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More information on this plan:
www.hantsfire.gov.uk/plan

Information on your local station:
www.hantsfire.gov.uk/yourlocalstation

A safer Hampshire

Hampshire Fire and Rescue
Service Plan 2019-2020



**HAMPSHIRE
FIRE AND
RESCUE
SERVICE**

Working towards a better fire and rescue service

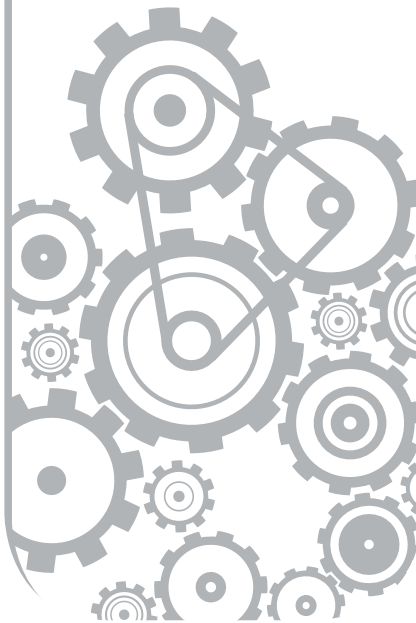
Smarter

- We understand risk better
- We focus on what's most important
- We always use the best technology to save life



More efficient

- We respond quicker
- We are better equipped and trained to deliver a broader service
- We collaborate more to make better use of public assets



Relevant

- Our community is safer from fire
- We are building on our established medical response
- We are extending our prevention work into health



We are here to make life safer for everyone in Hampshire.

With the support of our Fire and Rescue Authority, we will always ensure we are there when emergencies happen. We will also work hard with our communities to educate people to take the right action to reduce the risk of fires and other incidents happening.

Over the last decade we have successfully driven down the number of fires to half the level of 10 years ago. As a modern fire and

rescue service we aim to make ourselves even more relevant to the lives of people in Hampshire as we move towards 2020 and beyond.

This is about more than just fire. We continue to support our ambulance colleagues through our medical co-responding work. We are also passionate about collaborating and working ever more closely with our partners to further enhance the safety of the county.

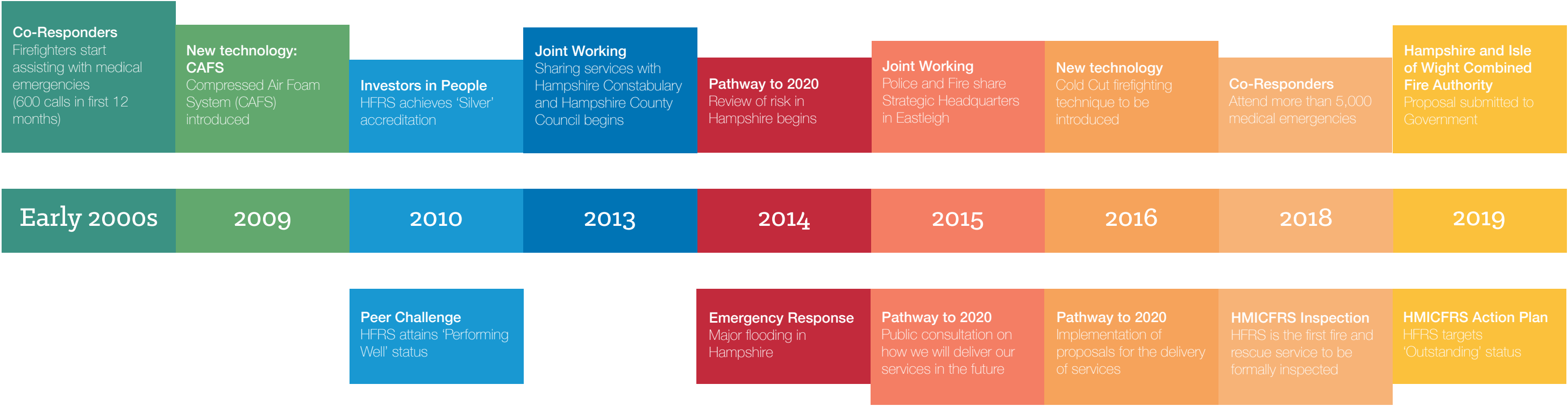
Our aim is to be the best fire and rescue service in the country. This document clearly sets out our vision to work smarter, be more efficient, and to make life safer for everyone in Hampshire.

