of a 'no deal', 'soft', 'clean' or 'hard' Brexit., An example of this can be seen at the end of the transition period with the identified reasonable worst-case scenario showing the potential of significant delays at Ports (specifically Portsmouth International Port) resulting in associated traffic congestion.

HFRS along with partners in the HIOWLRF continue to plan for appropriate reduction to this risk with clearly identified strategic aims to ensure continued Service Delivery. This specifically includes the risk of being able to maintain emergency response cover to impacted communities of Hampshire.

- **To continue to monitor our ability to respond and provide Services to Hampshire.**

¹ HCC - Hampshire, Portsmouth & Southampton Small Area Population Forecasts (SAPF) 2017 based.

6. Climate Change and Adverse Weather

The Met Office predicted impact of climate change has estimated that on average, summer periods may become drier. This may lead to an increase in those most vulnerable from adverse heat conditions (dehydration).

Drier summer conditions may lead to increased risk of grass and heathland fires in open areas.² In the last two years, open fire incidents have followed this predicted pattern and increased in periods of dry warmer conditions. Recent years the Met office have reported varying extremes of weather patterns, notably flooding. Seasonal rainfall over winter is expected to increase, which may increase the risk of flooding.

Although adverse weather conditions cannot be easily predicted, the resources and skills necessary to tackle flooding and fires in the open should be considered for review.

- **Review resource and community impacts of adverse weather for incidents and how communities and vulnerable persons are affected by adverse conditions (young and elderly). Please also refer to finding 10.2.**

7. HFRS Workforce

7.1 On Call

The Service has the continued pressure of recruiting and retaining firefighters to work from our on-call stations, especially in rural areas.

This is due to changing dynamics within both residential and business communities. With job availability and expectations of residents seeking higher salaried work further away from home, coupled with less affordable housing stock within villages has led to difficulties recruiting and retaining firefighters to cover several on-call stations within Hampshire. Despite the initial attraction of staff, the ability to maintain staff due to work/life balance remains a challenge to the Service.

- **Review our strategy and approach to supporting our on-call workforce.**

7.2 Diverse Workforce

Our current workforce is predominately white males (84%) with females accounting for (16%), and with 98% of employees identifying themselves as white. The Service recognises that it must both reflect the makeup of the community it serves and sensitively engage with it to ensure effective and consistent delivery of services. Despite a proportionally balanced workforce to county diversity makeup, this remains an area of continued development for the Service owing to the lack of Asian and Black Minority Ethnic groups. This may present a reputational risk to the Service, but also creates an opportunity for the Service to develop more creative approaches to recruitment of staff.

- **Continue our attempts to employ a diverse workforce.** Please refer to sections 3.2 and 3.4 for further information, in addition to findings point 9.

² [www.https://www.metoffice.gov.uk?climate-guide/climate-change](https://www.metoffice.gov.uk?climate-guide/climate-change)

8. Critical Response Times (8/80)

The Risk Review predicted an improvement to response times with the introduction of our new vehicle strategy. Following the trials these new vehicles will be introduced to our fleet over the coming years and although these trials have indicated Despite trials being conducted with modelled response times, evidence illustrates that these are not at the predicted scale we wish to achieve.

Whilst the percentage has fluctuated over the previous year average, an improvement to response times has been seen in 2017/18, however we have been unable to reach the target of 8/80.

In addition, combined with recent decisions involving the new Combined Fire Authority (CFA), as response times differ, consideration should be given to review how conflicting response standards will impact Service performance management as it creates a new risk to our performance data and our ability to view data in a uniform holistic manner.

- **A review of the 8/80 standards has been undertaken by the Service at the time of writing this report and should be pursued.**
- **Review impact of CFA response standards for Isle of Wight (critical and non-critical) and Hampshire.**

9. HMICFRS

Following the 2018 HMICFRS visit report for HFRS, the Service was rated in the following diagnostic areas:

Effectiveness

- Rating: Good
- Improvement required on how the Service protects the public with fire regulation

Efficiency

- Rating: Good

People

- Rating: Requires Improvement
- Improvement required in the way the Service looks after its people, specifically in ensuring fairness and promoting diversity, promoting right values and culture, and managing performance and developing leaders

In responding to the HMICFRS Inspection reports we have considered every element of the inspection and subsequent reports. An Action Plan has been developed which focusses on the 'Cause for Concern' as well as the 'Areas for Improvement' giving our analysis and what we intend to do about the issues raised.

It is our intention to provide the best fire and rescue services to our communities and so we will also be working on those areas where we were assessed as 'Good', to assess how we can achieve an 'Outstanding' assessment in the future. We believe that focussing on all round improvement, rather

than just a few weaker areas, will produce much more effective and sustainable improvements to our services.

Although these have not been presented as risks by HMICFRS, they could become risks to the Service if not addressed either by their impact to the Service/community, or reputational damage within the Fire and Rescue community. These are suggested areas for review in support of improvements.

Please refer to HMICFRS HFRS plan for agreed actions in response to these areas.

<http://bit.ly/HMICFRSActionPlanWebsite>

10. Operational Incidents

10.1 Accidental Dwelling Fires

Accidental dwelling fires remain a risk to the Service, despite both the decrease in trend over the four years for both Hampshire and England. Recent figures have revealed an increase (mirroring figures from 2015/16) therefore returning to levels from 3 years ago.

- **Review of prevention activities in support of this incident type.**

10.2 Deliberate Fires

Deliberate fires (secondary) are increasing both within Hampshire and nationally. As grass and refuse fires fall into this incident category, the increase can be attributed to the warmer weather conditions. Due to this increased fire risk and the additional demand it places on our resources, the causes of these increase should be investigated further.

- **Review of deliberate secondary fires, potential impacts to Service resources and communities. Refer to finding 6 (Adverse weather conditions)**

10.3 False Alarms

False alarms have increased in 2017/18 compared to the previous year and in line with national trend increases. Although there is no risk to life, it does impact our resources and remains our highest incident type within the Service.

- **Review of False Alarms and supporting partnerships (building management organisations).**

10.4 RTCs

Although the number of Road Traffic Collisions (RTCs) have remained relatively stable over the four years, they continue to be a cause for concern. Our roads are getting busier and RTCs frequently lead to devastating, life changing consequences. This is reflected both nationally and locally with our Blue Light Partner agencies such as Hampshire Constabulary and South-Central Ambulance Service (SCAS).

- **Review of prevention strategies and continued support into research working with Blue Light and partnership agencies.**

10.5 Effecting Entry / Exit (Medical)

These incidents have increased considerably. This may present a risk due to appliances being delayed at the scene due to safeguarding issues or waiting for SCAS to arrive. Further research is

required to fully understand the context and impact to the service, as this does increase resource use.

- **Review of resource impacts and agreements with partnership agencies.**

10.6 Co-responding (Medical)

Since the introduction of the National Ambulance Response Programme (November 2017), the level of co-responding incidents we attend has notably declined in incident numbers. This is a national decline for all Fire and Rescue Services.

- **Review of resources and locations for Co-responders.**

Background

The Fire and Rescue National Framework identifies new challenges that we must deal with such as the continued threat of terrorism, impacts of climate change, impacts of an ageing population and financial needs to reduce the national deficit.

In pursuit of Hampshire Fire and Rescue's vision to 'Make Hampshire Safer', it is important that these wider challenges are understood to help us plan to achieve our strategic objectives in a more informed manner.

To ensure that our Integrated Risk Management Plan (IRMP) remains relevant and reflects the wide landscape in which we operate we carry out a Strategic Assessment of Risk (SAOR). This ensures that risk management combined with intelligence and analysis, drives our informed decision-making within Hampshire Fire and Rescue Service (HFRS).

This report is based on data periods 01 April 2014 to 31 March 2018 and investigates both external and internal influences of risk to Hampshire and identifies both challenges to our organisation and those of the service we provide.

National data sets have been used to provide benchmarking comparators to certain areas of risk or concern, providing context to Hampshire's risk and to identify national risk trends.

1. Our Aims

1.1 HFRS Service Plan Aims

The corporate aims set the direction of traffic in achieving our objectives of making Hampshire safer. We focus our resources on these areas and use them to develop and deliver the activities we set out in our Service Plan 2015-2020.

- **Knowledge:** we will optimise our use of knowledge to plan and deliver better services for the public.
- **Technology:** to improve the technology we deploy to increase quality, agility and reduce cost across our business, establishing it as a driver for innovation and improvement.
- **People and leadership:** our people will understand expectations on goals, standards and behaviour, and feel motivated and equipped to perform highly.
- **Assets and money:** we will improve the return on our physical assets and use medium-term financial planning to ensure we effectively prioritise our resources.
- **Communications and engagement:** we will develop targeted communications and engagement opportunities with our stakeholders to improve our services.
- **Working with partners:** we will place partnerships at the heart of all our work.
- **Responding to incidents:** we will continue to improve the way we respond to and support incidents.
- **Creating safer communities:** to reduce risk across Hampshire by creating pioneering partnerships that target the most vulnerable people and places.
- **Building community resilience:** we will enhance our communities' ability to prepare for, deal with and recover from incidents.

For more details please see: <https://www.hantsfire.gov.uk/about-us/plan/>

2. Our Responsibilities

The Hampshire Fire and Rescue Authority (HFRA) is a combined Fire and Rescue Authority (CFA) constituted under section 4 of the Fire and Rescue Service Act 2004. It is legally required to enforce fire safety legislation and to reduce the risk of fire causing death, serious injury and property related losses to the community. It must also make provision for rescuing people in the event of road traffic collisions and for protecting people from serious harm arising from road traffic collisions in the Hampshire area. The HFRA is legally responsible for the enforcement of the Regulatory Reform 2005 (Fire Safety) Order which is applicable across England and Wales. This Order places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire within public and commercial buildings.

The HFRA meets six times a year and is made up of 10 elected members from the following constituent authorities:

- 8 members from Hampshire County Council
- 1 member from Portsmouth City Council
- 1 member from Southampton City Council

The HFRA also has a Standards and Governance committee which meets twice a year attended by six elected members. **For more details about our Constitution, please see:**

<https://www.hantsfire.gov.uk/about-us/who-we-are/hampshire-fire-and-rescue-authority/constitution/>

2.1 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

In the summer of 2017, HMIC commenced inspections of England's Fire & Rescue Services, assessing and reporting on their efficiency, effectiveness and leadership. To reflect this new role, their name changed to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

The inspection assesses how effectively and efficiently Hampshire Fire and Rescue Service prevents and protects the public against and responds to fires and other emergencies. It also assesses how well it looks after the people who work for the Service. HFRS have a responsibility to produce an action plan to respond to the findings from the HMICFRS inspection.

2.2 How we identify risk

In order to identify and mitigate risk, Hampshire Fire and Rescue Service (HFRS) conducts periodic assessments of risk to help us to consider the potential impacts or influences, of both external and internal factors to our organisation. Where we identify risks, we take appropriate action. As a Service we review risk on a regular basis as part of our continuous improvement and planning process. This includes identifying risks we face and how we plan to address or reduce risk through ongoing support of HFRS initiatives or partnership activities.

The information within this document is based on current and historical risk data which is presented to inform our plans and strategies both now and in the future.

The Strategic Assessment underpins our corporate planning process and aims to strengthen our Integrated Risk Management Plan (IRMP), which we have a statutory duty to provide. Whilst the IRMP summarises how, through planning, we consider fire and rescue related dangers that could

affect our communities and how we aim to address them, the Strategic Assessment provides context and detail to these risks, to assist our organisational planning process.

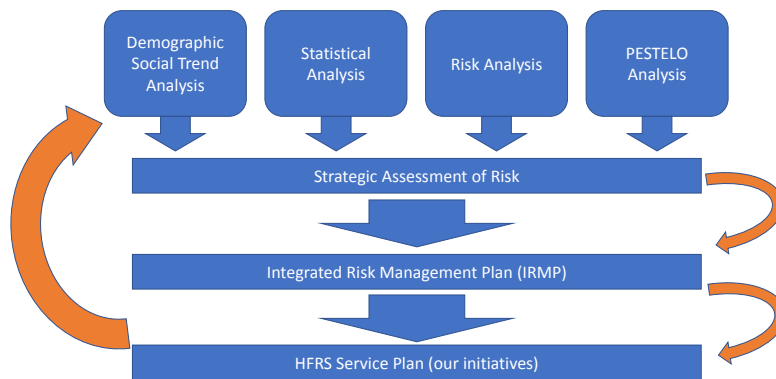
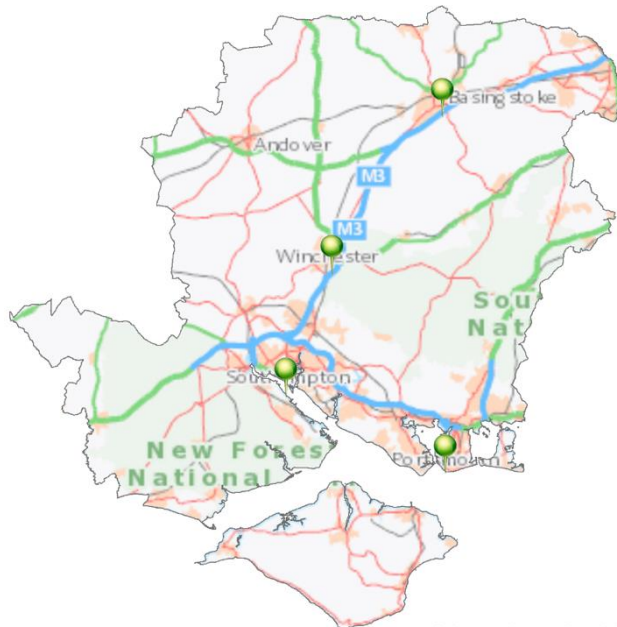


Figure 1 HFRS Strategic Assessment Process

The environment in which we operate is constantly changing and new risks to our communities will always emerge. It is our job to ensure that we continually assess these changing risks and ensure we keep the communities of Hampshire safe through our assessment of risk and prioritising our response to those risks. In addition to our annual process we continue to analyse any emerging opportunities and threats throughout the year through our normal risk management processes which incorporate both domestic and commercial risk.

3. Hampshire: About our county

Hampshire is in the South of England and covers 3,700 square kilometres (1,400 square miles), with a population of 1.85M (2019) residents dispersed in rural, urban and coastal living areas.



Ordnance Survey data © Crown copyright and database right 2018. OS 100030994.

Figure 2 Map illustrates the county, highlighting key town and cities (Portsmouth, Southampton, Winchester and Basingstoke).

Hampshire is bordered on three sides by land, with Dorset & Wiltshire located to the west, Berkshire and Surrey to North and North East, West Sussex to the East and the South bordered by The Solent Sea Channel. Hampshire is rich in history with two national parks and many historical places of interest and a variety of national heritage sites ranging from Winchester Cathedral to The Mary Rose and HMS Victory located at Portsmouth Historical Dockyards. The map above illustrates the county, highlighting key cities/towns (Portsmouth, Southampton, Winchester and Basingstoke).

With excellent transport links and located an hour from London, the county attracts both seasonal and year-round travel and tourism to the region. There is a commercial airport in Southampton, daily commercial ferry operations running from Portsmouth and Southampton, operating locally to the Isle of Wight and European destinations.

The geography of the county is varied with a combination of large residential urban, industrial areas, such as Southampton and Portsmouth, with growing residential populations and business park areas surrounding Winchester and Basingstoke. In contrast, large areas exist of rural countryside (The New Forest, Meon and Test Valley) with small communities and remote villages linked to small towns with many thatched and listed properties. This illustrates the variety and changing dynamics of the county. Rural Hampshire covers 83% of the county with urban areas accounting for the remaining 17%.

The county boasts two national parks, The New Forest and the South Downs, with four key areas of outstanding natural beauty (AONB), North Wessex Downs, Cranbourne Chase, West Wiltshire Downs, Chichester Harbour and the East Hampshire (which is part of the South Downs National Park). Therefore, open and wildfires can pose a risk to the local communities, wildlife/conservational areas and tourism trade such as the New Forest.

3.1 Transport Infrastructure

Hampshire benefits from great transport links from around the UK by road and rail. Major motorways (M3, M27 and A3M) service the county from the west (Dorset) to the East (West Sussex) and from the south from Portsmouth through to Winchester (M3, A34) and Basingstoke into London (M3). These are supported by a series of arterial roads throughout the county, all of which, can suffer from heavy traffic congestion in peak travel and seasonal holiday periods.

Southampton International Airport provides quick and easy access to major airports such as London Heathrow and London Gatwick, encouraging both domestic and commercial travellers. See section 7 for more information on the Infrastructure risks.

