



Hampshire Fire and Rescue Service (HFRS)
and Isle of Wight Fire and Rescue Service (IWFRS)

SAFETY PLAN

2020 – 2025

CONTENTS

Foreword	03
Your Fire and Rescue Service	04
Our Safety Plan	05
Our Purpose	08
Our Values	09
Our Priorities	10
Our Communities	11
Our People	17
Public Value	20
High Performance	23
Learning and Improving	25
Measuring our Performance	27
Summary	28



FOREWORD

Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) are rightly proud of the role we play in making people safe across our communities and are recognised by the public we serve for the high-quality service they provide every day.

We have consulted widely using the support of a specialist organisation to help us to more effectively communicate our proposals and approach. The comments and feedback received from the public, our staff and key partners have informed and helped to shape our Safety Plan.

Both services have been recognised as good for their effectiveness and efficiency by the new Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). HFRS and IWFRS were the first and second services to be inspected respectively. As with many other fire and rescue services across England, we have identified some areas of improvement. This five-year strategy sets out our priorities, how we seek to build on our strengths and how to address the areas that require improvement, particularly regarding our people.

In 2015, the Isle of Wight Council (as the Fire Authority) and Hampshire Fire and Rescue Authority, entered into a strategic partnership, which was

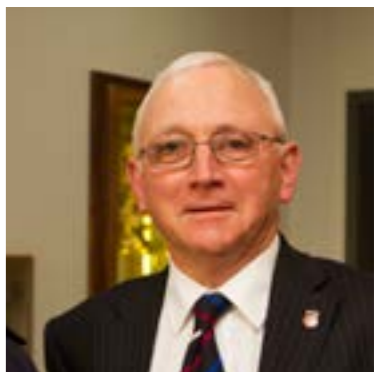
the first of its kind in the fire and rescue service. This brought about a shared senior leadership team and opportunities to improve resilience. We are now working towards a Combined Fire Authority (CFA) for Hampshire, Portsmouth, Southampton and the Isle of Wight. This sharing of knowledge, pooling of resources and single, dedicated point of governance will have significant benefits across the services.

Recent years have seen central government funding reductions, and like other public services, we have worked hard to address this shortfall whilst remaining high performing. Through innovation, collaboration and harnessing new technology, we have met these challenges and continue to make lives safer, giving our communities the best possible service.

This Safety Plan sets out our five-year strategy to ensure we consistently provide a service to our communities that makes life safer and that our staff are proud to deliver.



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



Chairman Chris Carter
Hampshire Fire and Rescue Authority



Council Leader David Stewart
Isle of Wight Council

YOUR FIRE AND RESCUE SERVICES

The core functions of UK fire and rescue services are to make provision for the purpose of promoting fire safety in their area, protect buildings and the people in them, responding to fires, rescuing people in road traffic collisions (RTC) and attending other emergencies.

Both Hampshire and Isle of Wight Fire and Rescue Services have been on a long and progressive journey of continuous improvement. Successive approaches to integrated risk management planning have brought about significant changes and improvements in order to meet a changing risk landscape. A period of austerity has also created challenges that both services have delivered against.

For example, following a review of HFRS's service delivery model during 2014 - 15, HFRS adopted a significant and radical approach to how response resources were matched to risk profiles, including introducing different types of response vehicles and crewing models.

IWFRS, through its risk-based approach, introduced new crewing systems to meet changing risk profiles across the Island. It was one of the first services to

introduce new firefighter technologies in recognition of the rural nature of its risk area.

Building upon a growing closer working relationship, alongside sustainability and resilience challenges for the IWFRS, the Isle of Wight Council and Hampshire Fire and Rescue Authority entered a strategic partnership in 2015 (the first of its kind within the UK Fire and Rescue Service). This put in place a shared senior leadership team, built resilience and supported us through the financial challenges.

We are now on the road to combining the two services, which should be in place by April 2021. Many of our activities within year one of this plan are about aligning as a single service and continuing to be a learning organisation with the most diverse talent delivering the best services for our communities.

Our continuous improvement journey and the introduction of a new inspection by Her Majesty's Inspector of Constabulary and Fire and Rescue Services (HMICFRS) has been welcomed. The recent publication of the HMICFRS State of the Fire and Rescue Service 2019 report raises several challenges whilst highlighting the great work we do.

Our communities have told us how proud they are of our fire and rescue services. Our teams across Hampshire and the Isle of Wight continue to be rightly held in the highest regard by the public and our partners. This Safety Plan sets out how we intend to build upon that and ensure we continue to deliver an exceptional service to our communities.



OUR SAFETY PLAN

We recognise we must continue to evolve as an organisation to meet the new risks and challenges we face. These risks should not be considered in isolation but rather as more widely connected issues to be addressed together with our partners.

05

The fire and rescue service has a statutory duty to produce an Integrated Risk Management Plan (IRMP). Our Safety Plan fulfils this function by setting out to our communities how we look at risk and how we respond to these risks.

The Fire and Rescue Services National Framework for England says that Fire and Rescue Services should work with their local partners to carry out a range of public service work to protect their communities. However, this must not distract from the core functions.

Hampshire Fire and Rescue Authority and the Isle of Wight Council have agreed, in preparation for the forthcoming combination, to produce a fully aligned Safety Plan that establishes a long-term approach to achieving our purpose of 'Together We Make Life Safer.'