Welcome to the next chapter in our continuing story - a forward-thinking, nationally recognised organisation working tirelessly to provide an exceptional service to our communities.

Chief Fire Officer Neil Odin and Chairman Chris Carter



Our timeline



Leaders in fire... and beyond

We are extremely proud of our history and the service we deliver to our communities today. We are absolutely focused on creating a lasting legacy of safety for the Hampshire residents of the future.

We will continue to focus on assuring our delivery within our three key areas of operation to ensure Hampshire stays safer. So we will

work to be the best at community safety, community resilience and community response. We are redefining our service to provide the best possible value to our taxpayers and make Hampshire feel a truly safe place to live and work in, as well as visit.

We spend time considering what ‘feeling safe’ really means for people

in Hampshire. To assess whether we are achieving this, we want to engage and get to know our communities and know how they are feeling.

We want people – including the partners we work with across the county – to feel they trust us to keep them safe.

Hampshire: Who we are	
Population	1.8 million people
Demographic	Ageing population – number of over-65s increased from 15.9% to 17.1% of the population between 2001-2011
Area	3,770 square kilometres (1,455 square miles)
Urban coverage	17%
Annual economic output	£47.7 billion
Business premises	67,000
Major motorways	M27 and M3
Major ports	Southampton and Portsmouth
Commercial airports	Southampton and Farnborough

#teamhampshire

Team Hampshire is about more than our 1,800 staff working across the county.

We work closely with our blue light colleagues in Hampshire Constabulary and the ambulance service, as well as with our colleagues in Hampshire County Council and other local authorities.

It’s about doing everything in partnership – everyone is involved and everyone contributes to making you safer.

In 2015, Hampshire Constabulary officers began sharing a headquarters with us – making us the first fire and rescue service in the country to work shoulder to shoulder with police colleagues in this way.

Our senior officers also provide support to the Isle of Wight Fire and Rescue Service in a unique partnership arrangement, the first of its kind in the country.

A proposal is going forward in 2019 to the Government for a Combined Fire Authority.

Our staff are also valuable partners – they are the people who make life safer.

We aspire to unlock the potential of every member of our team and want our people to be outstanding at what they do as we continually challenge ourselves to be better tomorrow.

Rescuing someone from a fire as our firefighters do is heroic – but offering a fantastic service each and every day in terms of effective and friendly advice is just as important to us.

Our work is about education and prevention as well as dealing with incidents of all types. Our resources are flexible enough for our communities to trust that we will always provide a professional response, when and where it is needed.

We want to take the expectation of what a modern fire and rescue service provides to another level – and in doing so, offer the best possible service to Hampshire.



What we do



We protect people in Hampshire in a huge variety of ways and that means more than just putting out fires.

We'd rather incidents didn't happen in the first place, and so we work with all of our residents, from schoolchildren right through to the most vulnerable members of our community, to interpret the risks and give effective advice, help and where appropriate, support.

We enable companies to carry out their business safely and legally by working with them to reduce the chances of a fire or incident that could not only harm employees but also adversely affect their business.

Where emergencies do happen, we provide a professional and effective response to reduce the

impact of the event on the public and get life back to normal as soon as possible.

We analyse data we collect from incidents and our communities, so we can continue to improve the safety of our residents.

Did you know?

- Fires in the home are most likely caused whilst cooking
- Deaths in fires are most commonly seen in the elderly and those supported in independent living



- We attend most road traffic collisions during the early evening
- Adverse weather events such as snow or rain (causing flooding) can require a lot of our support

Knowing this enables us to focus on where risk is greatest and ensure we concentrate our resources where they are most needed.