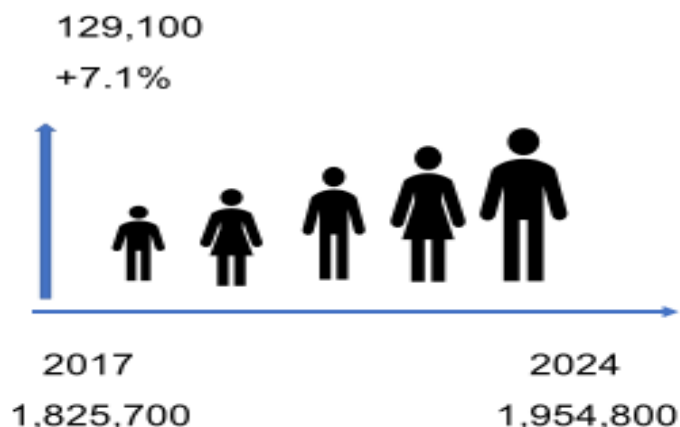
In January 2019 work commenced on the implementation of a new SMART 4 lane motorway on the M27 between junctions 4 to 11. This will be fully operational in 2021.

3.2 Population, Demographics & Geographic's of Hampshire

Hampshire comprises three authority areas with 11 district councils in the Hampshire County Council area. There are two unitary authorities of Portsmouth and Southampton. The usual resident population for Hampshire according to the 2011 Census was 1,759,726, this shows a growth in population of 6.3% or 77,700 people since the last Census in 2001.

Southampton has the largest population of the 2 authorities and 11 districts (236,882) and Gosport is home to the smallest population (82,622).

The population of Hampshire is set to increase (2017 onwards) from 1,825,700 to 1,954,800 by 2024³.



When comparing the three authorities of Hampshire to the national averages for England, the statistics show the same, with a higher proportion of people living in Hampshire in the two age groups of: 25-44 and 45-64-year-olds⁴.

3.3 Population Forecasting

Expected population projections from Hampshire County Council over the period of 2017 to 2024 show that for the three authority areas in Hampshire a 7.1% increase is projected over the next seven years, making an expected population total of 1.954 million.

³ <https://www.hants.gov.uk/landplanningandenvironment/facts-figures/population/estimates-forecasts>

⁴ file <https://www.ons.gov.uk/file?>

Basingstoke and Deane are expected to see the greatest increase by 2024 in population by 18,600. This is followed by Eastleigh with an increase of 17,100, Winchester 14,800 and East Hampshire with an increase of 12,300. Gosport will have the smallest increase with 1,600.

There is forecast to be an 8.6% increase (or 67,700 additional dwellings) by 2024, up from 784,700 dwellings in 2017, particularly the Welbourne development near Fareham and the Manydown development in Basingstoke. This may represent an opportunity to recruit fire-fighters to the on-call duty system and to look at the location of our fire stations.

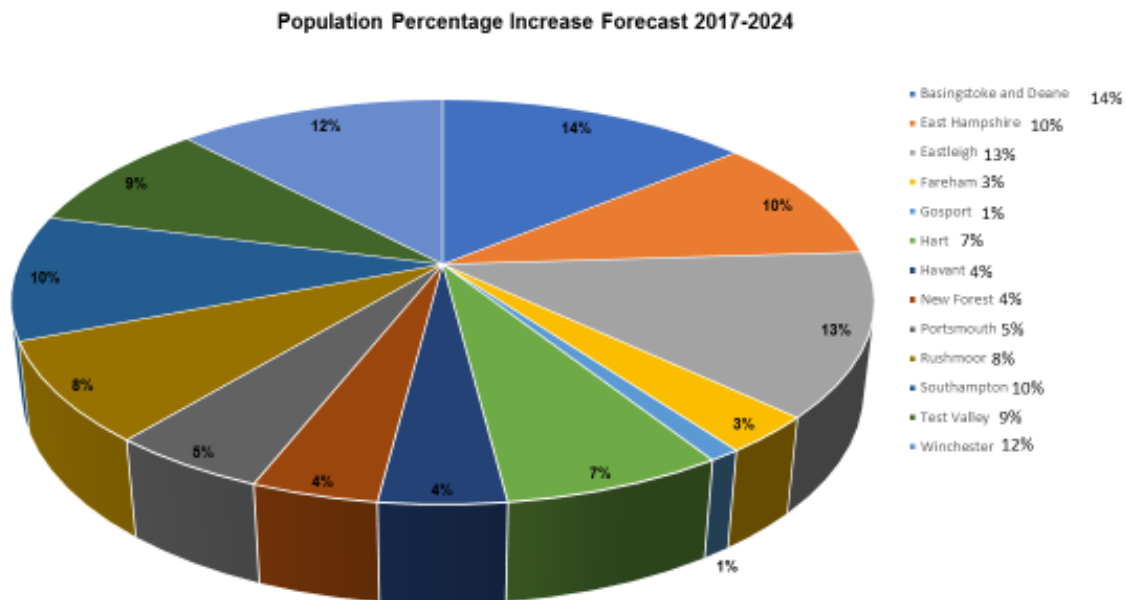


Figure 3 Percentage increase in the Small area population forecast from 2017 to 2024⁵.

3.4 Cultural Diversity

Ethnicity across the county is diverse; the largest ethnic group in the county identify themselves as being white (93%), whilst Asian/Asian British group form 4% of the population with black minority ethnic (BME) group form 2% of the population.

Within the three authority areas in Hampshire, the highest proportion of the population who are Asian/Asian British, is in Southampton at a total of 19,892 (4%); this rate is nearly three times greater than Hampshire’s average. In contrast Gosport Asian/Asian British population accounted for only 1% of its total population (1,073 people).

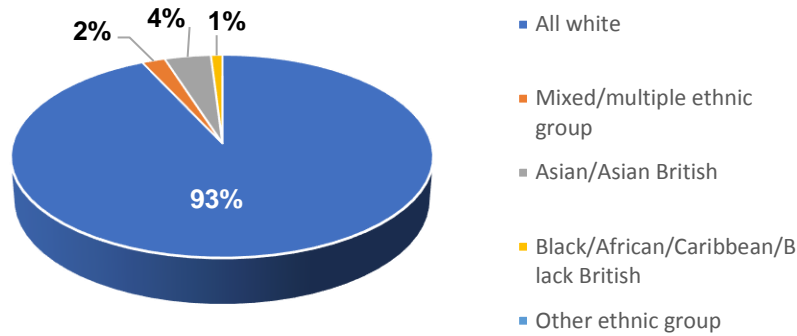
According to the 2011 census, 96% of all households in Hampshire had English spoken by all the people within them aged 16 and over as a main language. The national average of households for England and Wales in this category was 91%.

HFRS’s current workforce is predominately white males (84%), most of these are frontline staff. Green book staff (non-uniformed staff) are evenly split between female (49%) and male (51%). Most of the workforce identifies themselves as white (98%). This represents the ethnicity spread across the county and is proportional to our current workforce. However, the Service recognises that it must

⁵ Small Area Population Source. <http://www3.hants.gov.uk/factsandfigures/population-statistics>

both reflect the makeup of the community it serves and sensitively engage with it to ensure effective and consistent delivery of services. HFRS are committed to recruitment of a diverse workforce and will therefore continue with a programme of activity in pursuit of this aim.

Hampshire's Cultural Diversity



HFRS's Cultural Diversity

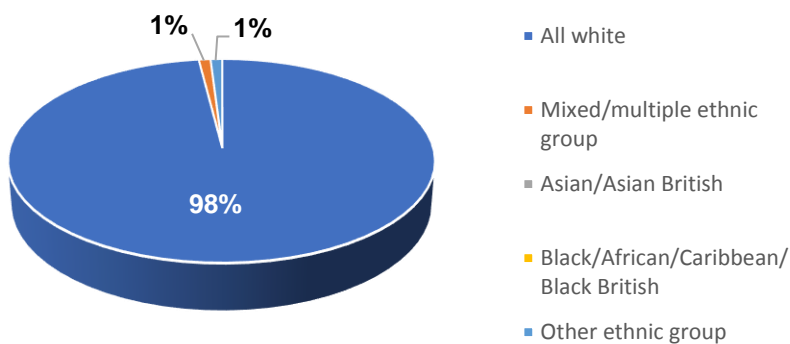
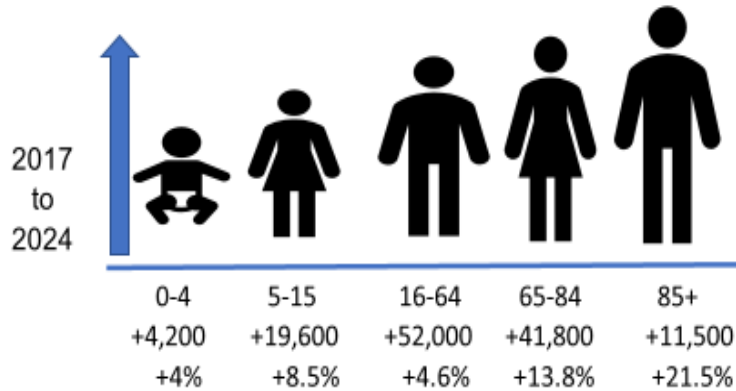


Figure 4 Cultural population within Hampshire (2011 Census) and HFRS.

3.5 Ageing Population

The population of Hampshire is ageing with increases predicted mainly amongst the older age groups. The proportion of the 85 years and over population is expected to increase by 21.5%, to 64,975 people by 2024⁶. The proportions of dependent populations (both old and young) compared to working aged populations are also set to increase. Elderly living alone in their own homes is forecasted to increase overtime.

⁶ <https://www.hants.gov.uk/landplanningandenvironment/facts-figures/population/estimates-forecasts>



This growing number of people aged over 65 and above presents significant challenges not only for HFRS, but also for our partners as demand increases for services. To address this HFRS works collaboratively with partners to identify and support the most vulnerable individuals within our communities. At a community level delivering a joined-up service with our partners ensures the most effective assessment of need is undertaken. HFRS continues to develop its preventative activities which look to improve our community’s health and wellbeing to keep people safer in their homes.

3.6 Hampshire 2050

Hampshire 2050 is the Commission of Inquiry that is considering evidence and key issues to inform a Vision for Hampshire 2050. The commission will guide and contribute to the future prosperity, quality of life, and protection and enhancement of the character and environment of Hampshire. It will also provide the framework for which future strategies and ways of working will be packaged.

3.7 Welfare and Deprivation

Deprivation is measured across England through the combined Index of Multiple Deprivation 2015 (IMD 2015) which is the official measure of relative deprivation for small areas known as Lower Level Super Output Areas (LSOAs) in England.

The English Indices of Deprivation are based on separate indicators which are organised across seven distinct domains:

- Income Deprivation;
- Employment Deprivation;
- Health Deprivation and Disability;
- Education, Skills and Training Deprivation;
- Barriers to Housing and Services;
- Crime;
- Living Environment Deprivation.

This allows all 32,844 LSOAs to be ranked according to how deprived they are in relation to each other.

Types of deprivation are often associated with each other, for example health combined with the influence of an individual’s living environment and lifestyle choices can all add to vulnerability. These in turn can present hazards and risks that an individual may be susceptible to due to their circumstances. In 2015 Hampshire had 44 of its LSOAs in the top 10% of the most deprived neighbourhoods in England. These included 9 in Hampshire County Area, 16 in Portsmouth and 19 in Southampton as illustrated in the map below.

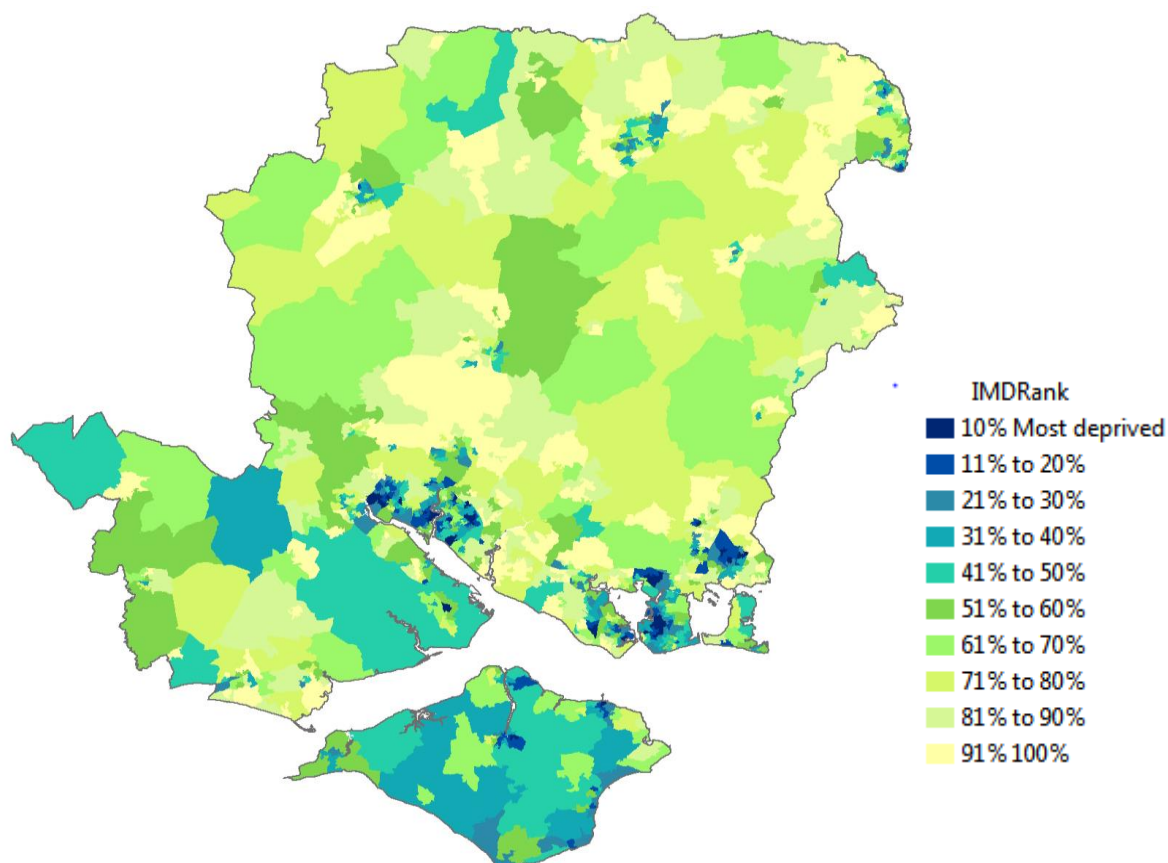


Figure 5 Map illustrates the IMD rank across Hampshire

3.8 Fuel Poverty

Fuel poverty (FP) is defined through low income and high energy cost; a household is fuel poor if they have fuel costs that are above the national median level average, meaning if they were to spend the amount required on fuel, they would be left with a residual income below the official poverty line.

The proportion of people living in fuel poverty across Hampshire is significantly lower than the national average. Levels vary with exceptions in the unitary authority of Portsmouth and Southampton.

FP levels appear highest for those living in the most rural communities. Forecasts suggest a rising elderly population, those aged 85 and over, particularly in rural areas, this coupled with probable increases in fuel prices might give rise to greater disparities in the coming years⁷.

In Southampton, an estimated 10,000 households are in fuel poverty, which is 10% of all households in the city⁸.