Through our approach, we were keen to consider how

we make life safer and have therefore taken a wider view of risk and safety. We have considered how we are;

- » keeping communities safer
- » keeping our staff safer
- » keeping the organisation safer

We are rightly proud of our success in driving down the numbers of fires and those people killed or seriously injured. However, we know that risks are changing; the tragedy at Grenfell was a stark reminder of that. Therefore, we must build on our work in understanding risks now and in the future and develop plans to manage them.

Our staff are proud to work for the fire and rescue service. However, we also know from recent inspections that we have more to do to support our staff. We are already well on the way, but we want all staff to feel supported,

valued and safe. Within this plan we have set out our new values, which have been developed with and by our teams across Hampshire and the Isle of Wight. These values will define the way we deliver our services.

Finally, as a vital service to our communities, we must ensure the organisation is always able to deliver our services and therefore we are improving the systems and processes to provide that assurance.

Our Safety Plan is underpinned by our strategic assessment of risk which is a detailed and constantly updated analysis.

The Safety Plan has been developed by:

Identifying Risk

We identify risk through the detailed analysis of a range of information from across Hampshire and the Isle of Wight. Response data on all our incident

traffic collisions gives us a clear understanding of the hazards faced. Using this quantitative data alongside information we have gathered from national and community risk registers, partner organisations, local intelligence, computer modelling, national and local statistics and our knowledge of the community we serve such as age, living alone, deprivation and health information we are able to truly identify risk.

Assessing the Risk

The next stage in assessing our risk is to understand the likelihood of an event occurring and if it were to occur, the severity of it and impact on the community. We do this through both the use of quantitative data collected by our teams, alongside a process of co-production with partners utilising their risk information and our own specialists to allow us to understand each other's risks. We use this qualitative information gained from co-production to provide meaning to our quantitative risk data. Our partners and specialists are engaged through workshops and focus groups to gather their professional judgements and experience to inform how the risks we have identified may impact our county and communities, enabling us to assess these risks.

Prioritising the Risk

We carried out a consultation to assist in prioritising these risks. We use the findings from consultation alongside professional judgement to decide upon the optimum

provisions and services required to reduce these risks, which are then delivered through the Service's prevention, protection, response and resilience teams. This enabled us to rate those risks and understand the likely impact on our communities. We used this phase to develop "Our Priorities".

Mitigating the Risk

Mitigating the risk is both reducing the likelihood of an incident occurring and reducing the severity should one occur; for example, by the education of occupiers in domestic properties, through Safe and Well visits, where we can fit domestic smoke alarms and prepare escape plans. We work closely with building owners to protect their buildings, encouraging the fitting of sprinkler systems and preparing response plans should an incident occur. This approach ensures we integrate our prevention, protection and response activities to best manage foreseeable risks.

Effective management of some of the risks requires a partnership approach between other emergency services, local authorities, health providers and partner agencies. For example, the Adult Safeguarding Boards in all of our Unitary Authorities uses a multi-agency approach to identify and help those individuals most at risk. We also work together with a range of partners to prepare and plan for mitigating emergencies. We regularly test these plans through joint training exercises.

Reviewing the Risk

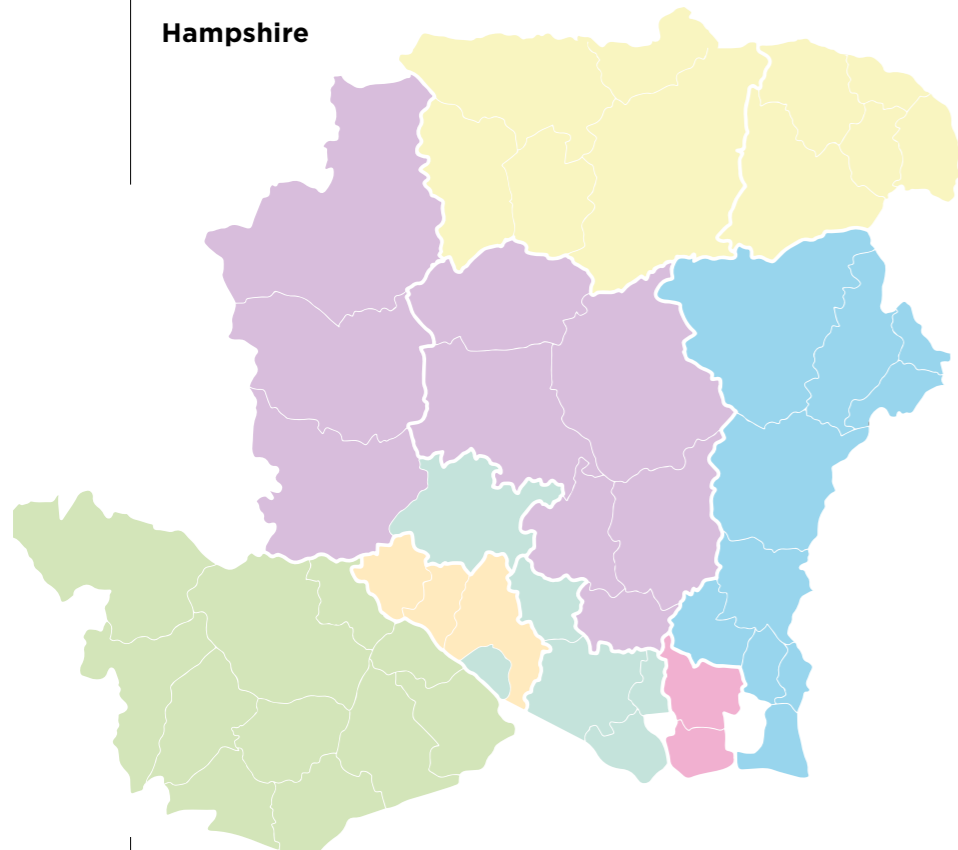
We will monitor the progress we make in delivering our Safety Plan activity and evaluate the associated outcomes to see whether it is impacting the risks we have identified. It is important that we continue to learn and improve. We will return to this plan after each year of delivery to report against it and continually reassess the risks and the organisations' priorities to ensure it is still accurate and relevant.