Hampshire is a beautiful, diverse county, but it presents some less obvious risks, such as those posed by the animals in the New Forest. Our ageing population also means a greater demand for medical response.

Being responsive to our communities' needs and providing the fantastic service we strive for means you may encounter us dealing with any one or more of these situations – and others too.

Integrated Risk Management Plan



The Fire and Rescue National Framework for England requires Hampshire Fire and Rescue Authority (FRA) to have an Integrated Risk Management Plan (IRMP) to ensure we are using our resources in the most effective way.

From 2020 it is our intention to produce a single plan covering both Hampshire and the Isle of Wight. Our IRMP will describe what the FRA wants HFRS and IWFRS to focus on to achieve its mission of making Hampshire and the Island safer.

This will take into account our statutory requirements without limiting us to the traditional fire and rescue service operational areas. An example of this is our

well-established medical co-responding partnership with South Central Ambulance Service, which we will continue to support.

The IRMP will be a public document, written with our communities very much in mind. It will describe our service, how we operate and how we will manage risk to make our communities safer.

We will develop the IRMP with our staff and key stakeholders over the next few months and seek the views of the communities we serve. We will review all of the feedback before seeking Hampshire Fire and Rescue Authority approval for our plan in prior to the new IRMP going live in April 2020.

Combined Fire Authority

The Isle of Wight Council (IWC) and Hampshire Fire and Rescue Authority (HFRA) have both agreed to proceed with the proposal to create a submission to the Home Office for a new Combined Fire Authority (CFA) covering the local authority areas of Hampshire, Isle of Wight (IoW), Portsmouth and Southampton.

A CFA Members Working Group is being established to provide guidance, scrutiny, support and direction for the transition towards a CFA.

HMICFRS Inspection

Hampshire and the Isle of Wight FRSs were the first fire and rescue services to be formally inspected by the new Her Majesty's Inspectorate of Constabulary Fire and Rescue Services in 2018.

Both services were rated good for effectiveness and for efficiency. Both services were rated as requires improvement for People – specifically around ensuring fairness

and promoting diversity, promoting the right values and culture, and around managing performance and developing leaders.

Both services welcome the reports and the issues that they raise. With a joint management team and strong partnership working already in place for the two services through our Delivering Differently in Partnership arrangement, we have considered both reports together rather than in isolation.

In responding to the HMICFRS Inspection report we have considered every element of the inspection and subsequent reports. Our action plan focuses on the causes for concern as well as the areas for improvement given our analysis and what we intend to do about the issues raised.

We believe that focusing on all round improvement rather than just a few weaker areas will produce far more effective and sustainable improvements for our services.



HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY



Service Plan 2020-2025

Once the Fire Authority have published the IRMP, detailing what they want the service to achieve, we will produce a new Service Plan – an updated version of this document – describing how they will achieve that.

The Service Plan is our way of implementing the Fire Authority's IRMP, and it is this that we will be held accountable for and that the Fire Authority will oversee and monitor.

The Service Plan will be written for a five-year period and will be refreshed annually. It will feature five component areas designed to address the risks identified in our risk profile:

- **Community Safety Delivery Plan** to address the community risk by delivering our service.
- **People Plan** to ensure we have the right people, with the right skills, in the right place.
- **Financial Plan** to ensure we are financially well managed and able to deliver our services.
- **Infrastructure plans** to ensure we are aware of and manage the risk that would prevent the organisation from functioning including meeting our legislative requirements.
- **Business continuity and organisational resilience plan** to ensure we remain able to deliver effectively and can ensure we deliver the best possible service.

The Service Plan will be supported by Group and Station plans to ensure effective delivery at local level. Other departmental plans should be subsets of the five areas described above.

Each element of this process should be connected by a 'golden thread' so that our communities can clearly see what we are going to do, why we are going to do it, how we are going to achieve it, and how we will know if it was effective.

Making ourselves stronger

Knowledge

Our aim:

We will optimise our use of knowledge to plan and deliver better services for the public.