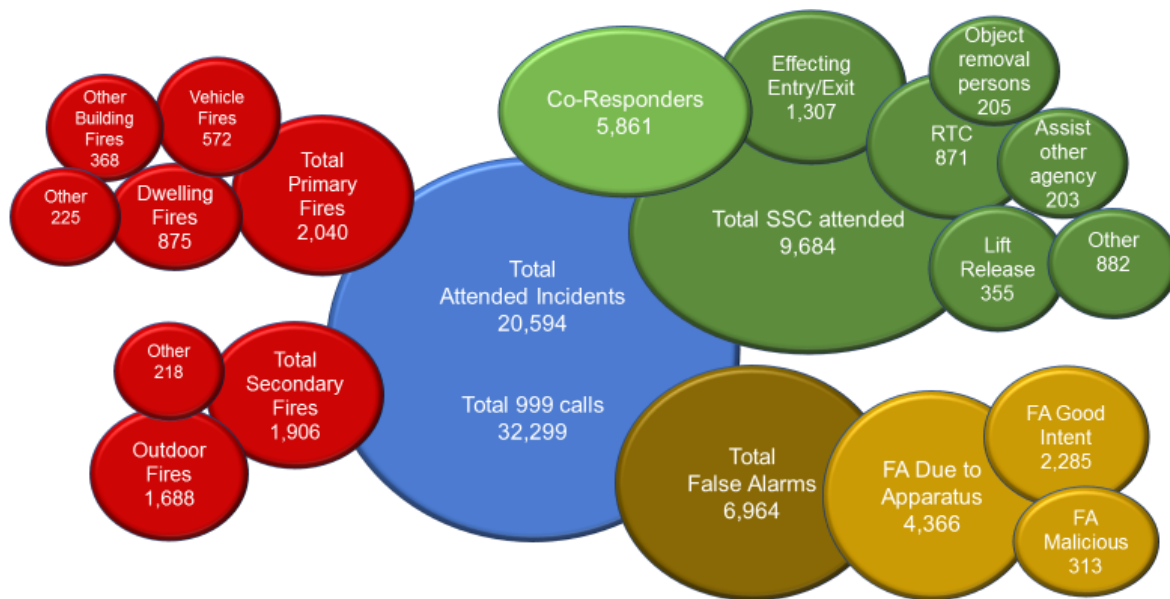
Fuel poverty can lead to a range of adverse effects from health issues including a rise in winter deaths which may be attributed to people living in cold unheated homes, to an increase in fire risk from people using what are deemed to be unsafe forms of heating (which are often poorly manufactured) or from counterfeit electrical products. To mitigate this, HFRS runs an annual winter

⁷ <http://documents.hants.gov.uk/countryside/2016-Fuelpoverty.pdf>

⁸ <https://www.southampton.gov.uk/news/article.aspx?id=tcm:63-398526>

safety campaign which aims to help those who are most vulnerable in our communities. Individuals who are deemed at high risk are offered free Safe and Well visits and through our continued work with our partners we run a variety of local campaigns designed to target these specific groups.

4. Operational Incidents and Initiatives



Top Emergency Incidents (01 April 2017 – 31 March 2018)

3 main categories shown are: Fire (Primary/Secondary), False Alarm, Specialist Service Call (including co-responding)
 These do not include all incidents that HFRS attend. Please refer to the incident tables illustrated within this section

Each year the Service attends calls to a range of incidents, each posing a different threat to the community and our staff. These incidents are recorded in the IRS (Incident Recording System), which is used by all English fire and rescue services. Data is used by the Service and provided to the Home Office. The system classifies each of these incidents into one of three overall categories:

- Fire
- False Alarm
- Special Service Calls (SSC)

False alarms are steadily increasing in all categories. (also refer to 4.6).

False Alarm due to apparatus in non-domestic buildings has seen a slight decrease in 217/18. A lot of work has been focused on reducing these types of calls to non-domestic properties and is evident by the slight reduction in these call types. There is also an increasing trend for false alarms attended by FRS in England.

RTCs have remained relatively stable over the four years, with a decrease in 2017/18. In contrast the national figures for FRS in England are increasing. Please refer to section 4.7.

Hampshire	2014/15	2015/16	2016/17	2017/18	Sparkline
All Fire Casualties	147	109	87	103	
Accidental Dwelling Fire	801	806	781	808	
Non-Domestic Buildings	319	421	390	368	
Deliberate Fires	1159	1151	1262	1359	
False Alarms	5805	6015	6706	6964	
RTCs	888	836	888	871	
Co-Responder	0	12260	9148	5861	
Effecting Entry/Exit	379	789	1204	1307	

Figure 6 Incidents 2014/15 to 2017/18 within Hampshire. The lowest and highest points are indicated on the sparkline.

England	2014/15	2015/16	2016/17	2017/18	Sparkline
All Fire Casualties	7588	7664	7092	7299	
Accidental Dwelling Fire	28318	28355	27237	27525	
Non-Domestic Buildings	15560	16024	15859	15577	
Deliberate Fires	68520	73669	76138	80721	
False Alarms	215853	214373	2233884	225967	
RTCs	29088	30882	29900	30016	
Co-Responder	14168	28540	37919	26135	
Effecting Entry/Exit	15503	17550	20625	24079	

Figure 7 Incidents 2014/15 to 2017/18 for FRS in England. The lowest and highest points are indicated on the sparkline.

4.1 Fire-related Fatalities and Casualties

The Service focuses resources on reducing the number of people that are killed or injured in fires in Hampshire. This section of the report will identify key facts from analysis of Hampshire incidents.

Analysis of dwelling fires in Hampshire where fatalities have occurred has shown the victims are likely to be elderly. The demographics show they are most likely to be residents of settled urban communities with a strong sense of identity and families with limited resources who must budget to make ends meet.

Most of the dwelling fires involving fatalities occurred over night when occupants are asleep and not alerted to the early stages of the fire. The most common hours for a dwelling fire fatality over the four years is being evidenced between 22:00 and 07:00 respectively. These fires often involve discarded smoking materials, which is in line with national findings.

As well as needing to develop our own methods of collecting information about those most at risk, we do not yet have full access to information held by partner agencies that will support us in targeting our activity towards those most at risk of dying because of a fire.

Analysis of fire casualties provides a different picture of vulnerability, with those in younger and middle-aged groups being more likely to become a casualty. Incidents are relatively minor, discovered at early stage, and occur during the early evening. Cooking is the primary cause of these incidents with the most common injury being overcome by gas, smoke or toxic fumes: asphyxiation. The early discovery and mobility of victims enable early evacuation of the premises thus reducing the seriousness of injuries sustained.

Although the overall trend for fire casualties in Hampshire over the four years is decreasing, 2017/18 has seen an increase. National trends have also seen the same pattern. Currently, we are unable to clarify the reason for the increase in this national pattern.

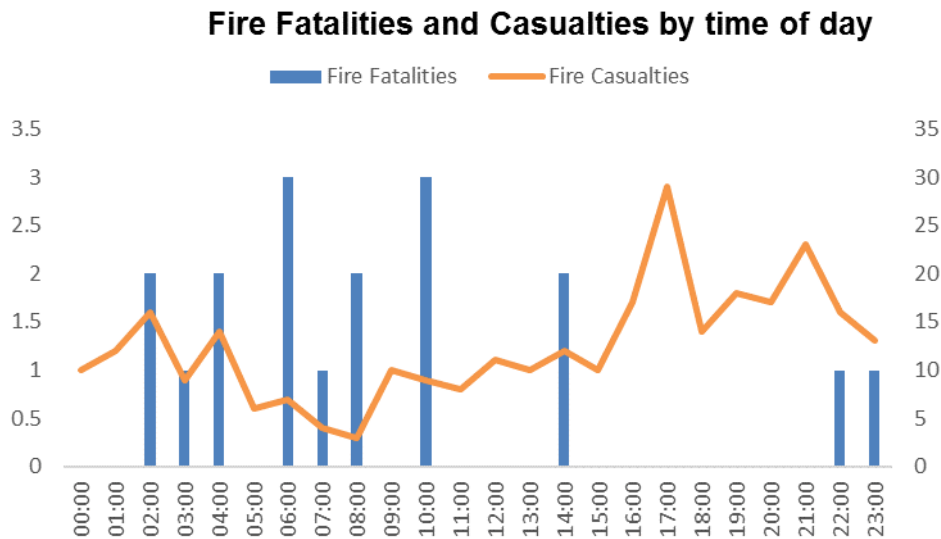
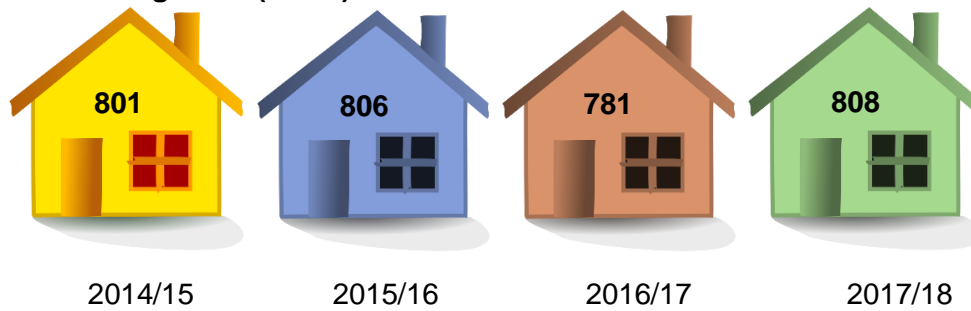


Figure 8 Fire fatalities and casualties over the four-year period by time of day.

4.2 Accidental Dwelling Fires (ADFs)



The trend in Accidental Dwelling Fires have been a reducing one over the four years, however like fire casualties these have increased in 2017/18. National figures also show a decline over the four years, but an increase in 2017/18. This, combined with the knowledge that fire fatalities and injuries are most likely to occur in domestic environments, make ADFs a significant risk. Currently, we are unable to clarify the reason for the increase in this national pattern.

Current estimates put the number of dwellings in the county at approximately 799,920. This number will increase as the population grows and structures of households change in the future. Some of the most serious fires that the Service attends occur in dwellings. The Service dedicates significant resources to reduce both the number and seriousness of these incidents.

ADFs are most likely to occur in the early evening and involve cooking; this is linked to the fact that a significant number of the population will be involved in cooking meals and are most likely to be injured. The injuries are likely to be slight; the fire discovered quickly and often out before the Service arrives.

4.3 High Rises (Dwellings)

The Grenfell Tower fire occurred on 14th June 2017 at the 24-storey Grenfell Tower block of public housing flats in North Kensington, Royal Borough of Kensington and Chelsea, West London. It has caused 72 deaths and over 70 injuries. This is the biggest loss of life from fire in the UK in a generation.

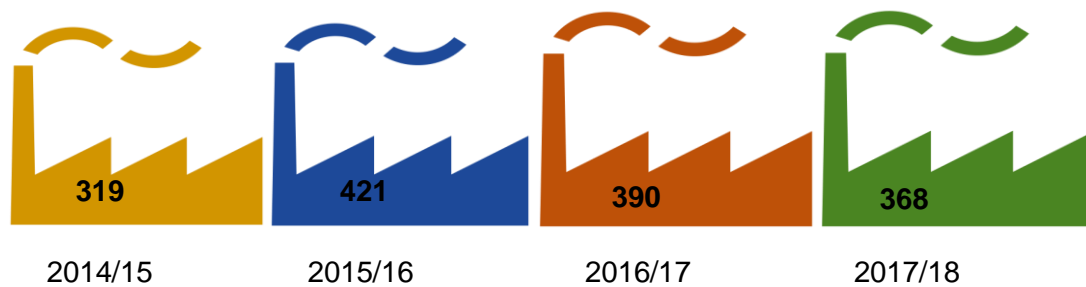
At the time of writing this report the Public Inquiry is still ongoing and phase 2⁹ could be delayed until 2020. Police and Fire Services believe the fire started accidentally in a fridge freezer on the 4th floor. The rapid growth of the fire is thought to have been accelerated by the building's exterior cladding, which is of common type in widespread use.

Following the fire an independent review of building regulations and fire safety has been launched and a co-ordinated Fire and Rescue Services inspection of high-rise premises has been undertaken.

From a Hampshire perspective HFRS have undertaken an inspection programme of all high-rise premises that have been identified for inclusion via the National Fire Chief's Council. Inspectors have visited all 272 high-rise buildings in Hampshire. Of these 272 buildings, 27 were found to have cladding. Plans are in place for all 27 high-rises with cladding, with some cladding being removed.

⁹ Phase 2 - attention on the critical circumstances and decisions which enabled such a devastating event to occur.

4.4 Fire in Non-Domestic Buildings



Non-domestic properties are defined as all other residential and non-residential buildings and include locations such as hospitals, schools, leisure facilities, care homes, hotels, offices, private sheds, private garages shops and premises such as factories and chemical plants.

Although the number of incidents decreased in 2017/18 compared to the previous year the trend for non-domestic building fires is showing an increase. However, the overall national trend is declining.

Statistics show that over the period of the last four years HFRS have responded to twice as many accidental dwelling fires (ADFs) as non-domestic buildings. However, some non-domestic buildings will still pose a significant risk as they may have the potential to be larger than domestic fires, requiring significantly more resources, and with the possibility of inflicting a massive impact on the communities to which they belong.

A fire in non-domestic building has the potential to lead to devastating consequences; from multiple job losses owing to the loss of the building and its contents, to the loss of a building upon which a community is reliant, to the worst-case scenario of the loss of life. Therefore, all fire and rescue services have a legal duty to enforce the requirements of the Regulatory Reform (Fire Safety) Order 2005 (RRO), which requires that a suitable fire risk assessment is undertaken on a commercial building and that appropriate measures are then undertaken to prevent fires and protect against death and injury.

As we remain committed to providing the best possible service to our communities, HFRS has teams of dedicated Fire Safety Inspecting Officers who work in close collaboration with statutory partners and the business owners of Hampshire to ensure that places of work, commercial premises and public access buildings are safe from fire and other types of incident. By undertaking audits of Fire Risk Assessments, information is gathered to provide the responsible persons of a premise with suitable guidance and identify any remedial actions that are required to ensure they, and the premises, comply with fire safety regulations.

The audit information is then inputted into our comprehensive risk-based database CFRMIS. By capturing the data Fire Safety Inspecting Officers can identify high risk premises and plan a risk-based inspection programme.

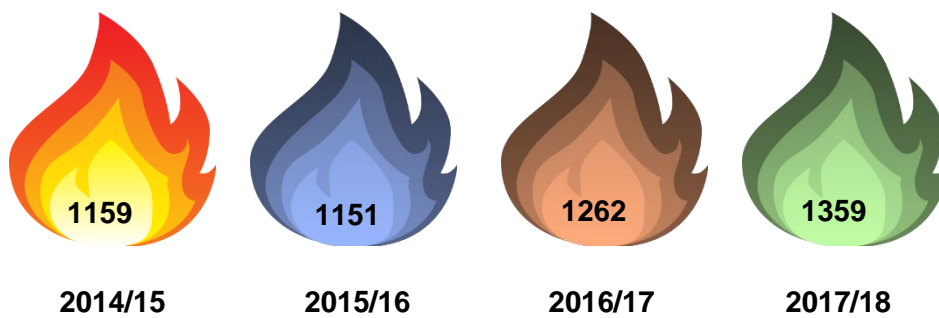
Our Fire Safety Inspecting Officers will always look to educate, inform and advise businesses to support them to make informed decisions and take the appropriate measures to become compliant with legislation. However, if necessary, we will also use our enforcement powers to ensure public safety. Any businesses that do not comply with the law can expect to be subject to a robust enforcement approach and possible prosecution proceedings.

Furthermore, in further support of the businesses of Hampshire, HFRS has now remodelled its Protection function to include Business Safety Advisors; these dedicated resources have been

appointed to assist and support businesses with fire safety, business continuity and the measures they need to incorporate to ensure their premises are as safe as possible.

In addition to the detailed work undertaken by our Fire Safety Inspection teams, Operational Crews also visit commercial properties to gather Site Specific Risk Information. This information is used to provide the key details required should an incident occur at the premises with an aim to minimise the damage to the site whilst keeping our staff as safe as possible.

4.5 Deliberate Fires



Each year the Service attends fires that have been set deliberately. Lives can be put at risk as a result of these fires, property damaged or destroyed, and costs can run into hundreds of thousands of pounds.

From a fire service perspective deliberate fires are recorded in two categories: deliberate primary fires and deliberate secondary fires:

- A deliberate primary is any fire started intentionally involving property and/or casualties and/or involves 5 or more appliances.
- A deliberate secondary fire is any fire started intentionally confined to non-property locations such as derelict building, refuse, trees, derelict vehicle etc attended by four or fewer fire appliances and which did not involve casualties, rescues or any form of escape.

Deliberate fires have increased from 2015/16 year-on-year, although primary deliberate fires have increased it has not been at the same rate as secondary deliberate fires. They are most likely to occur in the urban areas of the county where they can sometimes be linked to anti-social behaviour and criminal problems and are mostly due to grass and refuse fires, which can be partly attributed to the warmer weather conditions. National figures have also seen the same increasing trend over the four years.

Most fires started deliberately are classified as secondary fires and count for about three quarters of all incidents over the four years; an average of 820 per year. These fires primarily involve refuse and grass.

Links can be seen between deliberate fires set outside of buildings and the weather, with periods of good weather contributing to a rise in incidents. Most of these fires are small. However, with hot dry weather the threat of these fires becoming wildfires in areas of grassland, heath, and forest increases. The poor weather can also contribute to a reduction in fires in the open.

Whilst the proportion of primary deliberate fires in dwellings and other buildings is comparatively lower than secondary deliberate fires, the potential impacts in terms of property damage and a risk to life may be more significant.

Most deliberate dwelling fires occur in corridors/halls and bedrooms and in premises where residents are likely to be families or younger people, who are on lower incomes or are to some extent reliant on social housing.

The following pieces of work are all taking place within the Service Investigation team and fire setters. The overarching aim is to engage with the most vulnerable members of the community when they are at their most vulnerable in order to keep them safe. This aim is supported by HFRS vision of making Hampshire safer.

