
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?

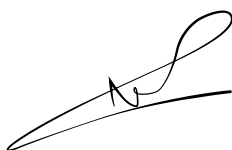
On the following pages we have outlined our approach to delivering a safer community in Hampshire and the Isle of Wight. We have focussed on places, people and how we plan to manage risks in order to reduce the harm that may occur from them.

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
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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.

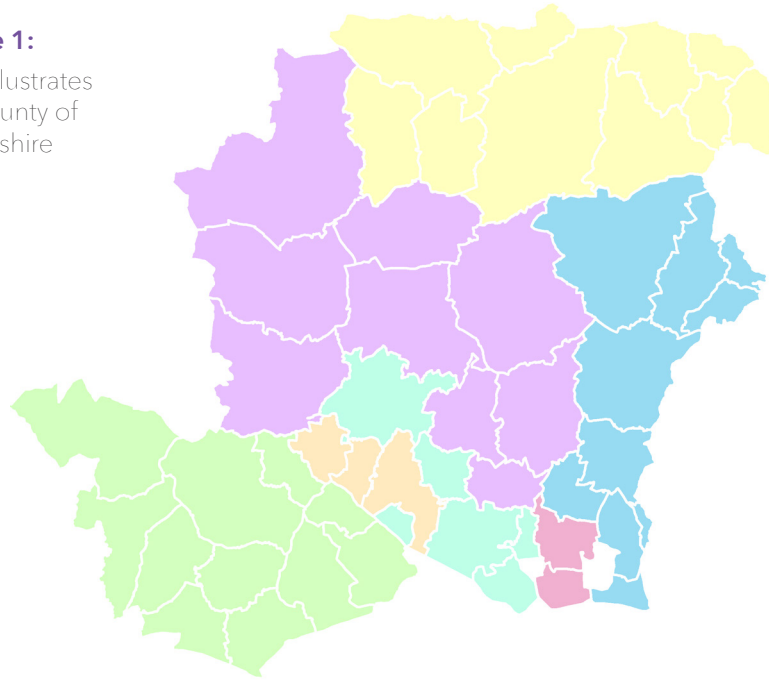
- **A single governing body:** This would provide a single focus on fire specific issues for the Isle of Wight, and the other constituent authority areas, rather than the wider range of complex public services a council has to consider.
- **Dedicated focus on public safety:** We will be better equipped 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 or

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

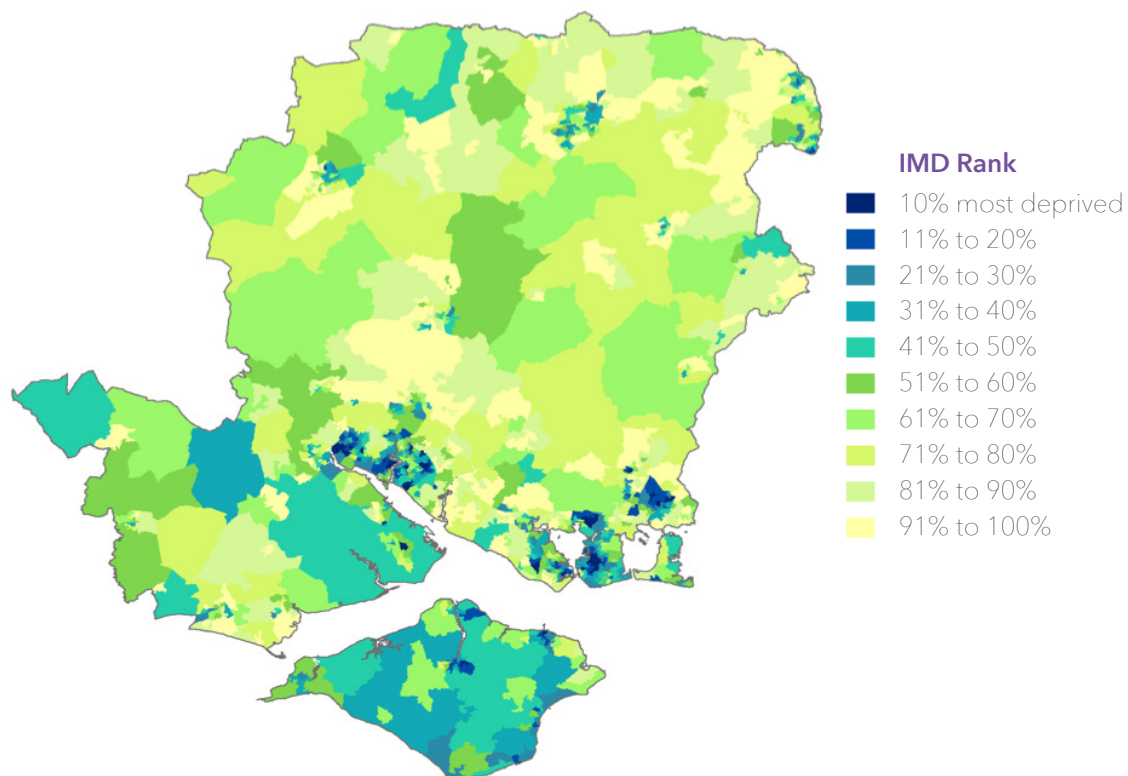
Isle of Wight with more people now living alone which can contribute to an individual being at higher risk of having a serious fire in the home.

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.

We also recognise our responsibilities regarding the education and support

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

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.