- We will be nationally recognised as a leading authority on the use of knowledge and data across the fire sector.
- Our staff and partners will have access to the best knowledge available to make decisions and understand our communities' needs.
- Everyone directly connected with the Service will contribute to the continual improvement of our corporate knowledge to support better outcomes in the community.

Technology

Our aim:

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.

- The best possible technology will be available to enable staff to feel equipped to deliver excellence in their role.
- Technology will drive decision-making, continuous improvement and innovation and improve efficiency.
- Staff will be actively engaged in the development and introduction of digital services, and are confident we will remain at the forefront of using technology to deliver excellent services to our communities.

People and leadership

Our aim:

Our people will understand expectations on goals, standards and behaviour, and feel motivated and equipped to perform highly.

- Our leadership framework unlocks potential, provides clarity, builds trust and respect and focuses on professional standards. We plan to embed it at all levels in the organisation. This will result in higher performance and resilience and a culture where people share the same behaviours and aspirations.
- The Hampshire Learning and Development Academy will become a centre of excellence delivering outstanding training, and supporting people to achieve their full potential.
- As we change, staff will be fully engaged throughout and leaders given the skills and confidence to deliver change.

Assets and money

Our aim:

We will improve the return on our physical assets and use medium-term financial planning to ensure we effectively prioritise our resources.

- Our estate will meet the needs of the organisation, our partners and our communities, while staff feel fully equipped to do their roles.
- We will continue to deliver a successful vehicle replacement programme, and ensure that all vehicles and equipment are state-of-the-art and meet our requirements.
- We will continue to deliver our medium-term financial plan and own some assets on a commercial basis.

Communications and engagement

Our aim:

We will develop targeted communications and engagement opportunities with our key stakeholders to improve our services.

- Staff, partners, communities and businesses are well informed about the Service and absolutely engaged and included in making life safer.
- We will have strong relationships with key and diverse stakeholders, as they are at the heart of our partnerships.
- Our Service enjoys a fantastic reputation within the county and nationally as the best fire and rescue service for communicating and engaging with its stakeholders inclusively.

Working with partners

Our aim:

We will place partnerships at the heart of all our work.

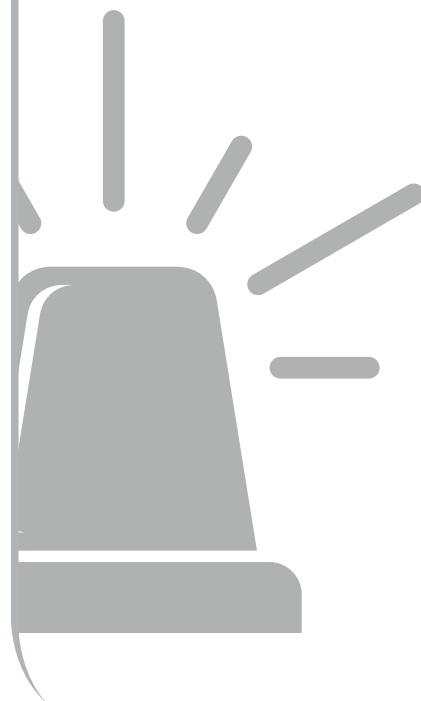
- Our partners will have common values and share the desired outcomes for our communities.
- We will make bold and innovative use of partnership working to deliver services across the county and over its borders.
- Working with partners characterises how we operate best and is a core value shared by all people directly connected to the Service - staff, elected members, volunteers and partners.



St Mary's firefighters attend the Vasakhi celebrations in Southampton

Making life safer

Responding to incidents



Creating safer communities



Building community resilience



Responding to incidents

Our aim:

We will continue to improve the way we respond to and support incidents.

We will continue to work hard to keep our communities safe through education and safety measures.

However, we accept incidents will still occur and in the event of a call to an emergency, we will have effective strategies in place to respond to numerous different types of incidents.

Risks around Hampshire are changing constantly which means we must be smart in adapting to these.

Our goal is for all of our resources to be flexible, adaptable and state-of-the-art in order to minimise the impact of incidents and the number of deaths and injuries across the county. Our people will be multi-skilled and our equipment, vehicles and procedures multi-purpose.