The activity in the Safety Plan will be overseen by the Chief Fire Officer and the senior team. We will report into the new Combined Fire Authority on progress at the end of each year in line with our annual performance reporting timelines, with a more comprehensive evaluation of progress at the end of the five-year period.

It is important we continue to develop as an organisation. We are committed to continually learning and developing throughout this process, and continuously improving how we deliver our services to our communities.

Hampshire and the Isle of Wight

Hampshire



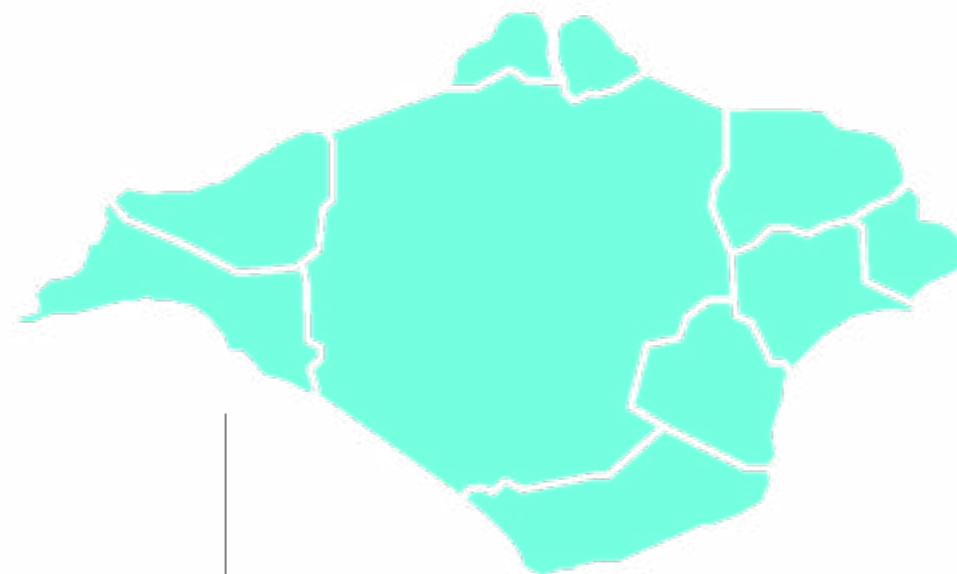
Geography:

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.

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.

Hampshire is a large county based in the South of England which covers an area of more than 1400 square miles. The county is home to a population of 1.85 million people dispersed across rural, urban and coastal areas.

Hampshire is bordered to the West by Dorset and Wiltshire, to the East by West Sussex and Royal Berkshire and Surrey to the North. The county is bordered by the Solent to the south which is one of the busiest shipping lanes in the world served by the commercial ports of Southampton and Portsmouth.

Hampshire is rich in history with national parks, significant places of interest and heritage sites of international importance. The cities of Southampton and Portsmouth are urban areas of growing populations with universities that are seeing significant growth in student numbers and accommodation requirements. The growth in industry around Winchester and Basingstoke highlights the changing landscape. Balanced with this are large numbers of remote villages with many thatched and listed buildings.

Hampshire is home to several significant military bases and ports. There are also several businesses that are classified as Control of Major Accidents and Hazard (COMAH) sites. These locations have specific plans in place to manage the risks they have on site. There is a large and diverse range of commercial and industrial elements across Hampshire with heavy industries, including Fawley oil refinery and BAE systems.

The county also has several major transport hubs including airports, ferry terminals, commercial ports, major motorways and several major hospitals, prisons and key infrastructure.

The Isle of Wight is an island off the south coast of England. Home to around 140,000 and with an estimated 2.5 million visitors annually, the Isle of Wight is the largest and second most populated island in England.

Its economy is primarily based around light industry, tourism and service sectors and with its natural landscape, coastline and buildings of historical importance. It is a popular tourist attraction.

The Isle of Wight is also home to HMP Isle of Wight, holding 1100 prisoners across two prison locations and St. Mary's Hospital.