HFRS has an Arson Task Force, it was instigated in 2006 and is now seen as the leading team nationally for detection and conviction. Prior to the team being formed the arson detection rate was 6% and the conviction rate was 3%. At the end of 2018 the conviction rate stood at 81%. This demonstrates the benefits of the close working relationship between Police and Fire as well as the upskilling on both sides.

The team leads on several national and regional projects, including Adult Fire setters, Restorative Justice and Victims of Crime Service.

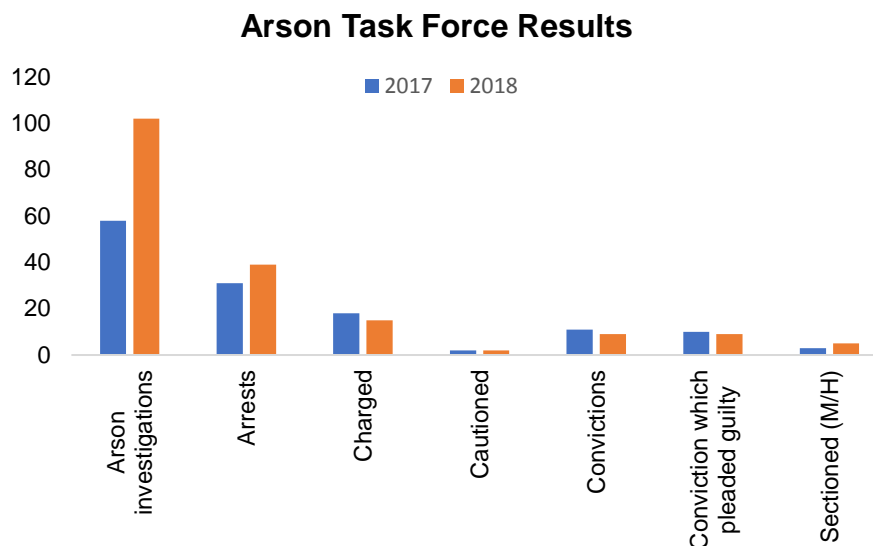


Figure 9 Arson Task Force investigations and convictions. There are still incidents from 2018 that are being investigated so further arrests and charges are expected.

4.6 False Alarms

False Alarms are split into three categories as follows:

FADA – False Alarm Due to Apparatus

FAGI – False Alarm, Good Intent

FAM – False Alarm, Malicious

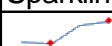
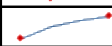
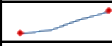
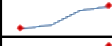
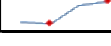
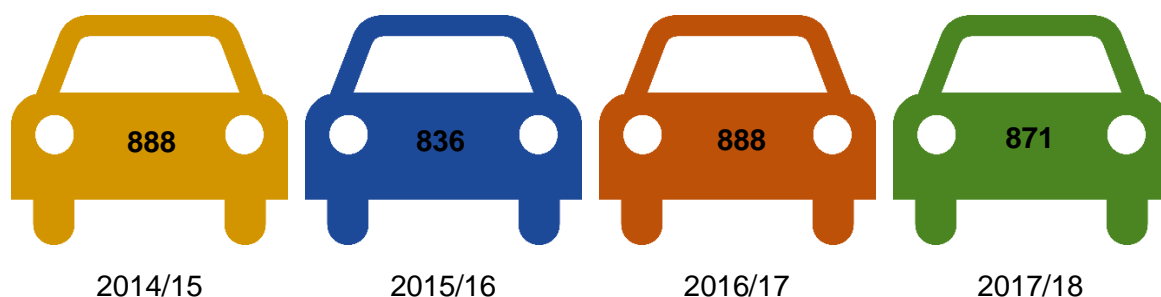
	2014/15	2015/16	2016/17	2017/18	Sparkline
FADA	3831	3756	4253	4366	
FAGI	1803	2057	2197	2285	
FAM	171	202	256	313	
Hampshire Total	5805	6015	6706	6964	
FRS England	215853	214373	223884	225967	

Figure 10 Comparison of False Alarm over the 4-year period for Hampshire and FRS in England. The lowest and highest points are indicated on the sparkline.

The table shows the number of false alarms has increased year-on-year. Over half of the FADA have occurred in non-domestic premises.

Hoax and malicious calls can also have a significant impact on resources; to mitigate the risk Control Operators are trained to use their professional judgement combined with a defined set of questions and statements if they suspect a call is not genuine.

4.7 Road Traffic Collisions (RTC)



The Service attends some of the most serious road traffic collisions (RTCs) that occur on the county's road.

Analysis has shown that even though RTCs attended by the Service during 2014-2018 have fluctuated the trend has remained relatively stable over the four years. The national trends have also remained stable over the four years. However, national figures have increased in different years compared to Hampshire's figures.

RTCs peak times, with morning commuters, school run, lunchtime, afternoon and evening commuters. Regrettably in 2017/18, 19 people were killed, and 391 people were seriously injured¹⁰ on the roads in the three authority Hampshire areas.

HFRS have been working with our blue light partners on how to respond to RTCs more efficiently. This work has highlighted some of the top roads for RTCs that HFRS, Police and Ambulance attend.

List of Roads with 11 or more Road Traffic Collisions:

- M27A East J11 Wallington – J12 Portsmouth Harbour
- M27B West J10 Wickham – J9 Park Gate
- Romsey Road - Winchester
- A3N (Petersfield – Liphook)
- M27A East J5 Stoneham – J7 Hedge End
- M3B North J7 Dummer – J6 Basingstoke

¹⁰ These are victims that went to hospital with injuries that appear to be serious or injuries that appear slight.

4.8 Special Service Calls (SSC)

Special service calls (SSC) vary from the most serious and life-threatening non-fire calls, through to human and animal rescues and removal of objects from people, such as rings. Road traffic collisions fall within this call type; but owing to the often-serious nature of these incidents they are dealt with separately in this report. Co-responder figures are included in this section.

Most of our special service calls, including those of a critical nature, occur where we have our wholetime stations. The recent trend for calls of this type is increasing, although the number have decreased in 2017/18 mostly due to a decrease in Co-responder incidents.

Hampshire Fire and Rescue Service (HFRS) and South-Central Ambulance Service (SCAS) have been working in partnership since 2004 delivering Co-responding from several fire stations in Hampshire.

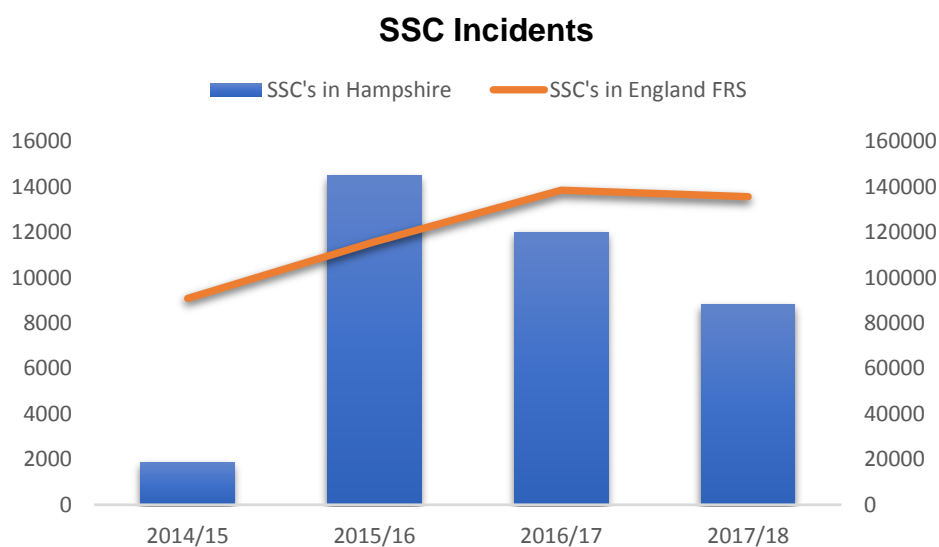


Figure 11 Comparison of SSC's over the 4-years within Hampshire and FRS in England.

- Co-responder incidents have been decreasing over the three years. One reason for the drop-in co-responder calls is the new Ambulance Response Programme which has restricted the number and type of incidents the Co-responder can attend.
- After Co-responders, effecting entry/exit are the dominant call types in this incident category.
- Nearly half of all effecting entry/exit incidents during 2014-2018 were to medical cases. This is due to the agreement we have with South Central Ambulance Service (SCAS).

Effecting Entry/Exit 2014-2018

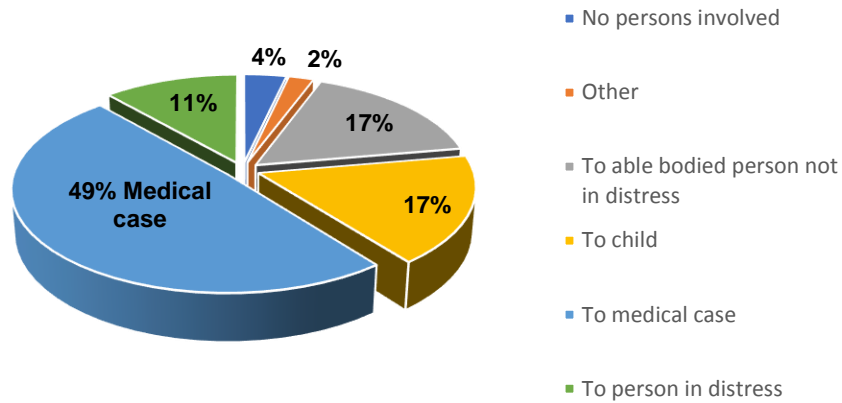


Figure 12 illustrates the type of effecting entry/ exit calls over the last 4 years in Hampshire

Other incidents include: -

- Lift incidents (majority able-bodied and not in distress) thus this type of incident presents minimal risk to victims. Increase (44 incidents).
- Assist other agencies
- Weather related incidents, such as flooding and damage to structures, are also included in this incident category.

5. Response Times

Our response standards tell us how quickly we aim to have a fire engine in attendance at an incident. The response times are based on critical, non-critical and non-emergency and have an expected attendance time to scene with a corresponding percentage level as illustrated below.

Response Standard	Response Time	Response Time Percentage
Critical	8 minutes	80%
Non-Critical	15 minutes	100%
Non-Emergency	60 minutes	100%

We aim for the first appliance to be in attendance within the following times and minimum percentage.

As you would expect, our performance varies across the Service mainly due to the diversity of our geographical area, which ranges from rural to urban/city scape, and the distance our engines must travel. Service wide performance for fire engine response is shown below.

Definitions:

Critical Incident (8/80) – this response standard has been created to ensure that an appliance will be in attendance within eight minutes, 80% of the time, where there is risk to life or property.

Non-Critical Incidents (15/100) – non-critical incidents are those where there is no apparent threat to life or major risk to property. We aspire to reach 100% of these incidents within 15 minutes.

Non-emergency: - other calls are often advice related. These are usually attended by a single officer to give expertise on a situation that may require further fire service intervention. We aim to attend 100% of these incidents within 60 minutes.

False Alarms: are incidents where we have responded but we are not required.

5.1 Critical Response Time

Average First Engine Response for Hampshire to Critical Incidents

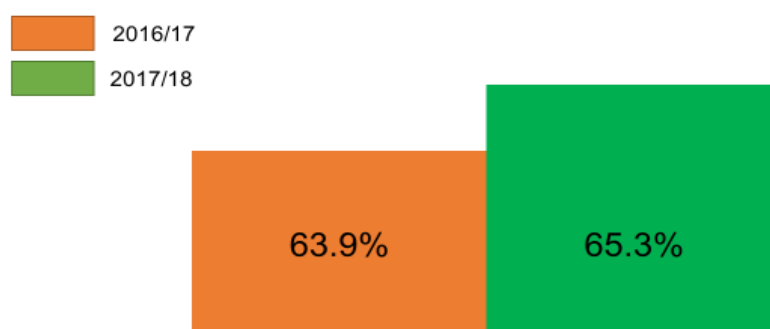


Figure 13 Comparison of the critical response percentage of the first appliance at scene for Hampshire

Average Attendance Times for Critical Incidents in Hampshire

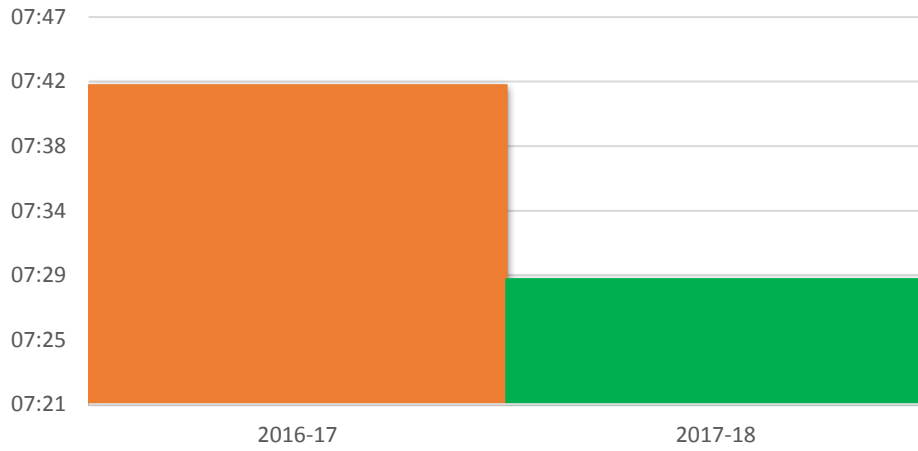


Figure 14 Comparison of the critical response time of the first appliance at scene for Hampshire. Which demonstrates critical response time has improved from 7 minutes 42 seconds in 2016/17 to 7 minutes 29 seconds in 2017/18, an improvement of 13 seconds.

Average First Engine Response by Group within Hampshire to Critical Incidents



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Figure 15 Comparison of critical response percentage by Group for Hampshire.

Critical Attendance Times

HFRS has a response target of attending critical incidents in 8 minutes on 80% of all occasions. The geographical make up of Hampshire and the risk profile varies between cities, towns, villages and some remote rural areas. For example, New Forest group is made up of on call stations and has a large rural area to cover, hence attendance times are increased due to extended travel times. Fire stations are spread far and wide across Hampshire, with a mixture of whole time and on call stations, and as such attendance times vary from station to station.

Average Attendance Times for Critical Incidents

2016-17 2017-18



Figure 16 Average attendance times for critical incidents in Hampshire by Group.

6. On Call

In the last IRMP, it was thought that new vehicle capabilities; new firefighting equipment and our innovative SAVE methodology would deliver several organisational improvements. One of those improvements was that on-call availability would increase from 90% to 96%. On-call availability for 2016/17 was 79% and 73% in 2017/18.

6.1 Availability of our On-Call Fire Station

On-Call fire stations – Our 38 On-Call fire stations are crewed by individuals living and often working within local communities around the fire station. There is at present no performance standard for the first engine availability. Lyndhurst station was only available 16.8% of 2017/18, compared to 41.7% the previous year. Whereas Beaulieu was available 99.9% of the year 2017/18, this was followed by New Milton who were available 99.4% of 2017/18. New Forest Group have six stations that are available for 90% of the year.



Figure 17 Availability of our on-call fire stations.

7. Community Safety (Prevention & Protection)

Our aim is to stop fires and other emergencies happening. When they do occur, we want to make sure that people are equipped to deal with them. We also want to work with industry to support the development and building of safe homes, workplaces and places of entertainment.

Our Aims are as follows:

- To reduce risk across Hampshire by creating pioneering partnerships that target the most vulnerable people and places
- We will enhance our communities' ability to prepare for, deal with and recover from incidents

Our work under these aims is focused on activities that reduce fires and the impact they have and targeting people most at risk. Indicators under prevention and protection focus on the number of fires in the home, fires in non-domestic buildings (such as offices, leisure centres, care homes, hostels and hospitals), the numbers of fire fatalities and injuries from fire, prevention work around Safe and Well visits, education, community safety work, fire safety audits and inspections and false alarms.