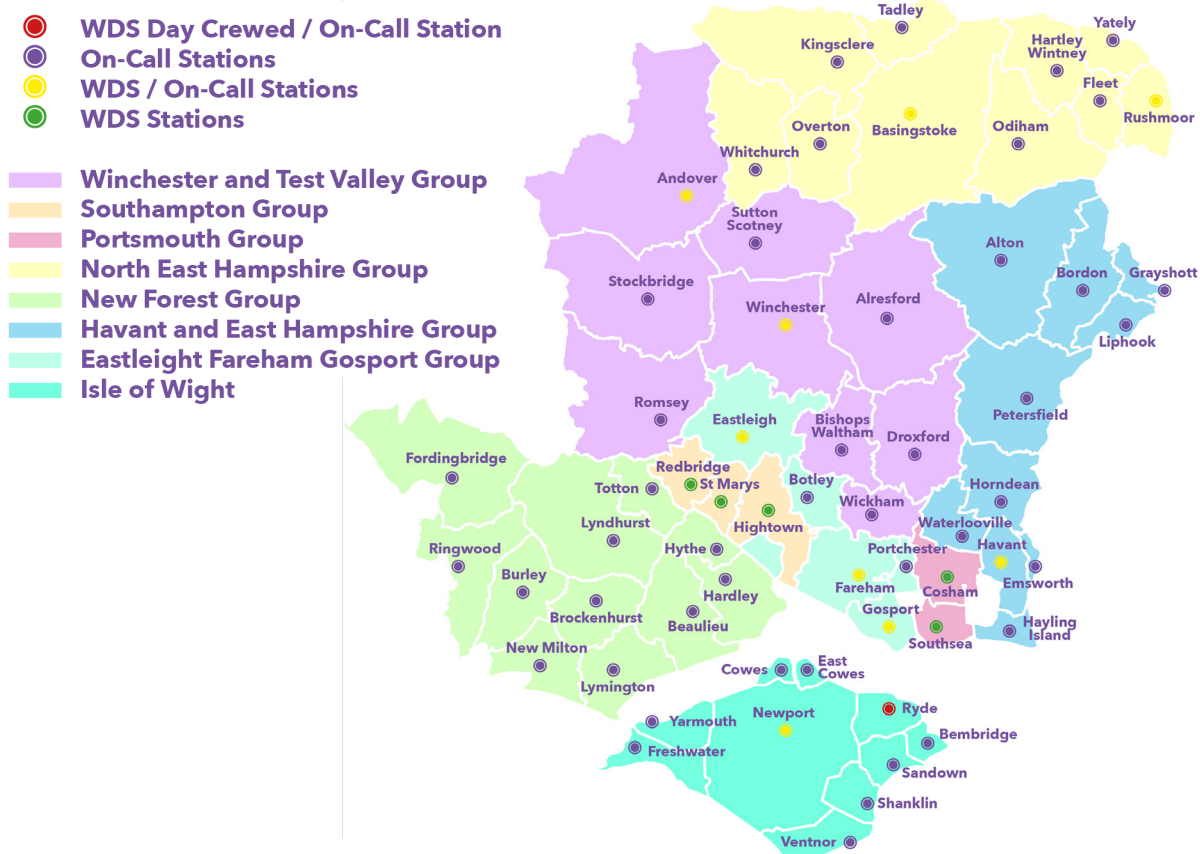
On-call Firefighters

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.

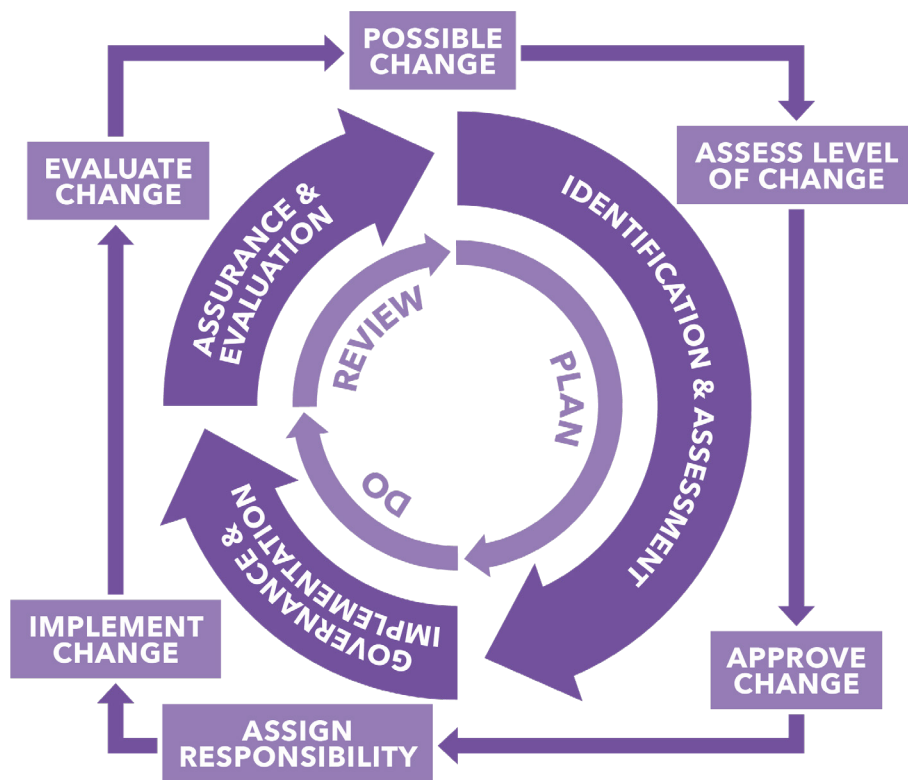
Continually improving

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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