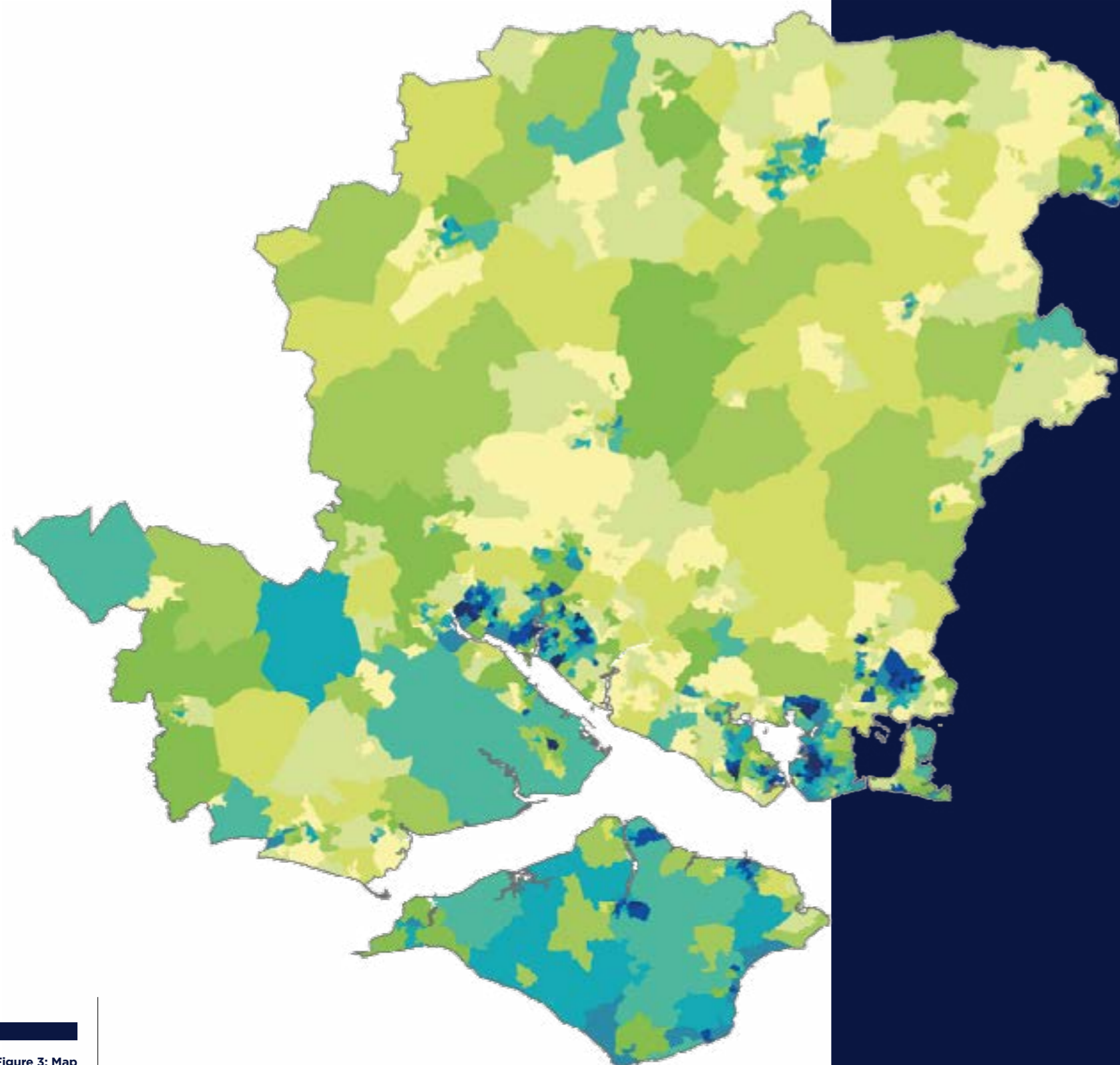
The Island is sparsely populated with 80% of the population based in 20% of the land mass.

Figure 1: Map illustrates the county of Hampshire

Figure 2: Map illustrates the Isle of Wight.

Hampshire and the Isle of Wight

Areas of deprivation



- 10% Most deprived
- 11% to 20%
- 21% to 30%
- 31% to 40%
- 41% to 50%
- 51% to 60%
- 61% to 70%
- 71% to 80%
- 81% to 90%
- 91% to 100%

The people in our communities

The risks for Hampshire and the Isle of Wight change as the people in those communities change and it is important for us to understand the way people live and how this impacts upon our service and importantly, how we seek to prevent, protect and, if needed, respond to those changing risks.

The Isle of Wight has a higher elderly population than the national average. Research shows that there is a greater impact from fire to people over 65 and those with long-term health conditions.

A key indicator of risk is social deprivation. Communities that are more deprived pose greater fire risk due to a number of common factors that we have identified following post fire investigations, such as mental health, alcohol and drugs, smoking and frailty. Identifying where in the communities these people live can help us to make them safer through prevention and protection activities.

No area will stay the same and we need to be aware of how this will impact our work and prepare for this. In Hampshire and the Isle of Wight, there are anticipated changes to the demographics of our communities:

Growing population: By 2024 the population of Hampshire is set to increase from 1.83 million (2017) to 1.95 million with the Isle of Wight increasing from 141,000 to 146,000 by 2026.

Ageing population: Of this, the number of residents over the age of 65 is expected to increase by more than 20% between 2017 and 2024. People in this age range are statistically more at risk.

Social changes: The risk profile of Hampshire and the Isle of Wight is likely to change with more people now living alone. This exacerbates other risk factors, specifically mental health and frailty.

A combination of all these factors, will mean that we must constantly reassess our communities to make sure our assessment of risk is still accurate.

Figure 3: Map showing Indices of Multiple Deprivation (Source Data: MHCLG 2019)



OUR PURPOSE

‘Together we make life safer’

Our purpose drives us in everything we do. To be successful, all the work we do must contribute to making life safer in our communities. We can only fully succeed in making life safer by working together with partners and our communities.

A large part of our role is to work alongside local communities to help make them safer.

OUR VALUES

Values are a vital part of our organisation's effectiveness. Our teams understand what we stand for and feel inspired to demonstrate these principles in their everyday work. These values are central to everything we do and the way we do it. We must demonstrate these values through our actions. Our values feed into all the ways we work, including recruiting new people, managing teams and our approach to leadership.

These values were created by our workforce through a series of workshops and a staff survey to find out what matters to them. We worked with an expert partner who facilitated the sessions across both Services and a high proportion of our staff engaged in the process.

Through everyone living the agreed values across Hampshire and the Isle of Wight Fire and Rescue Services, we believe there will be improved trust and leadership, and everyone will feel proud of our Services.