7.1 Prevention - Safe & Well Visits

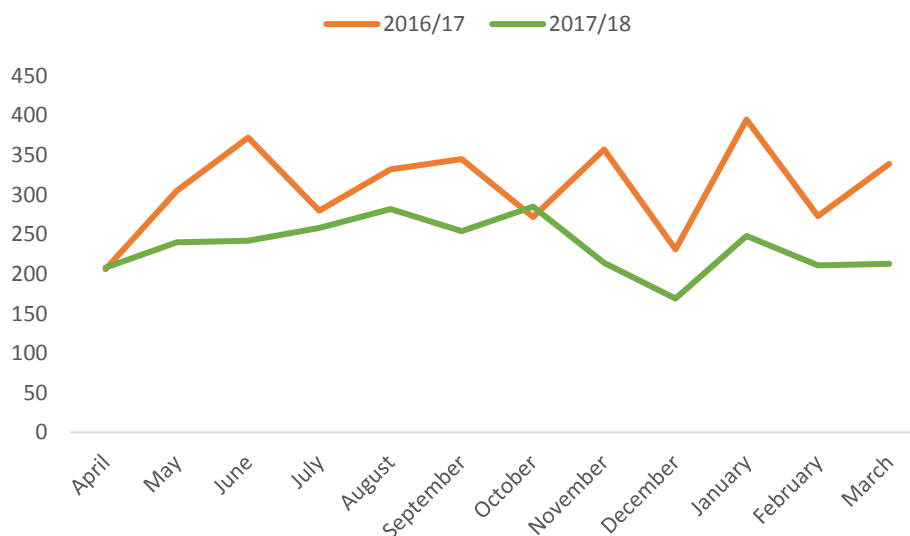


Figure 18 Comparison of safe and well visits in Hampshire during the period 2016/17 and 2017/18.

Safe and Well visits have decreased in 2017/18 compared to the previous year. Currently how we target our safe and well visits and the number of referrals from partners is being reviewed, due to the comparatively low number of safe and well visits carried out.

HFRS's Safe and Well visit maximises the opportunity to prevent ill health and harm to people in our communities. The Safe and Well visit is a person-centred home visit that identifies and reduces risk to the occupier(s) and covers common hazards including, fire risks, falls risk reduction, loneliness and isolation, winter warmth, smoking, alcohol and substance misuse.

Safe and Well visits are delivered to those at most risk in their home. By working with our partners and referring to other agencies, we aim to reduce the risk of fire and improve the wellbeing of vulnerable people in their homes, helping them to carry on living independently.

Local partnerships have been developed to increase the number of quality referrals from those organisations working with the most vulnerable people, such as social services, care providers, community care teams, O2 suppliers, and charities. When the number of partnership referrals will not achieve our safe and well expectation, filtered NHS data is used in a priority manner. Key staff have access to the police provided database Safety Net, this allows us to further develop the interagency understanding of an individual and the risks that they pose. HFRS collects information about premises and people including the actions that we have taken.

Working with the adult and children safeguarding boards, fire investigation and care providers we have carried out a thematic review of Hampshire fire deaths to seek trends and opportunities to influence behaviours of vulnerable people. This work has identified that those that are killed or seriously injured in fires are also known by other agencies. This knowledge is being used to direct our resources to those most at risk, or to those organisations that can be used to promote fire safety, or refer to us, on our behalf.

It is essential that we build valuable relationships with our communities and we strive for a better understanding of our communities and how we can best engage with them. The Inclusion and Diversity Team, Community Safety teams and local delivery groups proactively seek ways to engage with our communities to ensure we positively communicate and raise awareness of Inclusion and Diversity and community safety.

HFRS are working with NHS, Public Health and Clinical Commissioning Groups (CCGs) to deliver a well-developed and holistic prevention strategy encompassing the local health and wellbeing priorities. HFRS's innovative approach has been achieved by an integration of upstream prevention and intervention. This approach has focused on youth and the elderly with long term health conditions via modular-based educational programmes¹¹.

To view more information on safe and well please see:

<https://www.hantsfire.gov.uk/keeping-safe/loveyourhome/safeandwell/>

7.2 Protection

The Intelligence led fire safety Risk Based Inspection Programme (RBIP) forms part of the Service's overall integrated approach to risk management by prioritising the inspections carried out by Community Safety staff. It is initially necessary to determine the level of risk in the premises in question. This will be determined by using numerous sources of information, data being just one source. This process will, on completion, help to formulate an inspection programme plan with the risk to relevant persons of prime concern to inspections.

HFRS is now using the Experian data set which provides a fire predictability score. We have added a weighting factor for Sleeping Familiar/unfamiliar and Awake Familiar/unfamiliar to rationalise this list of premises. The scoring for this model uses the following variables to determine predictability of a fire occurring in all premise's types. The variables used are premises type, business sector, number of employees, level of stock and commercial kitchens where food is being cooked.

¹¹ Hampshire County Strategic Assessment 2018-19

In addition to this, we provide business fire safety advice using the Primary Authority Scheme. This gives businesses the right to form a statutory partnership with a single local authority. This enables us to deliver robust and reliable advice for a business to standardise fire safety across their sites, through our assured advice and recommendations.

To view more information on keeping safe at work please see:

<https://www.hantsfire.gov.uk/keeping-safe/at-work/>

There are potentially other more dynamic risks that emerge as a result of post incident activity or identification by partners and members of the public, such as alleged fire risks, and any post Grenfell fire activities.

	2015/16	2016/17	2017/18
Building Regulations & Licencing Inspection	2040	2148	2039
Fire Safety Audit	566	478	526
Business Safety Visit	935	537	457
Alleged Fire Risk	197	208	292
Urgent Alleged Fire Risk	123	129	139
Post Incident	133	79	61
Enforcement Notices	20	25	40
Prohibition Notices	12	20	21
Action Plans	283	301	171

Figure 19 Illustrates the business Safety team's activity over a three-year period.

8. External Influences (PESTEL Analysis)

8.1 Political

The responsibility for Fire and Rescue Services was transferred from the Department of Communities and Local Government (DCLG) to the Home Office in January 2017. Because of this move, the funding model for Fire and Rescue Authorities may change in the future. However, it is thought that this is unlikely to take place while negotiations relating to Britain leaving the European Union are taking place. Consequently, no account has been taken of potential changes to future funding mechanisms within the Medium-Term Finance Plan. We will continue to engage in shaping this debate and monitor any potential changes to our financial projections.

8.1.1 Brexit

At the time of writing this report the impact of Brexit remains largely unknown. However, the Ministry for Housing, Communities and Local Government (MHCLG) have issued 12 national risks areas that partners discuss and take back to individual organisations to work through if appropriate.

1. Borders -Sea Ports
2. Borders -Airports
3. Borders -Rail ports
4. Borders -Road Networks
5. Health -Seven individual Planning assumptions
6. Social Care -Workforce / NHS Impacts
7. Food and Water -Supply chain
8. Energy and Fuel -Movement and supply chain
9. Business -Chamber of commerce focusing on SME's
10. Law and Order -Traffic Congestion
-Civil Contingencies
-Increase in public protest / demonstration
-Multiple demands for policing
-Specific focus on Scotland and Northern Island
11. Community Tensions
12. Financial Services -Economic shock / value of pound.

The potential impacts of the United Kingdom of a 'no deal', 'clean', 'soft' or 'hard' Brexit in March 2019 or later, for example December 2020 are still difficult to identify. The reasonable worst-case scenario could see significant delays at ports, and related traffic congestion.

Given the uncertainty and the complexity of this agenda, it is very difficult to have a clear determination of the key strategic issues facing the Service post Brexit.

8.1.2 Hampshire and Isle of Wight combined Service 2020

At the time of writing this report HFRA and IWC have voted to create a Combined Fire Authority, however, this is still to be ratified by the Government.

If the proposal to create a new Combined Fire Authority is accepted by the Government, the current Combined Fire Authority for Hampshire, Portsmouth, Southampton would be dissolved. A new Fire Authority would be created covering Hampshire, Isle of Wight, Portsmouth and Southampton.

The new Combined Fire Authority would prepare a new combined IRMP which would cover the whole area for which it would become responsible.

A new Combined Fire Authority would provide a single point of governance, rather than two. There would be a clear route for decision making, with all authorities who make up the new Combined Fire Authority able to influence how the fire and rescue service is delivered to the public.

8.2 Economic

The forecast for the UK economy remains uncertain with household disposable incomes being squeezed by higher inflation and businesses may hold back on investment decisions because of uncertainty about Brexit. The Confederation of British Industry (CBI) says that it expects growth rates to slow 1.4% in 2018 moving into 2019. Official figures also show that investment in business fell by 0.2% in the first quarter of 2018.

Brexit is currently causing high levels of uncertainty across many areas, including cost and availability of goods. During 2018/19, some costs increased through a combination of exchange rates and supply and demand issues. This is expected to continue, especially if a no deal Brexit goes ahead, whereby important supplies could be subject to tariffs and delays. Given the current situation, it is very difficult to predict the future economic position of the country.

All public services have experienced reductions in government support, and these seem set to continue. On top of this, potential reforms around the Fair Funding Review, Business Rate Retention and the impending Spending Review will all have an impact on the level and distribution methodology of public funding.

Although the prolonged period of austerity has created opportunities for partnership working it has also led to some public-sector organisations 'retrenching' to core activities and responsibilities. The flexibility to develop and work in partnership is therefore often under strain. However, the Service believes that collaboration with key partnerships and partners is an essential feature to both improve efficiency and effectiveness, and to ensure that the value of joint working is not further compromised through partnership retrenchment.

The national debate on the role of the firefighter linked to pay and reward may have an impact going forward and the resolution of several issues surrounding the Firefighters Pension Scheme is required if some level of stability is to be expected in the overall system of Fire funding.

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

8.2.1 Financial planning and awareness of needs

A Medium-Term Financial Plan (MTFP) is taken to the Authority on an annual basis and is used to forecast the financial position over the short to medium term. This allows forward planning for budget reductions and other significant organisational changes. The current position shows that an anticipated £4m of further budget reductions will be needed to balance the budget by 2021/22.

This forecast is based on annual reductions in the Revenue Support Grant funding of 10% for 2020/21 and 5% per annum thereafter and a maximum 1.99% annual increase in its Council Tax.

There are also several other key variables which affect the longer-term planning that are not within the control of the Authority and therefore assumptions need to be made, based on the latest information available.

There are currently two aspects of Fire Service funding out for consultation. These are for the Business Rates Retention and the Fair Funding Review. Both are important funding sources for the Authority and any changes could have a significant impact on the resources available to run the service. Any changes would most likely be phased in over a number of years, but the current uncertainty for the 2020/21 financial year and beyond presents a financial risk which is likely to continue at least until provisional grant figures for 2020/21 are announced in December 2019.

The precept level is set by the HFRA, so is partially within their control, however the Government set the Referendum Limit, which caps the level of increase which can be applied without having to hold a public referendum across the Authority area. The precept level has been included within the current MTFP at 1.99% for future years, albeit that for the past two years the core referendum limit has been increased to 3%. As this is one of the main sources of funding for the Authority, the referendum limit being below the expected level would be an issue, however this risk is mitigated by assuming a relatively low precept increase within the MTFP, which the Government are unlikely to drop below.

A high proportion of HFRS costs relate to pay and therefore the national pay awards impact on the resource allocation within the budget. The current situation is that the Fire Brigades Union (FBU) have accepted lower than requested pay awards over recent years on the basis that a higher award will be negotiated for future years. Currently the MTFP is forecasting increases of 2.5% per year, so any increases above this level would require savings to be found in addition to the £4m already forecast.

In the 2019/20 budget, the employer pension contributions were increased significantly, based on an actuarial revaluation. The whole of this cost has been covered by the additional government grant in year however there is no guarantee that this grant will continue. If the grant is not available in future years, an additional £3m of budget reductions may be needed.

Given all the pressures above, it is more important than ever that budget holders within HFRS understand financial management, and all the related activities, such as procurement. In order to achieve this, financial awareness training has been given to all budget managers and will continue on a regular basis for anyone new to the organisation or who is newly promoted. The training covers all aspects of financial management, including budget monitoring, forecasting and the purchasing cycle.

Alongside the financial management training, members of the finance team provide support to budget managers and to all projects within HFRS. This is key to building relationships and trust within the Service.

8.3 Social

8.3.1 Population

The population across the Service area is set to increase. The population growth in Hampshire indicates growth projections of 129,100 (7.1%) between 2017 and 2024. Growth in real terms is expected to be uneven across the area and centred on urban areas, with greater increases in Basingstoke & Deane, Eastleigh, Winchester and East Hampshire. Gosport will see the least growth over the period 2017 to 2024.

In addition, as life expectancies set to increase so the population is set to age. At present those living alone over pensionable age who have other medical or social care needs fall in the highest category of those most likely to experience an accidental dwelling fire. The number and profile of this raising of life expectancy is also forecast to increase the strain on the NHS and adult and social care services. This is predicted to lead to an increase in the number of people experiencing dementia or becoming frail and potentially requiring emergency hospital admissions. This will mean that the demand to support the prevention of slips, trips and falls will increase in proportion to the number of high-risk individuals living across the service area. In addition, a sudden change in circumstances for older people who may experience the death of a partner or loved one can place them at risk of social isolation and increase their risk of fire due to a change in their living circumstances.

8.3.2 Cultural Diversity

Within the Service area there are pockets of ethnic diversity within the more densely populated areas. The overriding picture is that Hampshire is homogeneous, with most residents identifying themselves as White-British. The Service recognised that it must both reflect the makeup of the community it serves and sensitively engage with it to ensure effective and consistent delivery of services and this is being actioned through a significant programme of work within our Service Delivery Plan.

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

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

The Service recognised that it must both reflect the makeup of the community it serves and sensitively engage with it to ensure effective and consistent delivery of services and this is being actioned through a significant programme of work within our Service Delivery Plan.

8.3.3 Health and Wellbeing

With an ageing population, the cost of providing adult social care will continue to increase. Longer lives may also see a higher proportion of lifespan spent with reduced mobility.

Obesity levels are also predicted to rise and along with dementia and age-related illnesses this will be one of the major health and social challenges facing national and local public health and social care services. A more frequent prevalence of obesity will also place further

demand on wider local public services. There may be further risks from interlinked lifestyle issues, such as decreased mobility.

Reform to emergency care structures aims to focus on preventing hospital admissions where possible, with more people being treated either on-scene, at smaller facilities or where they reside.

8.4 Technological

Today's technology is constantly changing, improving and evolving the way the world operates. It makes things more convenient and accessible and provides efficiencies that are both cost and process related.

A nationwide Emergency Services Mobile Communications Programme (ESMCP) is currently in its planning stages. The programme is set to provide the emergency services with a revolutionary new communication system. It will include the development of a system called the emergency services network (ESN) which will provide the fire & rescue service, police and ambulance service with voice and broadband data services. The programme will also provide the governance for many projects which will see user devices upgraded, several Control room upgrades and the introduction of an air to ground (A2G) network.

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, which should in turn allow Control room operators to make better assessments of the incident occurring. Clearly, whilst this technology is intended to provide the emergency services with significant improvements, it also comes with its share of risks; the system is to be run on a mobile network and will be delivered through the same channels for all users, meaning there may be issues for users during peak hours and similar risks such as denial of service. These risks will be managed as part of the regional programme of work of which HFRS is a part. The Service's local project as part of this programme is now being established.

8.5 Environment

8.5.1 Climate Change and Adverse Weather

Events that are attributed to climate change continue to provide challenges for Fire and Rescue Services across the country. As global warming¹² continues the threat of prolonged periods of severe weather which may range from extremely wet winters that bring the risk of intense downpours, flash flooding and severe flood events to warmer drier summers which can bring the increased risk of drought and extreme heatwave events increases.

Future climate change predications show that extreme flood events such as those seen in December 2015 could become more frequent and severe, putting homes, businesses and infrastructure at greater risk.

Whilst HFRS continues to develop and improve our operational capabilities regarding events that are attributed to climate change, the Service also works with Hampshire and Isle of Wight Local Resilience Forum (HIOWLRF).

HIOWLRF provides the opportunity for agencies to identify potential risks, and produce emergency plans, to either prevent or mitigate the impact of any incident on their local communities. The risks identified by the HIOWLRF are assessed and documented in the Community Risk Register. The register provides a brief overview of significant risks based

¹² <https://www.metoffice.gov.uk/climate-guide/climate-change>

on local conditions, infrastructure and geography and assists the HLOWLRF to prioritise planning, facilitate training and organise exercises to ensure that adequate arrangements for responding to an emergency are in place and up to date.

Over the years the Service has responded to incidents during adverse weather events such as snow and storms. In addition to our normal calls we have also aided other emergency services such as transporting nurses and doctors to Queen Alexandra Hospital. More research is required into weather and its effect on incident rates.

8.5.2 Wildfires

Wildfires, including woodland fires, and wildfires on other land cover types, are uncontrolled vegetation fires. Although they can start naturally, the majority are caused by people, either accidentally or deliberately. Wildfires can impact on transport network and power lines, damage property and businesses, affect tourism and recreation, and threaten people's lives.