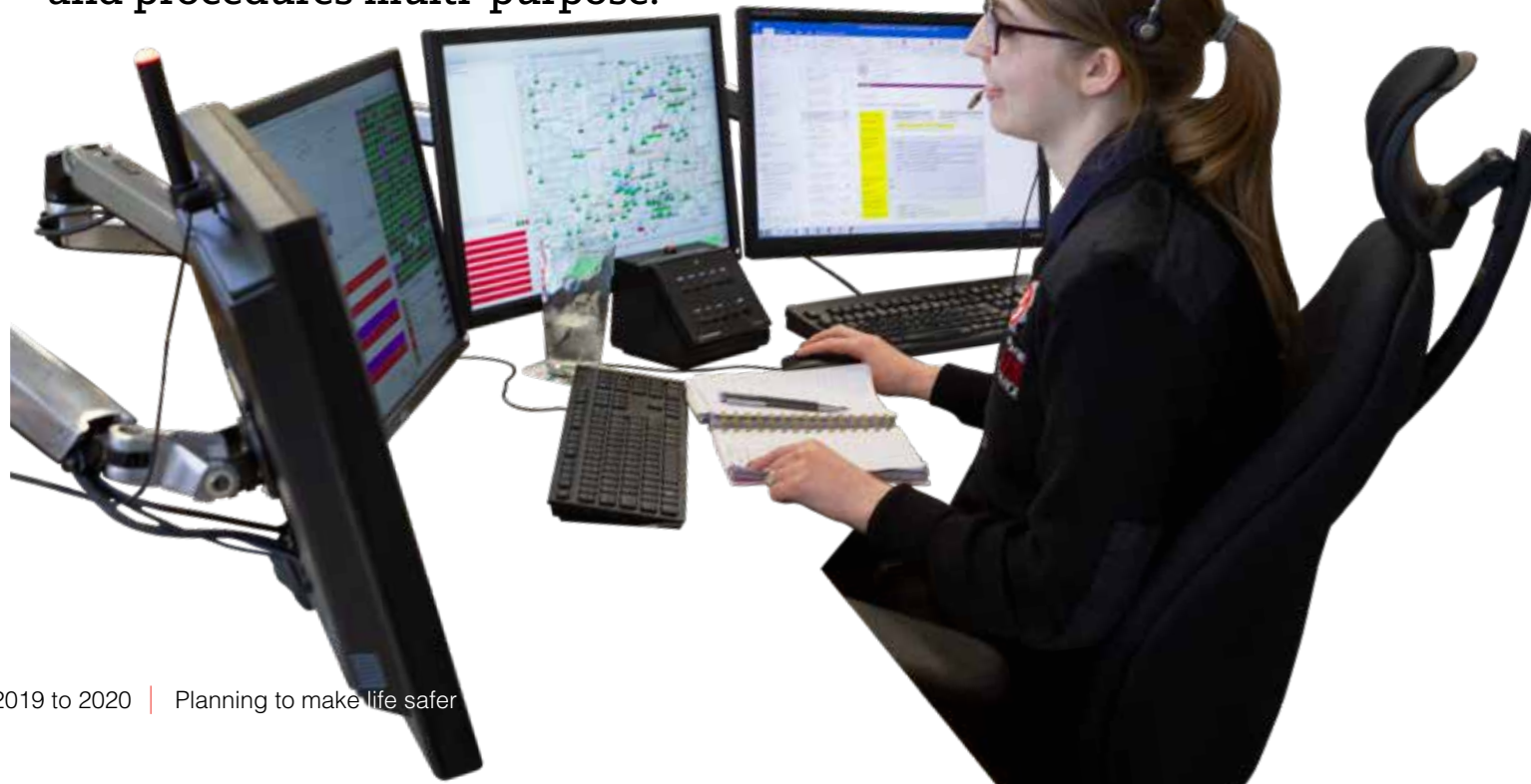
To achieve this, we will continue with a capability-based response

to incidents, targeting our resources in the most responsive and cost-effective way.