In Hampshire and the Isle of Wight, we believe in:

Showing respect

Fairness, honesty and integrity in everything we say and do

Supporting others

Listening and acting with compassion and empathy

Everyone playing their part

Recognising the contribution we all make

Reaching further

Inspiring and challenging ourselves and others



OUR PRIORITIES

Our strategic assessment of risk provides the understanding for us to set out what our services should prioritise in order to manage, control and mitigate that risk. We also consider the learning from significant events locally, nationally and internationally to inform our planning, while gaining information about best practice from inspections by HMICFRS.

To achieve our purpose, we must fully understand the risks that our communities face. By engaging with those most affected by the risks identified we are able to create the most effective services to protect them. On this basis we have developed five priorities that we are committed to for the life of this plan.

These commitments will inform all that we do to make Hampshire and the Isle of Wight safer:

Our Communities

We work together to understand different community needs and deliver accessible, local services which build safer places.

Our People

We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.

Public Value

We plan over the longer-term to ensure our decisions and actions deliver efficient and effective public services.

High Performance

Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.

Learning & Improving

We have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.

In the following sections we describe the services that we already provide, the views that our communities shared with us about these services during our consultation and then we provide a description of the improvements we would like to make in the coming year to make us even better.



OUR COMMUNITIES

We work together to understand different community needs and deliver accessible, local services which build safer places.

Every community is different. For us to make life safer, we must understand the needs of our communities and how this impacts risk.

The wide scope of our activities, informed through a better understanding of risk has helped us engage directly with our communities, how and where they need us most, as well as helping with any immediate need.

We help people to stay safe in their own homes

Keeping people safe in their homes is a high priority for us and we will dedicate significant resources to further reduce the number and seriousness of fires in the home.

There are approximately 800,000 homes in the area we cover which is where the most serious fires usually take place. The number of homes is set to increase in the coming years and with it comes a likely increase

in domestic dwelling fires. Hampshire and the Isle of Wight have a good track record of preventing fires, with a lower rate of domestic fires per household than the national average.

Identifying vulnerable people and reaching them in their homes to reduce their fire risk is critical to our purpose. Our Safe and Well visits reduce the risks for vulnerable people to keep them safe in their own homes. While identifying fire risks we must also be on the lookout for other hazards. Our highly trained staff also identify wider risks such as fuel poverty or those more likely to fall. We offer support or refer them to a relevant agency.

We work with the National Health Service with proven results to identify and reduce the risks of frailty, which can lead to falls. This more joined up approach helps us and our partners to make our communities safer. Participants have

experienced a 14% decrease in the chance of falling and a 40% improvement in balance following completion of our Safety Through Education and Exercise for Resilience (STEER) course. This is a key group of people who are at risk in the event of fire due to their mobility, who we now have contact with to help with fire prevention activity.

We employ Community Safety Officers who provide specialist support for their communities, working with local partners, to help people live longer in their own homes. We also have Safe and Sound, an internet-based service to help people undertake a self-assessment and get advice and receive a follow up visit where needed.

Our communities and stakeholders said: The public felt life risk should always be prioritised and supported working with vulnerable people as long as it does not detract from core functions.



We work with our communities to prevent fires

One of our core functions, as required by law, is to prevent fires. To keep the public safe, we aim to identify and help those in our communities who are most vulnerable and work with our partner agencies for the benefit of these people.

We engage with our communities in a number of ways, including Safe and Well visits and giving fire safety advice. We work with young people and run courses, such as Fire Cadets, the Prince's Trust Programme, A Better Me and Teen Fire Fit to instil positive values, develop skills, build confidence and promote healthy living. This reduces our four risk factors of mental health, alcohol and drugs, smoking and frailty.

In schools, our crews and specialist staff provide fire safety education. We also

regularly engage with the community at events, after incidents and via our social media channels.

Our Arson Task Force is 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. This team leads on several national and regional projects, including Adult Fire Setters, Restorative Justice and Victims of Crime Service.

Our communities and stakeholders said: 96% of respondents think it's important that we identify and target vulnerable groups.

We undertake inspections of buildings based on risk

As part of our prevention work, we undertake inspections of buildings where others have a statutory duty to consider fire risks. Where necessary, we will enforce fire safety legislation and use it to make people safer.

We prioritise inspections of non-domestic premises assessed as those most likely to have a fire or most likely to have fire safety issues. Our Risk Based Inspection Programme (RBIP) allows us to target our resources effectively and gives us better information to continue to develop our programme.

Commercial properties, including hospitals, schools, leisure facilities, care homes, hotels, offices, shops, factories, waste sites and chemical plants pose different fire risks.