Over the four-year period the Service has attended 70 wildfires. A wildfire is classified as: -

- Over 1 hectare
- 4 or more appliances
- Incident last over 6 hours
- Serious risk to life, environment, property or all the above

The Forestry commission England have produced a report 'Wildfire Statistics for England 2009/10 to 2016/17'. The report provides analysis of all wildfire incidents attended by Fire and Rescue Services in England. Over the eight years Fire Services in England attended almost 260,000 wildfire incidents. The report has highlighted that the weather conditions are likely to have had a significant impact on wildfires in England. The increase in wildfire number and area burnt in 2010, 2011 and 2012 correlates with the drought of the same period in central, eastern and southern England and Wales as well as heat wave alerts.¹³

8.5.3 Flooding

Seasonal rainfall over the winter is expected to increase, which may increase the risk of flooding. Recent years have seen varying extremes of weather patterns, notably heavy flooding. These events are likely to become more frequent occurrences and local services will be required to respond accordingly. This will necessitate continued close collaboration with category 1 responders to ensure effective plans and procedures are in place. Pressure to address the lack of affordable homes in the country could lead to more developments on areas of flood risk. Coupled with the effects of climate change this could lead to more incidents of flooding that require HFRS and partnership resources.

8.5.4 Thatched Properties

Hampshire is home to over 1600 thatched dwellings and 100 thatched other buildings. Thatched properties bring their own specific fire risks and it is likely that thatch as a building material will continue to be popular locally. The Service has a proactive preventative approach to these properties and undertake regular safety campaigns.

HFRS have attended 18 fires involving thatched premises over the four years, with 2017/18 seeing the most with ten incidents.

¹³ <https://www.gov.uk/government/publications/forestry-commission-england-wildfire-statistics-for-england-2009-10-to-2016-17>

8.5.5 Solar Energy

Solar Energy is a further source of renewable energy generation within Hampshire. Solar farms are present across the county and many buildings now have panels fitted upon their roofs. For home owners there are two technologies commonly applied to amassing the sun's energy. The technologies can be split into categories;

- Solar Photovoltaics (PV), also known as solar electricity which is a technology that converts sunlight directly into electricity
- Solar water heating which is a technology that uses sunlight to produce hot water.

All new technologies can introduce new risk, and energy-handling systems can introduce new fire risks however at present time there is no reason to believe that the fire risks associated with solar panels are any greater than those associated with other electrical equipment. Nevertheless, these systems are more common so consequently HFRS have released bulletins to detail the risks that may be present themselves such as electrocution, falling panels and the danger of flying glass.

8.6 Legal

Fire and Rescue National Framework for England 2018. Our Community Safety Plan and Service Delivery Plan set out how we meet the requirements within the National Framework. Assurance is provided through our established Governance arrangements.

8.6.1 Grenfell

The tragic fire at Grenfell raised several significant questions over how fire safety regulations are enforced in such premises. Whilst the public enquiry into the fire has been launched, the outcomes and findings are likely to have a significant impact upon the fire sector as a whole; particularly in the areas of building regulations and fire safety. Since the incident, the Fire Authority has been liaising with local housing providers and councils to ensure the safety of residents in specific premises and will continue to work with authorities both locally and nationally to enforce fire safety in the areas where it is responsible and to help inform the emerging national picture regarding fire safety in high-rise and other premises.

8.6.2 Information Management

The Service operates to a wide range of legal requirements associated with information management. The General Data Protection Regulation (GDPR) is a regulation intended to strengthen and unify data protection for all individuals within the European Union (EU). The GDPR aims primarily to give control back to citizens and residents over their personal data and to simplify the regulatory environment for international business. The regulation became enforceable from 25th May 2018. The Service has a robust framework for information governance that has been adapted to comply with these new regulations.

8.6.3 Health and Safety

The Service operates within a wide range of legal requirements associated with health and safety legislation.

8.6.4 Business Continuity

The Civil Contingencies Act (2004) requires all Category 1 Responders to have plans in place to respond to all emergencies. This includes adequate business continuity plans (BCP) enabling the critical business functions the Service provides to continue to operate, despite serious incidents or disasters that might otherwise have interrupted them.

Our business continuity considerations encompass the whole Service so that all critical functions and activities are considered, not just those involving the emergency response

aspect. Business continuity arrangements also must be taken into consideration with our partnership working such as;

- Shared Command and Control Systems with Dorset and Wiltshire Fire Control and Devon and Somerset Fire Control who are critical to our operations thus ensuring that our response will also meet their standards along with our own.
- Multi agency planning for identified national and local risk with partners within the Hampshire & Isle of Wight Local Resilience forum
- Supply chain to external and partner organisations

With professional guidance HFRS is implementing a programme of regular review of business continuity plans and associated policies to ensure that the Service continues to be capable of maintaining acceptable standards of service delivery for each critical business process following disruption. This work will ensure a robust business continuity policy including business continuity plans that cover strategic, tactical and operational levels across all departments and areas of work within the Service are in place and that business continuity is embedded into the organisation.

9. Local Industry Risk

The history of Hampshire is steeped in a varied assortment of industries: from wool and cloth manufacturing, fishing industry, and shipbuilding. Hampshire played a large role in World War II due to its large Royal Navy harbour at Portsmouth, the army camp at Aldershot and the military Netley Hospital on Southampton Water, as well as its proximity to the army training ranges on Salisbury Plain.

Whilst much has changed the county is still home to a vast variety of industries including manufacturing, ship building, agriculture and the thriving tourism industry.

As the county is home to such diversity, the risk for HFRS is varied, meaning that the Service must have in place a multitude of resources to enable our crews to respond to any eventuality. The county has many older buildings that were historically used as forts or for manufacturing purposes and whilst some have been converted and will have had fire safety measures incorporated, others have sadly fallen into disrepair. Older buildings were not subject to the stringent fire safety regulations that apply today meaning that fire separation and other safety measures are not necessarily in place. This may not pose so much of a risk to those who use the building on a day to day basis, but should a fire occur, an older building may present a greater fire risk due to the way the building was constructed.

To mitigate these risks, operational crews will gather Site Specific Risk Information, often working in partnership with Fire Safety Inspectors to advise business owners on the appropriate fire safety measures that need to be undertaken to ensure that the building is made as safe as possible. If a building is derelict and is deemed to be identified at risk from antisocial behaviour, a multi-agency approach is often used to ensure that the building is made as secure as possible to try to prevent arson or deliberate fires.

9.1 COMAH Sites

Sites that store or use dangerous substances must have in place further processes to meet the regulations that aim to prevent or limit the consequence to people and the environment

should an incident occur. Hampshire is home to 14 COMAH sites (The Control of Major Accident Hazards) and 1 MACR (Major Accident Control Regulations).

Seven of these sites are top tier COMAH sites. The Top Tier COMAH Sites within Hampshire are:

- BP Oil Hamble Terminal
- Esso Hythe Terminal
- Humly Grove Energy
- Geo Speciality Chemicals UK
- Exxon Mobil Chemicals
- Nalco Champion
- Tradebe Fawley

These sites are required to document safety reports and produce plans in line with their tier grading that detail and demonstrate the full safety measures they have in place to minimise the risks posed by the substances' stored on their site, whilst considering the local communities and environment. They are also required to notify the competent authorities such as the Health & Safety Executive and Environment Agency so that inspection programmes can be planned to ensure that they comply with their duties as defined within the regulations.

In addition to these regulations, off site plans are produced and developed by the Hampshire and Isle of Wight Local Resilience Forum (HIOWLRF) of which HFRS is an active partner. By working in close collaboration with various partners through this forum a multi-agency approach is afforded to produce contingency plans should an incident occur. Furthermore, for each of these sites HFRS crews gather detailed Site-Specific Risk Information (SSRI) so that the necessary information is available immediately to our staff should an incident occur.

9.2 Waste, Recycling and Scrap Sites

Hampshire is home to a vast range of waste, recycling and scrap metal sites so that people can dispose of their unwanted items. These sites not only process conventional house hold waste including, paper, cardboard, plastic and wood but also deal with a variety of waste that is considered hazardous such as asbestos, chemicals, batteries, solvents and oils. Waste sites can range from landfill which typically deals with household refuse, to scrap metal recycling centres that specialise in scrap metal processing and recycling. Not all waste sites are set in the open, many private waste processing and recycling plants operate within extremely large open plan steel framed buildings, whilst some sites store different waste in large containers that are then transported to other locations for processing.

UK Fire and Rescue Services attend a significant amount of fires at waste sites each year. These fires are often difficult to extinguish, needing lots of resources for long periods of time. When they occur waste site fires can have serious effects on public health, the environment, safety to firefighters and the local community.

In 2014 new guidance was issued for waste and recycling sites by the Waste Industry Safety and Health (WISH) forum. This guidance was developed with input at the time from the Chief Fire Officers Association (CFOA), the Environment Agency (EA) and other bodies with an aim to provide structured advice and standards for this sector on good and acceptable practice to enable them to reduce the risk of fire within their sites.

To ensure that operational crews have detailed guidance for each different site, Site Specific Risk Information is gathered detailing the variety of risks unique to each individual location.

Training is also undertaken to ensure familiarisation so that our crews are trained in operational preparedness should an incident occur.

9.3 Heritage Buildings and Buildings of Significant Interest

The building heritage that spans Hampshire is rich, including Calshot Castle, Netley Abbey, Medieval Merchant's House and Titchfield Castle. Within the UK there are three categories of listed buildings;

- Grade I buildings are of exceptional interest.
- Grade II* buildings are particularly important buildings of more than special interest.
- Grade II buildings are of special interest, this is the most likely grade of listing for a home owner.

Hampshire is home to 187 Grade I listed properties that are classified as exceptional interest. Furthermore, the county hosts 513 properties listed as Grade II* and over 10,000¹⁴ listed as Grade II. This remarkable variety reveals the abundance of the county's history and contributes to the identity, vitality and economic life within Hampshire. The county's heritage sites are enjoyed by the tourists that visit Hampshire in their thousands on an annual basis and by the county's residents alike.

Hampshire is also home to Portsmouth Historic Dockyard which is home to HMS Victory, HMS Warrior and the Mary Rose.

While modern buildings are designed from the outset to accommodate meticulous fire safety regulations many historic buildings were built within an era when fire safety was not a significant requirement. The very character of some of the country's heritage properties means that fire is without doubt the greatest threat to the building; this is since a fire is not only able to destroy the entire fabric of a building but also its precious artefacts.

Our Fire Safety Inspection Officers undertake safety audits of Grade I, Grade II* and Grade II heritage premises to ensure that adequate fire safety solutions are in place and the building meets life safety standards.

Should an incident occur at a heritage site, 'Salvage Plans' are referred to for key information surrounding the sites significant assets available.

9.4 Piers

Hampshire has three piers, Clarence Pier, South Parade Pier and Hythe Pier, all of which host an array of attractions including amusements, restaurants, shops, railway and ferry. The piers host local community activities in addition to tourism. Their materials are prone to exposure to fire, storms or boating accidents. The consequences of an emergency on a pier could result in serious damage leading to partial collapse, severance from land, or loss of an historical structure which could potentially have an impact on local businesses and tourism in the areas concerned.

In addition, the Service is an active member of the Hampshire and Isle of Wight Local Resilience Forum (HIOWLRF) which has enabled the development of a multi-agency emergency plan that sets out the procedures to manage and mitigate the impact of an incident involving a pier in Hampshire.

¹⁴ <https://historicengland.org.uk/listing/>

10. National & Regional Risks

10.1 National Risk Assessment and National Risk Register

Risks the UK faces are continually changing; to monitor these risks the government produces a National Risk Assessment (NRA) that records the risks that the UK and its citizens could face over the next five years. The NRA is a confidential assessment that is produced each year through consultation with a wide variety of experts both across government departments and within other organisations. The National Risk Register (NRR) is the public version of this assessment that aims to deliver the first step in providing advice on how people and businesses can better prepare for civil emergencies.

Whilst most emergencies will be dealt with by local authorities there are some events which, if to occur, would have a serious impact on a much wider scale causing a civil emergency within the UK. All risks within the NRR have been written in the form of event or scenario, such as:

- adverse weather conditions
- Pandemic influenza
- major coastal flooding
- loss of critical infrastructure (Water, Electricity & Gas)
- Industrial accidents
- ethical failure
- catastrophic terrorist attacks.

To support this, the government provides guidance to local resilience forums on how to interpret the risks in the NRA and NRR; this enables local authorities to produce their own local assessments of risk. This ensures that risk assessments at all levels of government are integrated and underpins coherent emergency planning across the country.

10.2 Hampshire and Isle of Wight Resilience Forum (HIOWLRF)

The Civil Contingencies Act 2004 provides a single coherent framework for emergency planning and response across both local and national levels forming the overarching structure for civil protection in the UK.

The Act lists organisations that are included; these are divided into 2 categories with each category imposing a different set of duties on local responders. Category 1 responders are subject to the full set of civil protection duties and include organisations who provide a fundamental response to most emergencies such as the Emergency Services, NHS Organisations, Local Authorities and the Environmental Agency. Category 2 responders have a lesser set of duties as they are less likely to be involved in the core of planning work, but they will be heavily involved in incidents that affect their own sector such as, for example, utility's companies.

Part of the Act necessitates that Category 1 and Category 2 responders form a local resilience forum to consult, collaborate and disclose information with each other. In Hampshire this is known as the Hampshire and Isle of Wight Local Resilience Forum (HIOWLRF).

HIOWLRF provides the opportunity for agencies to identify potential risks, and produce emergency plans, to either prevent or mitigate the impact of any incident on their local communities. The risks identified by the HIOWLRF are assessed and documented in the Community Risk Register. The register provides a brief overview of significant risks based on local conditions, infrastructure and geography and assists the HIOWLRF to prioritise

planning, facilitate training and organise exercises to ensure that adequate arrangements for responding to an emergency are in place and up to date.

Whilst HFRS has a robust risk assessment process in place for a multitude of incidents and hazards, to meet our statutory duties we are also an active member of the HIOWLRF. By working in affiliation with our partners and participating in multi-agency testing exercises, the Service has assurance of emergency preparedness.

11. Terrorism

Terrorism presents a serious and sustained threat to the UK. Terrorists seek to cause widespread disruption and it is therefore critical for HFRS to maintain an operational preparedness in response to this risk factor. At the time of writing this report the international terrorism threat to the UK remains 'severe' meaning the probability of an international terrorist attack is highly likely and the current threat level; for Northern Ireland-related terrorism in Britain is 'Moderate'; meaning an attack is possible, but not likely. In the UK the Terrorism Act 2000 defines terrorism as:

"Terrorist groups use violence and threats of violence to publicise their causes and to achieve their goals. They often aim to influence or exert pressure on governments and government policies but reject democratic processes, or even democracy itself."

Types of terrorism¹⁵:

- International terrorism
- Northern Ireland-related terrorism
- Domestic extremism

The most up to date national threat level to the UK is available on both the MI5 and the Home Office Websites. Separate threat levels are set for Great Britain and Northern Ireland due to Northern Ireland related terrorism currently posing different threat levels between Northern Ireland and Great Britain.

The threat levels have been designed to give an indication of the likelihood of an attack and are defined by the following levels:

- LOW means attack is unlikely
- MODERATE means an attack is possible, but not likely
- SUBSTANTIAL means an attack is strongly likely
- SEVERE means an attack is highly likely
- CRITICAL means an attack is expected imminently¹⁶

Since 2006 when the threat levels were introduced, the UK has moved between the substantial and critical levels. Movement between the levels are due to be more frequent due to the terror attacks in 2017.

Due to the increase in terrorist attacks within the UK the ignition of a review of the "Joint operating Principles for Emergency Services – Responding to a marauding Terrorist Firearms Attack" guidance was commissioned, and whilst the response principles within the guidance remain broadly similar, there remains the expectation that fire and rescue services will form part of a multi-agency response.

¹⁵ <https://www.mi5.gov.uk/terrorism>

¹⁶ As defined by MI5 - <https://www.mi5.gov.uk/threat-levels>



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Noted

Date: **25 September 2019**

Title: **HEALTH AND SAFETY ANNUAL REPORT 2018-2019**

Report of Chief Fire Officer

SUMMARY

1. The Annual Health and Safety Report for 2018-2019 covers the period 1 April 2018 to 31 March 2019, and shows that Hampshire Fire and Rescue Service (HFRS) has successfully implemented the agreed 'Objectives and Improvement Plan' (OIP) up until September 2018.
2. HFRS seeks continuous improvement in all aspects of Health, Safety and Wellbeing (HSW), from promotion of a positive HSW culture, to identification and mitigation of risk and personal competence. HFRS strives to make its employees and Hampshire safer whilst delivering a wide range of essential services to the community.
3. Assurance is given that HFRS's Health and Safety Management System (HSMS) is suitable and sufficient for the needs of the organisation and establishes minimum legal compliance regarding health and safety legislation.
4. HFRS's performance is constantly monitored and measured against agreed standards and the HSW Strategy to reveal where and when improvement is needed.
5. Work is progressing to ensure compliance is maintained as well as working towards notable good practice where reasonably practicable.
6. A Health, Safety and Wellbeing Strategy, originally agreed by the Health and safety committee in June 2017, details our key deliverables for this three-year period. This builds on previous achievements and addresses identified improvement needs.