Additionally, we are currently reviewing our response time standards, to ensure we continue to provide the best possible service.

We will also make the best possible use of new technologies, such as cold-cut, which uses ultra-high pressure water jets to punch holes in walls and can lower temperatures in fires from 600 to 60 degrees in less than 40 seconds.

“Our people will be multi-skilled and our equipment, vehicles and procedures multi-purpose.”



Want to know how we've been dealing with incidents in your area?

Our website - www.hantsfire.gov.uk - is regularly updated with details of incidents we have attended and allows you to search specifically for incidents in your postcode area or community.

You can also follow us on Twitter or on Facebook for more details on our incidents, along with images.



/HampshireFireService



@hants_fire

Control across borders

Hampshire has come together with two other fire and rescue services to form an innovative partnership that revolutionises the way the best resource for an incident is identified and despatched.

Devon & Somerset and Dorset & Wiltshire Fire and Rescue Services joined Hampshire to form the Networked Fire Services Partnership (NFSP), which means all of the services use the same technology in their Control centres. This allows us to be able to take 999 calls and mobilise appliances for each

other, offering greater resilience and saving millions of pounds across the partnership.

The integrated system allows the services to work together even more effectively, providing greater protection to the public and enhancing firefighter safety.

The partnership continues to look after the ever-expanding areas of joint working:

- * Incident command
- * Procurement
- * Response planning

Creating safer communities

Our aim:

To reduce risk across Hampshire by creating pioneering partnerships that target the most vulnerable people and places.

We recognise the benefits of working in partnership with other organisations to deliver best value

daily life, ensuring people are safer at home, work, travelling and socialising.

By coming together with other emergency services, local authorities and other agencies as 'Team Hampshire' we can keep our communities safe and secure.

“By coming together with partners as ‘Team Hampshire’ we can keep our communities safe and secure.”

services for the communities we jointly serve.

Sharing knowledge and skills is at the heart of our Service's future. Pioneering arrangements with our local partners and other fire and rescue services are already in place, but we aim to further these relationships and also identify other opportunities to work collaboratively.

This approach helps us to meet the wide range of societal and demographic changes that affect

By focusing on the needs of our communities, from the youngest to the eldest, through initiatives including our schools team delivery, Fire Cadets, Firesetters, the Prince's Trust Team Programme and our STEER course.

Biker Down is an initiative designed for motorcyclists and delivered by HFRS staff who are themselves bikers.



Take five minutes to protect your home from fire with our Safe and Sound home safety checker at www.hantsfire.gov.uk/safeandsound

Our traffic light system will give you top tips and if needed refer you for a **Safe and Well** visit.

We are reaching out to the vulnerable people in our community. You can refer someone you know for a Safe and Well visit at: www.hantsfire.gov.uk/safeandwell

Safe and Well visits

Our Safe and Well visits are tailored to an individual's needs relating to their health and lifestyle.

We offer a custom-made information pack, install smoke alarms or check existing ones, offer fire retardant products, where needed, and work with partners to reach residents who need extra support.

We have a focus on the most vulnerable members of our community, such as those with cognitive and mobility impairments. With trusted access to the home we can pick up on several lifestyle factors such as smoking, use of candles and escape access within the property.



Building community resilience

Our aim:

We will enhance our communities' ability to prepare for, deal with and recover from incidents.

There are many types of incident that can affect whole communities – from fires to severe weather – all of which can have far-reaching impacts.

“Working with local communities is extremely important to improve safety and aid recovery from incidents.”

Working with local communities is extremely important to improve safety and aid recovery from incidents.

We will work closely with partner agencies in targeted areas to assist communities and local businesses

with pre-planning and education, enabling them to become more resilient to emergencies.

We will assist with identifying and establishing appropriate resources within the community and provide information to

raise awareness and improve knowledge where needed.

Empowering our communities with this support and reassurance will help minimise disruption and reduce the dangers of large emergencies.



Would you know what to do if your village or town was affected by an emergency?