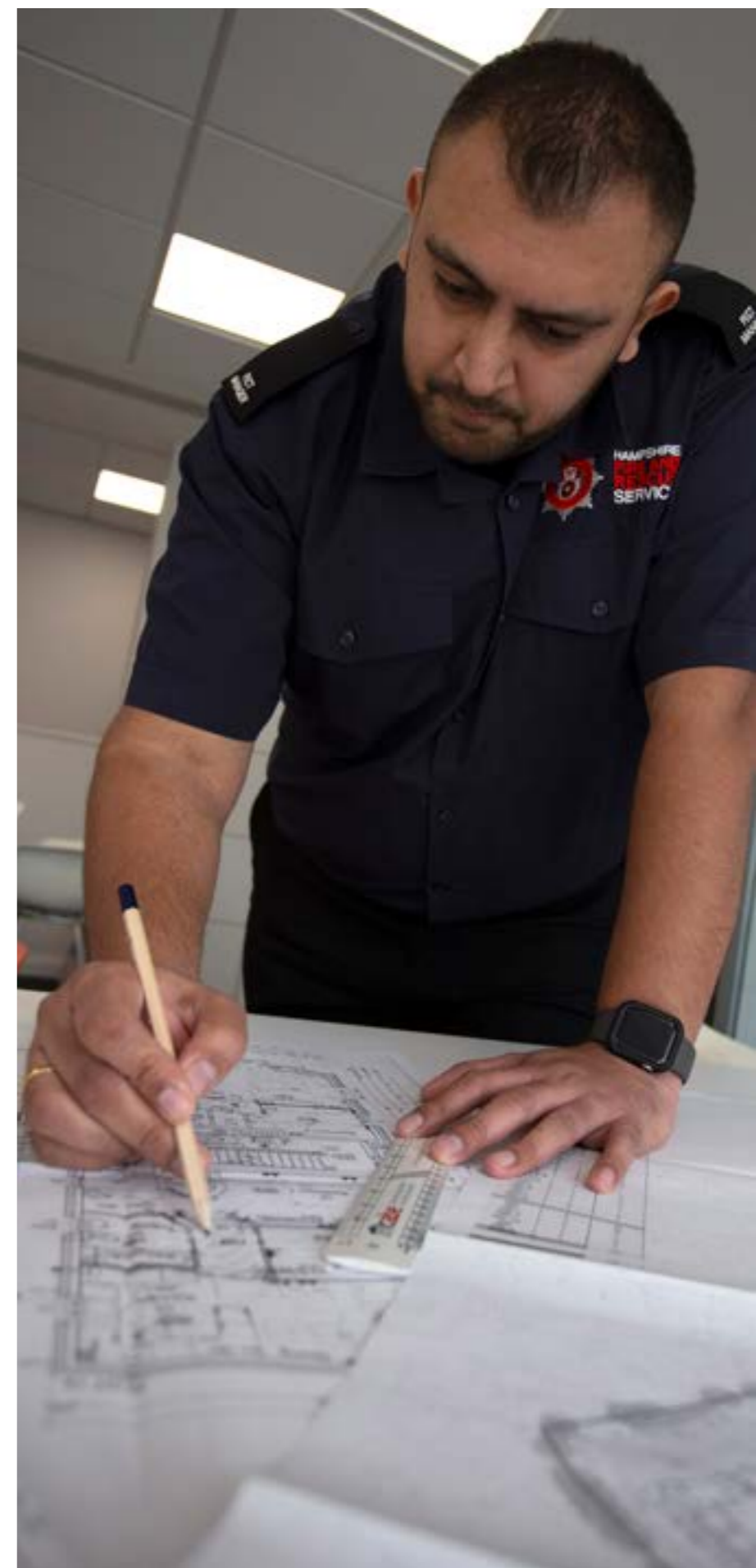
Some non-domestic building fires have the potential to be larger than domestic fires in terms of resources and impact on the community.

There are more than 60,000 non-domestic buildings in Hampshire and the Isle of Wight. We are required by law to ensure those responsible for these buildings maintain appropriate fire safety measures.

We pro-actively offer advice to businesses, at events and online, on issues such as standardising fire safety, licensing requirements and complying with the law. We also consult on building regulations on new buildings or where fire safety measures need to be improved and undertake regular inspections based on risk. Our teams work with partners and site operators to promote best practice, offer fire safety advice and ensure we have the most up-to-date risk information.

Our communities and stakeholders said: Risk inspections of non-domestic properties were considered essential.

We regularly consult on building regulations, where fire safety measures need to be improved and undertake building inspections



Crews attend a thatch fire in the New Forest



An aerial ladder platform operating outside a high-rise building in Portsmouth

High-rise buildings are a priority

High-rise premises present specific challenges to fire and rescue services due to the number of residents and the potential difficulties for firefighters. This has been highlighted on a national level in the wake of the Grenfell Tower tragedy.

Within Hampshire and the Isle of Wight there are currently 273 high-rise buildings, six of these being on the Isle of Wight. We have legal obligations to respond to, train and prepare for the challenges presented by fires, including those in high-rise buildings. As an enforcement agency of fire safety legislation, we will work with landlords and building owners to reduce the likelihood and severity of an incident.

We lobby for sprinkler systems in all high-rise premises and our partnership work with Southampton City Council has seen a retrofit into all of their residential blocks. Crews visit blocks to familiarise themselves with every high risk residential building, each of which is

subject to a fire safety audit. We also benefit from the use of new technology meaning we can tackle high-rise fires more quickly and safely.

Our communities and stakeholders said: It is important to inspect high rise buildings based on risk.

We focus on higher risk places

There are some buildings within our communities that pose a specific risk due to the way they were built or how they are used. Considering the likelihood of fire and the potential for harm with each type of building, enables us to respond more effectively in the event of an incident.

There are locations across Hampshire and the Isle of Wight that manage substances that could have significant fire and environmental impacts. These are called Control of Major Accident Hazards (COMAH) sites. These sites have stringent regulations in place to reduce the possibility of an incident.

Hampshire and the Isle of Wight has 15 COMAH sites and a Major Accident Control Regulations (MACR) site, the military equivalent of COMAH. We are legally obliged to prepare for an incident at a COMAH site and we work to reduce these risks as far as possible. We do this by liaising with those responsible for COMAH and MACR sites, putting plans in place and taking part in exercises to test the multi-agency response to incidents.