BACKGROUND

7. The annual report follows the Health and Safety Executive management system process 'Plan, Do, Check, Act (PDCA)' detailed within the Health and Safety Guidance Document (HSG65) which treats health and safety management as an integral part of good management generally, rather than as a stand-alone system.
8. This approach seeks to achieve a balance between systematic and behavioural aspects of safety management. Successful health and safety management is not

focused on ensuring that all processes are in place but is about the integration of these processes into the organisational work streams.

PLAN

9. The Health and Safety Statement of Intent, as signed by the Chair of the Hampshire Fire and Rescue Authority and the Chief Fire Officer, outlines the principles and intentions of the organisation regarding Health, Safety and Welfare.
10. The organisation's Health, Safety and Welfare Policy builds on this, identifying measurable objectives to be implemented to maintain a safe and healthy working environment.
11. These in turn are reviewed by the Health and Safety Committee, driving the Objectives and Improvement Plan contained within the current three-yearly Strategy.

DO

12. Health, Safety and Wellbeing forms an integral part of all organisational work streams. The Health and Safety Team takes a central role in ensuring this process is informed and aligned with the aims of the Statement of Intent and through objectives of the Health, Safety and Wellbeing Strategy.

CHECK

13. Progress is monitored through a range of proactive and reactive indicators and processes on which the Health and Safety Team reports monthly.

These include:

- Safety events (accident, incident, near miss, cause for concern);
- Vehicle accident data and trends;
- Workplace inspections;
- Health and Safety audits;
- Health and wellbeing (sickness) trends;
- Medical referrals trends;
- Employee assistance trends;
- Trauma Risk Management (TRiM) overview of provision and take up;
- Fitness assessments.

ACT

14. The information gathered in the processes detailed above is utilised to review performance and identify learning points. This process forms the basis for the Health, Safety and Wellbeing Strategy.

OBJECTIVES AND IMPROVEMENT PLAN (Three yearly Strategy 2017-2020)

15. The Health, Safety and Wellbeing Strategy is structured into five work streams:

- To assist in the delivery of a competent workforce;
- Proactively promote a positive health and safety culture;
- Continue to build firm links between the H&S Team, Academy, Occupational Health and Human Resources Department to collaboratively work effectively together with regards to injury, ill health and wellbeing;
- Upstream targets;
- Downstream targets.

Each of these work streams is split into objectives with identified KPI's. A detailed breakdown and report on progress is provided in the six-monthly report to the DCFO.

16. Year two, to September 2018 six-month period 39.58% achieved of the three-yearly strategy, indicating average progress although being slightly below the intended target. The reduction in meeting the overall targets for 2018 was primarily due to a review of a new accident management system (AMS), however, after a long period of testing, this did not meet the Service requirements. However, with the appointment of a new Health and Safety Manager in September 2018 a full gap analysis was undertaken.

SAFETY EVENTS

17. The Health and Safety Team reports regularly on proactive and reactive indicators through monthly and bi-annual reports to the Health and Safety Committee.

18. Proactive indicators are those where safety events are reported before an event occurred (preventative reporting), such as Near Miss and Cause for Concern reports. Reactive indicators are where safety events are reported after an event took place such as injuries or policy/procedure violations.

19. Proactive indicators allow organisational and personal learning to take place before an adverse safety event occurs and provides learning points that are of direct relevance to safety events.

Our data indicates that injury reports make up 48% of all H&S events in the year ending March 2019 which is the same as 2017/2018. Positively, our leading indicators, near miss and cause for concern, have also seen a gradual increase over the last four years supporting positive behaviours and culture improvements.

HSMS positive indicator:		2016	2017	2018	2019
Total recorded events:	↑	163	187	199	230
- Total Injuries:	↑	114	98	96	112
- Lost time injury	↑	37	29	35	50
No lost time injury	↑	77	68	61	62
Near Miss and Cause for Concern	↑	45	87	103	118

20. Safety event trends are monitored through a thorough investigation process and monthly trend analysis. Where relevant, action points concluding the process of driving tangible improvements from the examination of proactive and reactive indicators are recorded.
21. Proactive indicators are followed up as part of our business as usual plan and work to address and improve the areas identified informs the Health, Safety and Wellbeing (HSW) Strategy.
22. The HSW Strategy focuses strongly on finding means to improve trends towards a culture where proactive indicator reporting is inherent to all work streams of the organisation and outweighs reactive indicators by a significant factor.
23. The decision not to use the integrated accident management system (AMS) in November 2018 has not prevented HFRS's ability to analyse underlying behavioural factors and root causes, demonstrating significant improvements in standards through current embedded processes.

FORWARD PLANNING

24. The Health and Safety Team will implement the 2019-2023 strategy and OIP once agreed.
25. The new strategy and OIP will address the identified statutory gaps using the Institute of Directors Safety Framework which demonstrates how the business promotes compliance from a leadership perspective.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

26. Robust health and safety arrangements support our aim of being one of the best fire and rescue services in the country and supports our purpose of Making Hampshire Safer.
27. The proposed Health, Safety and Wellbeing Strategy is aligned to the Workforce Development Plan.

CONSULTATION

28. The content of this report has been discussed with representative bodies and approved by the Health and Safety Committee. In addition, consultation took place with other stakeholders.

RESOURCE IMPLICATIONS

29. The nature of an annual report, in presenting an account of events and processes, does not create specific resource implications that are not already considered within budgets elsewhere.

LEGAL IMPLICATIONS

30. The nature of an annual report, in presenting an account of events and processes, does not create legal implications regarding human rights or inclusion/diversity legislation.
31. Besides the report being a policy requirement, no legal implications are associated with the report.

PEOPLE IMPACT ASSESSMENT

32. A People Impact Assessment has not been deemed relevant as the report is an account of events and processes.

RISK ANALYSIS

33. The nature of the annual report, in presenting an account of events and processes, does not entail risk per se that would require the inclusion of a risk analysis.

CONCLUSION

34. HFRS concludes that good progress has been made in meeting the targets of the three-yearly strategy.
35. The analyses of proactive and reactive indicators provide evidence that HFRS is making progress in regard to behavioural safety and safety culture, which are essential to the effective management of health and safety.

RECOMMENDATION

36. That the Annual Health and Safety Report here presented be noted by Hampshire Fire and Rescue Authority.

Report Contact:
DCFO Steve Apter, Director of Policy and Planning
steve.apter@hantsfire.gov.uk

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**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: **25 September 2019**

Title: **STRATEGIC RISK REGISTER**

Report of Chief Fire Officer

SUMMARY

1. This report presents an update on progress against our Strategic Risk Register, as agreed by HFRA on 13 February 2018, for Members' comment and noting. The report also sets out the context and principles behind a change in risk management policy to be brought forward later this year.
2. The impetus for a revised approach so soon after the previous review is the forthcoming Joint Combined Fire Authority (CFA) Integrated Risk Management Plan (IRMP) which will establish our new priorities and it will be against those that our future risk management policy will be based.

BACKGROUND

3. The risk management process aims to identify, prioritise and manage risks to the best of the Authority's ability to achieve its priorities and objectives, and manage its business. This update of the register is a key part of our corporate planning process and provides assurance of our commitment to managing risk effectively.
4. Risk management is integral to how the Authority operates and provides its services. Managing risk is what Hampshire Fire and Rescue Service is all about.
5. The current approach sets external risks (IRMP) separately to internal risks (Strategic Risk Register). The policy position going forward will be to better align our risk management policy so that a clearer link is made.

REVIEW OF THE REGISTER

6. With the governance changes recently implemented as part of the structural changes within HFRS, the monitoring of the Strategic Risk Register (internal risks) is planned to be undertaken through Directorate Board meetings and as a standing agenda item on Executive Group meetings. This ensures appropriate focus and priority is provided at Director level. At this time this is not fully in place, however, it is programmed to be in place by the end of September.
7. It is intended that the Standards and Governance Committee will receive an update on the Strategic Risk Register at 6 months.

8. The current view of Executive Group is that the existing strategic risks, whilst suitable for our current position, will require review as part of our development of our 5-year strategic IRMP 2020-2025.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

9. We want to be the best fire and rescue service in the country and make life safer for everyone by reducing risks in the community. Effective risk management processes that are embedded throughout the organisation are critical to ensuring thorough decision making.
10. Our planning processes, performance management framework and audit recommendations are an integral part of our ability to identify new and emerging risks and issues which could impact on existing corporate aims and objectives. The identification of risks and issues through the planning process also provides a focus for developing new corporate aims and objectives.

RESOURCE IMPLICATIONS

11. There are no financial impacts from the contents of this paper. Any financial impacts of future control measures would need to be assessed against the related risks and opportunities. Any plans with financial implications will be subject to appropriate review and governance.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

12. There are no environmental or sustainability impacts from the contents within this report.

LEGAL IMPLICATIONS

13. There are no legal implications from the contents of this report.

EQUALITY IMPACT ASSESSMENT

14. The proposals in this report are compatible with the provisions of equality and human rights legislation.

RISK ANALYSIS

15. It is essential that a risk management policy and strategy is in place. Work is continuing to ensure there is a consistent and robust approach to the identification, analysis and treatment of risks. This, in turn, ensures that major threats and opportunities are considered and managed appropriately with adequate control measures implemented.
16. It is important that decisions taken by the Authority's elected members and management consider the risks associated with them. Risk management implications are included in all reports so that these can be considered in making decisions. As such, a separate section is inserted in all Fire

Authority/Committee/Executive Group reports in which the author states what, if any, risks have been identified and how these will be managed.

CONCLUSION

17. This report provides an update on the Strategic Risk Register and sets out an intended policy change based upon the forthcoming new IRMP

RECOMMENDATION

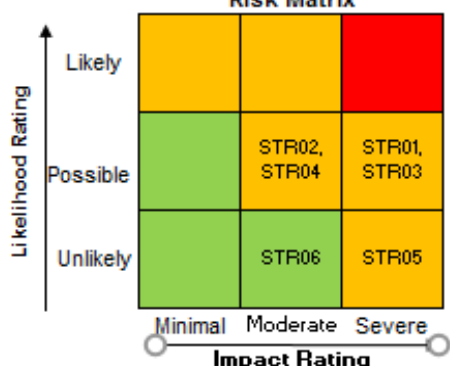
18. That the update of the Strategic Risk Register be approved by the Hampshire Fire and Rescue Authority.
19. That Hampshire Fire and Rescue Authority request the CFO to review the current risk management arrangements and to report in February 2020.

APPENDICES ATTACHED

20. Appendix A – Strategic Risk Register

Report Contact:
DCFO Steve Apter, Director of Policy and Planning
steve.apter@hantsfire.gov.uk

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Strategic Risk Overview		Reporting: Jul-Sep - 2019		
<p>Key</p> <p>(score of 9) High</p> <p>(score of 3 to 6) Medium</p> <p>(score of 1 to 2) Low</p> <p>Risks with a score of 9 require prioritisation to manage the likelihood and impact</p>		<p>Risk Matrix</p>  <p>Current distribution of strategic risks</p>		
		<p>Risk Profile Summary</p> <p>This Strategic Risk Overview identifies 6 key areas that comprise the risk profile for Hampshire and the Isle of Wight and are representative of a number of 'sub' risks requiring monitoring and management:</p> <p>Community Risk - reducing risk to the communities of Hampshire and the IDW by protecting people, property and the environment.</p> <p>People Risk - having the right people in the right place with the right skills and capabilities required to successfully deliver our services.</p> <p>Financial risk - providing a good value emergency service within or financial means.</p> <p>Organisational Risk - fit for purpose premises, ICT and infrastructure.</p> <p>Governance Risk - ensuring that we meet our regulatory and legislative requirements and are legally compliant.</p> <p>Performance and Assurance Risk - how do we know we are effective?</p>		
Ref.	Description	Owner	Current Score	Comments
STR 01	Community Risk Failure to deliver an efficient, effective service and achieve our aim of Making Hampshire and the Isle of Wight Safer, resulting in greater risk and higher levels of injuries, deaths, property damage and environmental impact.	Director of Operations - Stew Adamson	6 →	Our approach will be supported by a directorate risk register and a service wide delivery plan, overseen by a Delivery Board chaired by the ACO Service Delivery
STR 02	People Risk Inability to effectively identify and match appropriate skillsets to workforce requirements, meaning tasks are not completed as professionally as we would expect, and organisational performances decreases.	Head of HR & Workforce Development - Molly Rowland	4 →	We will maintain a proactive People Plan and a People and Organisational Development Board chaired by the Head of HR and Workforce Development to manage this area of risk.
STR 03	Financial Risk Failure to adequately manage the Authority's services within its financial resources leading to overspends, budget misalignment and inability to deliver effectively.	Chief Finance Officer - Rob Carr	6 →	Our financial management is delivered via our Shared Services Agreement and our Chief Finance Officer will maintain a Medium Term Financial Plan and financial management systems to ensure we are efficient with the service we provide.
STR 04	Organisational Risk Inefficient management or ineffective organisational structure preventing us from providing the best possible service.	Chief of Staff - Matt Robertson	4 →	The Chief Of Staff will oversee the delivery of effective and efficient management structures and systems with an Executive Board to monitor how this is working.
STR 05	Governance Risk Failure to recognise and comply with legal or regulatory duties and responsibilities, resulting in legal or other sanction, reputational damage and loss of confidence.	Chief of Staff - Matt Robertson	3 →	The Chief of Staff will maintain and oversee our governance arrangements in conjunction with other Directors. The Deputy Chief Fire will take specific responsibility for Health and Safety as our strategic lead.
STR 06	Performance and Assurance Risk Lack of proper assessment, review and assurance of our performance to ensure that we continue to deliver the best possible service to the public.	Director of Performance & Assurance - Shantha	2 →	We recognise the importance of review, assurance and performance management. The Assurance Board will oversee the work in this area and will maintain a directorate risk register.

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Purpose: Decision

Date: 25 September 2019

Title: **APPOINTMENT TO HAMPSHIRE
FIREFIGHTERS' PENSION BOARD**



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Report of: Committee Clerk

EXECUTIVE SUMMARY

1. This report seeks approval for the appointment to a vacancy on the Hampshire Firefighters' Pension Board.

BACKGROUND

2. Following the resignation of Alex Rhodes earlier in the year, a scheme member vacancy exists on the Board. The Standards and Governance Committee has delegated authority to implement an appropriate recruitment mechanism for employer representatives and scheme members of the Pension Board.
3. The current membership is set out below and the Authority is asked to appoint a new scheme member representative to the vacancy that exists for a four-year term, in line with the Board's Terms of Reference.

Employer Representatives:		Scheme Members:	
	Date appointed:		Date appointed:
Stew Adamson	9 June 2016	Richard North	7 September 2016
Cllr Price	9 June 2016	Malcolm Eastwood	5 June 2019
Dan Tasker	3 April 2019	Vacancy	

4. Following an unsuccessful recruitment exercise in April 2019, the scheme member vacancy was re-advertised in June 2019. Whilst there was only one application on this occasion it was agreed that the applicant fulfilled the requirements for the position (see **Exempt Appendix**).

PEOPLE IMPACT ASSESSMENT

5. The proposals in this report are compatible with equalities and human rights obligations.

OPTIONS

6. The Authority is asked to appoint the applicant detailed in the Exempt Appendix as a scheme member representative on HFRA Firefighters' Pension Board for a four-year period, for the reason outlined in the report above.
7. Not to appoint would leave insufficient representation on the Board.

RECOMMENDATION

8. It is recommended that the Authority appoint the applicant listed in the Exempt Appendix to the vacant "scheme member" position on the Hampshire Firefighters' Pension Board.

APPENDICES

Appendix A – Exempt Appendix

Report Author:

Katy Sherwood, on behalf of the Clerk to the Authority,
katy.sherwood@hants.gov.uk

AT A MEETING of the HFRA Stakeholder Committee of HAMPSHIRE FIRE AND RESCUE AUTHORITY held at Room X, SQH, Eastleigh on Tuesday, 16th July, 2019

Chairman:

* Councillor Roger Price

Councillor Jonathan Glen

* Councillor Rhydian Vaughan MBE

* Councillor Roz Chadd

* Councillor Sharon Mintoff

* Present

Also present with the agreement of the Chairman: Councillor Chris Carter

1. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Jonathan Glen.