Download a free Household Emergency Action Plan from our website so you have vital information like contact numbers, information sources and check-lists to hand if an emergency does affect your area:

www.hantsfire.gov.uk/keeping-safe/major-emergencies

‘The Beast from the East’

During the Beast from the East in early 2018 a deluge of snow bought Hampshire to a standstill with roads blocked and schools closed.

Firefighters were involved in providing life-saving supplies and medical treatment to drivers stranded on a motorway overnight and passengers on a train that was halted by the weather.

They also transported critically ill passengers and medical staff across the county for treatment.

Land Rovers were used to help crews battle the Arctic weather conditions as they attended

stranded members of the public giving out water and blankets while pinpointing vehicles running low on petrol.

Crews responded to 831 incidents in seven days during this period, including car crashes and house fires.

The Service was praised for their extra mile efforts, keeping the public updated throughout the night and delivering vital safety messages.

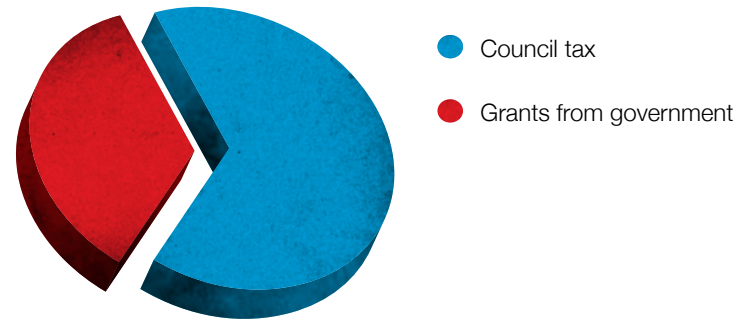
Firefighters worked closely with partners during this spell of extreme weather which sparked two major incidents.

The bit about money

Where do we get our money from?

We are funded in two ways. Part of our income comes from people in Hampshire who pay their council tax. The other part comes from grants from the government.

As our grants from government reduce, we will need to find ways to balance our funding.



How do we spend it?

As you would expect, most of our money (around 80%) is spent on firefighters – either full-time staff or on-call firefighters who turn out to incidents when we call on them.

We spend money running the fire stations (and our headquarters) and also on fire engines and specialist vehicles to cope with fires and other emergencies.

We also need to replace our fire engines and our fire stations as they wear out, so our plans include spending on these items.

For more information on how we spend our money please visit www.hantsfire.gov.uk/budget

Our culture

Our people and the culture of our Service is incredibly important. We have undertaken two cultural surveys over the last two years and have recently created an action plan to implement the recommendations from our HMICFRS report. It is from these two workstreams that we will produce a set of core behaviours that will underpin our pride and direction for our culture.

HFRS

cultural vision

Looking ahead

Operating more efficiently is a theme across emergency services and the wider public sector...

We are living through a period where our income is dropping and we expect this to be the case for some years to come.

We expect our government grants to be reduced and we are aware of the difficulties facing council tax payers, so will try to limit increases in council tax.

But we are planning ahead.

We successfully addressed a budget shortfall of £10 million by 2019/20, and we are now working to deliver a further £4 million of savings by 2021/22.

We know we need to continue to do more to balance our budget in the years to come, while continuing to try and take our services to a new level.

A comprehensive review of all our services to the public has been implemented.

We are carrying out a Strategic Assessment and consultation programme with our staff, key stakeholder and communities to identify how we continue to keep everyone in Hampshire safe moving forward to 2025.

We continue to be paid to co-respond to minor medical emergencies to assist our ambulance service colleagues.

We will always try to protect our frontline services, and while we acknowledge this will become harder over time, striving for a safer Hampshire will always remain our top priority.

HFRS has worked over a number of years now to listen to and involve our communities in our planning so we can best resource the risk in Hampshire and continue to provide an effective service to the county.

We have been pleased to note the HMICFRS rated us good for both effectiveness and planning when they inspected us in 2018. With others across the fire sector we continue to be in dialogue with the Government working towards a fair funding settlement.