Our communities and stakeholders said: It is very important to support our key risk sites, according to 98% of respondents.

Heritage sites are of significant cultural and economic importance and they also present particular risks from fire due to their methods of construction. Hampshire and the Isle of Wight has 12,797 listed properties. The character of some of the historic properties means that fire is a major threat to the site and its artefacts.

Our firefighters are equipped to respond to incidents involving hazardous materials



We provide fire safety advice, work with those responsible for these premises and encourage the installation of sensitive fire suppression systems. We visit them to familiarise ourselves with these sites and collect risk information to ensure that we provide the best response should an incident occur.

Our communities and stakeholders said: Of those who responded 90% believed this area to be important as the heritage sites were “irreplaceable” but of a lower priority than life and environmental risk.

Fires in thatched properties bring their own specific fire risks due to the use of flammable materials in large concentration and therefore require a large amount of resources if a fire occurs. Hampshire and the Isle of Wight contains more than 1,840 thatched dwellings and 125 other thatched buildings. It is likely that thatch as a building material will continue to be popular locally.

To promote fire safety to this group, we offer online fire safety advice for thatch property owners and work with the National Society of Master Thatchers.

We work with our partners to deliver shared outcomes

Working together with our partners we achieve more than as individual organisations. Together we help each other understand our community's needs. This provides not only a better service to keep the public safe but also greater value for money.

We fully support and contribute to our partners' plans such as Hampshire County Council's 'Vision 2050 Partnership' and Isle of Wight Council's Corporate Plan and the 'One Public Service' initiative, ensuring we are all working together to support those we serve.

Our skills and equipment make a difference to our communities in many ways. Alongside our operational partnerships, we have many other partnerships which bring benefits to our organisation and communities, such as sharing buildings, equipment and information.

We take a leading role in the Local Resilience Forums (LRF) working with a wide range of partners to plan for and respond to emergencies which threaten our communities.

Our communities and stakeholders said: according to 76% of the respondents, we should respond to a wider range of risks using our skills to better support our partners.

We support medical emergencies

Many lives have been saved through our medical interventions. Although this is not a statutory responsibility, our teams are trained, equipped and located across Hampshire and the Isle of Wight to respond rapidly to this type of incident.

Our Co-Responders are firefighters mobilised by the ambulance service and then supported by its nearest ambulance. Frontline crews have immediate emergency care medical training and equipment

with defibrillators on all frontline appliances. This enhanced level of training has directly saved the lives of our own personnel as well as members of the public. In HFRS, officers have been trained in the use of defibrillators and carry them in their cars.

Attendance at these incidents also helps us identify those with vulnerabilities who we may then assist with a Safe and Well visit.

Our communities and stakeholders said: We should continue to develop and widen the medical response activities we provide to the public according to 72% of respondents.

We help to keep Hampshire and the Isle of Wight moving

We are required by law to respond to transportation incidents, this includes not just road traffic collisions (RTCs) but also incidents involving rail, air and ships in port.

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 and Farnborough International Airports, Southampton Docks and Portsmouth International Port. This transport infrastructure is critical to Hampshire and the Isle of Wight, with closures having far-reaching consequences to our communities.





Vehicle crashes are our most frequent transport related call-outs although the number of these incidents attended during 2014-2018 has remained stable, reflecting the national trend. For the year ending March 2019, 19 people were killed, and 391 people were seriously injured on the roads in Hampshire. On the Isle of Wight two people were killed and 77 seriously injured.

We plan, train and equip our teams to deal with the range of transportation incidents. We provide medical care to casualties, make the scene as safe as possible and extricate trapped casualties. We also support safety awareness campaigns through the Road Safety Partnership. On the Isle of Wight, we are the lead agency for RTC prevention and both services deliver initiatives such as 'Safe Drive Stay Alive', 'Biker Down', and 'Head On'.

We've been working in partnership with South Central Ambulance Service since 2004, delivering Co-Responding from a number of fire stations in Hampshire and the Isle of Wight

We focus on water safety

We have a responsibility to respond to inland water rescues. We have large areas of inland water including many rivers, lakes and canals. National figures show about 400 people drown every year in the UK and a further 200 take their own lives in water.

We have water rescue trained crews across Hampshire and the Isle of Wight, including a specialist Water Rescue Team at Fareham. Our current training and equipment make us well placed to respond and our work in community safety and education helps us make a significant impact.

Through our prevention activities we work closely with partners such as the Royal National Lifeboat Institution, Royal Life Saving Society and the Maritime Coastguard Agency (MCA) in the Water Safety Forum who are committed to reducing deaths from drowning.

We respond to incidents at sea

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 prepare and respond to in accordance with a locally agreed plan.

We have a statutory responsibility for the Solent forts and for vessels that are moored alongside in ports and marinas. We have no statutory powers to attend vessels that are at sea, however, significant risks exist within the Solent area and we believe there is an expectation by the public and marine professionals that we are able to respond to such incidents.

In 2019, Hampshire Fire and Rescue Authority decided to continue to provide a maritime response to incidents occurring in the Solent.

We have water rescue trained crews across Hampshire and the Isle of Wight including a specialist Water Rescue Team at Fareham

We have a number of specially trained officers to assist in dealing with marine incidents when requested by the MCA and we work closely with our partners in the Solent area.

We work with our partners to reduce the impact of flooding

Recent events indicate that there is an increasing risk of flooding and as these events become more frequent, Services will be required to respond accordingly. Homes, businesses and infrastructure can all be vulnerable to flooding.