2. **DECLARATIONS OF INTEREST**

Members were mindful of their duty to disclose at the meeting any disclosable pecuniary interest they had in any matter on the agenda for the meeting, where that interest was not already entered in the Authority's register of interests, and their ability to disclose any other personal interests in any such matter that they might have wished to disclose.

3. **DEPUTATIONS**

There were no deputations for the meeting.

4. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman welcomed everyone to the first meeting of the HFRA Stakeholder Committee ("the Committee") and introductions were made.

5. **3SFIRE STAKEHOLDER COMMITTEE TERMS OF REFERENCE**

The Committee considered a report from the Head of Legal (item 5 in the Minute Book) regarding the Committee's Terms of Reference.

A brief history of the Committee and its formation was given. The role of the Committee was highlighted on page 7 of the pack and it was confirmed that the Directors of the company would look after the day-to-day running of 3SFire Ltd, with the Committee having more of an oversight and exercising the 'Shareholders' reserve power pursuant to Article 4(1).

On page 8 of the pack was a list of functions proposed to remain with Full Authority for decision. Whilst all the functions of the Authority as shareholder had currently been delegated to the Committee, it was suggested that there may be

some decisions, such as dissolving the company, that the Committee may wish to refer to the Full Authority.

The Chairman of the Full Authority was content for delegation of all functions to remain with the Committee and officers agreed that there was no legal implication in doing this. After discussion, the Committee agreed to remove the obligation to refer larger decisions to the Full Authority but accepted that if there was a particularly contentious decision then the Committee may choose to do this if it was felt necessary.

The Committee also discussed the number of meetings that would be required each year. Whilst the terms of reference proposed four meetings, it was agreed that two meetings a year would be sufficient as the Chairman was able to call more if necessary. Whilst in the longer term two meetings a year would work well, it was noted that initially more meetings would likely be held whilst the Committee got established properly.

RESOLVED:

- 1) The Committee approved the draft terms of reference for the 3SFire Ltd Stakeholder Committee at Appendix 1 subject to two amendments:
 - a) That the Committee meet at least **two** times per year rather than four; and
 - b) The section regarding 'Functions Reserved to the Authority' is removed and replaced with an option to refer significant or contentious decisions to the Full Authority should the Stakeholder Committee deem this necessary.
- 2) That the Clerk have delegation to make minor amendments and finalise the Terms of Reference; and
- 3) That it be RECOMMENDED to the Full Authority that the Terms of Reference be approved and included in the constitution.

6. **EXCLUSION OF PRESS AND PUBLIC**

It was resolved that the public be excluded from the meeting during the following items of business, as it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items there would be disclosure to them of exempt information within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons set out in the reports.

7. **STAKEHOLDER COMMITTEE GOVERNANCE PRESENTATION**

The Committee received a presentation from Sarah Adamson on behalf of 3SFire Ltd [SEE EXEMPT MINUTE]

8. **3SFIRE LTD - FUTURE COMPANY STRUCTURE**

The Committee considered a report from the Chairman of the Board (3SFire Ltd) (item 8 in the minute book) regarding the future company structure of 3SFire Ltd [SEE EXEMPT MINUTE].

Chairman,

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3SFire Ltd – Stakeholder Committee Terms of Reference

Introduction

Hampshire Fire and Rescue Authority (“the Authority”) is the sole shareholder of 3SFire Ltd (“the Company”). The Company is a local authority trading company limited by shares. HFRA has delegated all shareholder functions to a committee of the Authority known as the “3SFire Ltd Stakeholder Committee” (“the Committee”).

The Authority accepts and understands that the directors of the Company from time to time (“the Directors”) are responsible for the management of the Company’s business, subject to the powers that are reserved to the Company’s shareholder by statute and/or the Company’s Articles of Association (“the Articles”), further details of which appear below.

Composition

The Committee will be made up of 5 members of HFRA, appointed according to the overall proportionality of HFRA from time to time.

The Committee members (including the Chairman and Vice Chairman of the Committee) will be appointed by HFRA at its Annual General Meeting and/or at other times of the year as required.

Role of the Committee

The day to day direction and management of the Company will solely be a matter for the Directors (and for the executive directors to the extent of their delegated authority to bind the Company).

The Committee shall, without in any way issuing directions or instructions to the Directors in respect of the day to day business of the Company, undertake the shareholders’ functions. This includes those functions that: (a) are expressly delegated to shareholders; (b) are to be exercised by the shareholders by operation of law; and/or (c) are expressly reserved in the Articles to HFRA.

Specifically, and without limitation, the Committee’s functions shall include:

1. Appointing and removing Directors;
2. Reviewing and amending the Articles;
3. Exercising the “Shareholders’ reserve power pursuant to Article 4(1), and under which “the shareholders may, by special resolution, direct the directors to take, or refrain from taking, specified action”;
4. Receiving reports from the Directors in relation to the following:
 - a. proposed resolutions, approvals and actions;
 - b. the Company’s accounts;
 - c. the Company’s business plan; and
 - d. such other matters as the Committee determines from time to time;
5. Discharging the shareholders’ voting rights and responsibilities at General Meetings of the Company and/or as required by law. (NB As a corporate member, HFRA has authorised the Chairman and/or Vice Chairman of the Committee to act as HFRA’s

authorised representative at General Meetings of the Company pursuant to Article 39 of the Company's Articles and section 323 Companies Act 2006. Further, HFRA also expressly authorises the Chairman and/or Vice Chairman of the Committee to sign any resolution or other document necessary to implement any decision of the Committee. Any such resolution or document that is duly signed by the Chairman or Vice Chairman shall be deemed to be signed by HFRA as shareholder).

6. Exercising the Authority's financial controls over the Company pursuant to Article 67 of the Company's Articles, including providing such consents as may be required.

Recommendations to the Authority

The Committee may decide to refer any matter which is otherwise within its delegated powers to the full Authority for approval either in accordance with the Minority Order Procedure set out in Standing Order 20, or as otherwise decided by the Committee. In such circumstances, the Committee's decision shall take the form of a recommendation to the full Authority.

Meetings

The Committee will meet at least two times per year at the Authority's offices in Eastleigh. The Chairman may convene other meetings of the Committee as required.

Quorum

The quorum of the Committee shall be in accordance with the Authority's Constitution.

Publication of Information

Notice of the Committee's meetings, the agenda, papers and minutes will be published on the Authority's website in accordance with the Authority's Constitution and obligations under relevant local government law.

Public Document Pack Agenda Item 13

AT A MEETING of the HFRA Standards and Governance Committee held at Fire and Police HQ, Eastleigh on Tuesday 23 July, 2019

Chairman:
Councillor Liz Fairhurst

Vice-Chairman:
* Councillor Sharon Mintoff

Councillor Jonathan Glen
* Councillor Roger Price

* Councillor Geoffrey Hockley

*Present

Also present with the agreement of the Chairman:
Councillor Chris Carter, Chairman of the Fire Authority

73. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Fairhurst and Glen.

74. **DECLARATIONS OF INTEREST**

Members were mindful of their duty to disclose at the meeting any Disclosable pecuniary Interest they had in any matter on the agenda for the meeting, where that interest was not already entered in the Authority's register of interests, and their ability to disclose any other personal interests in any such matter that they might have wished to disclose.

Councillor Price declared a personal interest for Item 9 as a Member of the Fire Pension Board.

75. **MINUTES OF PREVIOUS MEETING**

The minutes of the last meeting were reviewed and agreed.

76. **DEPUTATIONS**

There were no deputations on this occasion.

77. CHAIRMAN'S ANNOUNCEMENTS

The Chairman had no announcements to make on this occasion.

78. ANNUAL ACCOUNTS 2018/19

With the agreement of the Chairman, this item was taken before Item 6 and Item 7 on the agenda.

The Committee considered the Annual Accounts for 2018/19 (Item 8 in the Minute Book) as presented by the Treasurer. It was reported that this had been a difficult year in terms of external auditing, due to greater pressure for compliance on all the audit firms from the Financial Reporting Council.

It was confirmed that since the draft annual accounts had been published, there had been adjustments to the valuation of Property, Plant and Equipment (PPE), IAS 19 in respect of the McCloud judgement and IFRS 9 which impacts on the way changes in the value of pooled funds are treated, which were all detailed to the Committee. With the adjustments, it was heard that there was an increase in the valuation of PPE to reflect the increase in property valuation required by External Audit, but this wouldn't impact on the bottom line. In relation to IAS 19, it was confirmed that the McCloud judgement could have implications going forward, and an Actuary had assessed liabilities for the different pension schemes following the judgement. In relation to IFRS 9, it was heard that this was a new requirement for the 2018/19 accounts and whilst HFRA disagreed with the external auditors view, there was currently a statutory override in place in any event. Adjustments had been duly made to the draft statement of accounts figures and these were detailed in the separate adjustment sheet shared with the Committee.

Members raised questions relating to pensions and the McCloud judgement, and it was heard that the net liability related to defined pension schemes had been adjusted to anticipate changes resulting from the judgement, but the ultimate impact would not be known for some time.

Attention was drawn to the letter of representations and the two adjustments which had been made since publication. It was noted that at A5, it was confirmed that there were no unadjusted audit differences which had been identified during the current audit and pertaining to the latest period presented. An update to E1 was highlighted and the reference to the McCloud judgement in the Final Statement of Accounts was noted.

RESOLVED:

- a) That the attached Statement of Accounts for 2018/19 was approved subject to any amendments reported at the meeting.
- b) That the Treasurer be given delegated authority to approve any minor amendments to the Statement of Accounts if required.
- c) That the Letter of Representations contained in Appendix B was considered and signed by the Chairman on behalf of the Committee.

79. EXTERNAL AUDIT RESULTS REPORT 2018/19

The Committee considered a report of the External Auditor regarding the External Audit Results for 2018/19 (Item 6 in the Minute Book). The report was introduced and it was heard that there were a number of areas where audit work was ongoing and these had now been completed, with the exception of work on the whole of government accounts submission, but this was in line with the October deadline and would not affect the signing of the annual accounts. Members attention was drawn to page 2 of the report (page 8 of the agenda pack), which stated “private and confidential” at the top of the page. It was noted that this was an error and the External Audit report wasn’t confidential.

Attention was also drawn to the Executive Summary and it was noted that this was in line with the three adjustments which had been highlighted in the annual accounts presentation in relation to land and buildings, pensions, and IFRS9.

It was heard that in regard to the area of journals, authorisation systems were not currently in place, and External Audit had recommended that the Authority enhance and tighten control with relevant procedures. This would be followed up with management during the year.

Members were content with the report.

RESOLVED:

That the Standards and Governance Committee received and noted the External Auditor’s HFRA Audit Results Report for the year ended 31 March 2019.

80. ANNUAL INTERNAL AUDIT REPORT AND OPINION 2018/19

The Committee considered a report of the Chief Internal Auditor regarding the Annual Internal Audit Report and Opinion 2018/19 (Item 7 in the Minute Book). The opinion included consideration of the outcomes of the internal audit work undertaken in relation to the Authority and the Shared Services with Hampshire County Council and Hampshire Police, as well as other sources of assurance. The overall opinion gave limited assurance over Hampshire Fire and Rescue Authority’s framework of governance, risk management and management control and attention was drawn to section 5 (Page 60 of the agenda pack) which highlighted the key observations arising during 2018/19 which had contributed to this opinion and improvements needed. Members heard that extensive discussions had taken place at a senior level to ensure that management had actions in place to address and improve these areas.

Questions were raised around the inclusion of the shared services reviews in the Authority’s annual internal audit report and opinion and the background behind the partnership arrangement between Hampshire County Council, Hampshire Constabulary, Hampshire Police and Crime Commissioner and Hampshire Fire and Rescue Service was explained. Many key system and processes are included within the shared services arrangements and it would not therefore be possible to provide an annual internal audit opinion without taking this into

account. Page 56 of the agenda pack highlighted that 54% of the internal audit reviews rested within the shared services function.

Members raised concerns around the 2018-19 percentage figure of 87% for delivering the revised plan, as opposed to the 2017-18 percentage figure of 95%, as detailed in Section 10 (Page 65 of the agenda pack). It was explained that this decrease was due to work remaining in progress for three reviews across Shared Services as a whole which would be carried forward to be included in the 2019/20 annual internal audit opinion. The detail behind these was highlighted at page 57 of the agenda pack. Members felt it would be useful to include an explanation alongside the annual performance indicator figures in future reports for clarity.

RESOLVED:

That the Standards and Governance Committee approved the Chief Internal Auditor's Annual Report and Opinion Statement for 2018/19.

81. FIRE PENSION BOARD ANNUAL REPORT 2018/19 AND PROPOSED CHANGES TO THE PENSION BOARD TERMS OF REFERENCE

The Committee considered the Fire Pension Board Annual Report and proposed changes to the Pension Board Terms of Reference (Item 9 in the Minute Book).

Members were taken through the report and it was highlighted that the annual report reflected the work of the Pension Board through the year. The proactive nature of the Board and the benefits of having an Employer Pension Manager who worked across the partnership organisations as part of the shared services arrangement was noted.

Members commented that from the Authority's point of view, it was reassuring to know that the Pension Board was complying with relevant legislation, issues were being identified promptly and relevant information was being received by members of the pension scheme.

The proposed changes to the Pension Board Terms of Reference were highlighted as set out in Appendix 1 to the report, and Members heard that a recent review of the Terms of Reference had resulted in the proposal of some minor amendments to better reflect the working of the Board.

The Chairman invited the Chairman of the Authority to speak and he praised Officers for a very thorough report and the pension presentations delivered by the Employer Pension Manager. The Chairman echoed these sentiments on behalf of the Committee.

RESOLVED:

- a) That the Standards and Governance Committee approved the recommendation to allow Voluntary Scheme Pays as set out in paragraphs 66-72 of the report.

- b) That the Standards and Governance Committee agreed the amendments to the Firefighters' Pension Board Terms of Reference as set out in paragraphs 93-101 and in Appendix I.
- c) That the contents of the report were received and noted by the Standards and Governance Committee.
- d) That the Standards and Governance Committee will provide any feedback to the Fire Pension Board on previous work or on future areas of priority.

82. **HMICFRS ACTION PLAN PROGRESS REPORT**

The Committee received the HMICFRS Action Plan progress report (Item 10 in the Minute Book). The report was introduced and it was heard that the report detailed the progress made in respect of the Action Plan. Members noted the use of a detailed tracker to monitor progress and that Strategic Leads had been appointed as accountable owners to oversee actions. It was heard that performance would be continually monitored through the Performance Assurance Board and the Executive Group. With the increased frequency of Standards and Governance Committee meetings, as agreed at the last Committee meeting, Members would also receive increasingly regular update reports.

Attention was drawn to the action for the Trading Arm area and also the 'cause for concern' update as detailed at pages 106-107 of the agenda pack. The Chairman of the Fire Authority was invited to speak and he emphasised the importance of continuing pace and addressing areas raised in the HMICFRS inspection report.

It was heard that in relation to the cause for concern update regarding "The Service does not do enough to be an inclusive employer", it was noted that there was a commitment to addressing the needs to employees, building this within the structure of the organisation and continually looking for ways to improve.

RESOLVED:

That the progress made towards the delivery of the HMICFRS Action Plan was noted by the Standards and Governance Committee.

83. **INFORMATION COMPLIANCE REPORT**

The Committee received a report of the Chief Officer on Information Compliance 2018/19 (Item 11 in the Minute Book).

Members were taken through the report and it was explained that the report demonstrated the Service's commitment to information compliance, and attention was drawn to the well resourced structure and training for staff. It was heard that a General Data Protection Regulation (GDPR) training package had been embedded within the organisation and there had been an excellent uptake of this. The increase in data protection breaches was detailed in the table on page 111 of the agenda pack, and it was noted that staff awareness around data

protection had increased, and staff were more confident to identify breaches. Members heard that there had also been an increase in the number of Freedom of Information requests, and this could be explained by the recent incident at the Ocado warehouse.

Members raised questions in relation to issues detailed in the report regarding cyber security, and it was noted that there had been an increase in resources with the appointment of two IT security officers, and also greater staff awareness of data breaches.

Members attention was drawn to the compliments and complaints section in the report (page 113 in the agenda pack), and it was heard that the number of compliments outnumbered complaints, with complaints ranging from complaints about individuals to ones in relation to driving. Members raised questions about the pattern of complaints and whether there was a detailed analysis of these. It was heard that the HMICFRS inspection didn't focus on complaints and Members requested that a detailed report on complaints be brought to the next meeting of the Committee.

RESOLVED:

- a) That the Service's performance demonstrated within the report and its commitment to information compliance was noted by the Standards and Governance Committee.
- b) That a detailed complaints report is brought to the next Standards and Governance Committee meeting.

Chairman,

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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