When dealing with extreme weather, we work closely with our partners and the LRF and support the work of the Department for the Environment, Food and Rural Affairs (DEFRA) and the Environment Agency. Although we receive no direct government funding to deal with flooding, we remain committed to continued close collaboration with our partners to prepare for and respond to these incidents.

Our communities and stakeholders said: It is important that HFRS and IWFRS prioritise preparations to be ready for and respond to the risks posed by severe weather, according to 95% of respondents.



We respond to wildfires

A wildfire is defined by HFRS and IWFRS using National Operational Guidance as uncontrolled vegetation fires of one or more hectares in size, requiring four or more appliances, lasting more than six hours and presenting serious risk to life, environment or property.

During the past four years HFRS and IWFRS have attended 71 wildfires and the majority of these were caused by people, either accidentally or deliberately.

We have specialist vehicles such as 4x4 and wildfire vehicles which enhance our ability to respond to wildfires. We have developed an exchange programme with the US Fire Service in Oregon to benefit from their extensive experience in dealing with wildfires. We have National Tactical Advisors who participate in the Wildfire National Working Group

to improve best practice measures for supporting the prevention and recovery from such incidents. These advisors have also deployed in support of largescale incidents nationwide.

We continue to reduce the risk of wildfires through liaison with stakeholders such as Forestry England, councils, National Park authorities and landowners.

Our communities and stakeholders said: Our partners in Forestry England responded to discuss further ways of working with them in the future.

We continue to reduce the risk of wildfire through liaison with our partners



Our improvements for year one:

We will improve our community risk profiling and insight tools, enhancing our analysis and understanding of the most vulnerable individuals in our communities.

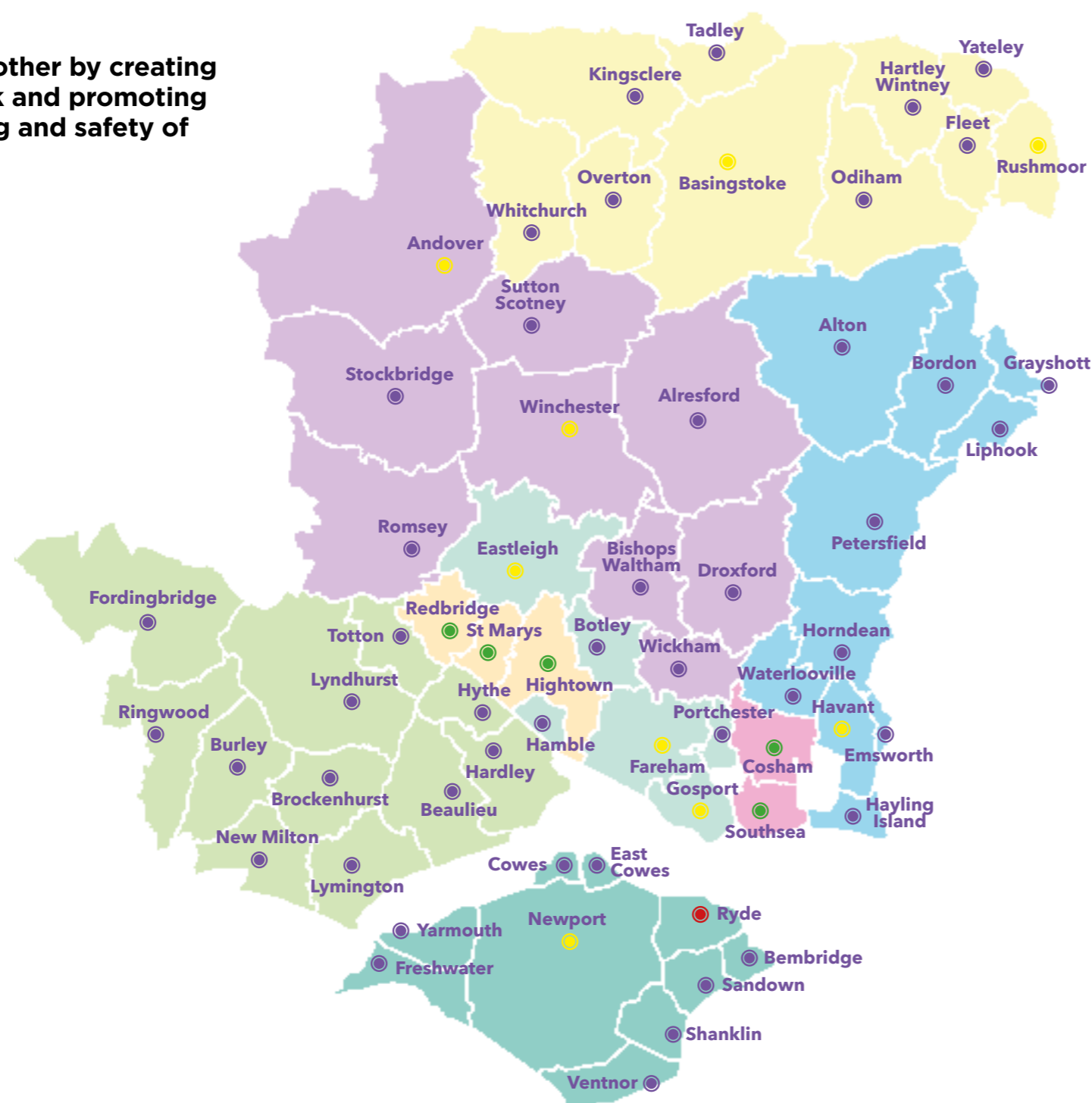
We will publish a campaign calendar detailing our community safety activities.

We will review and improve our People Impact Assessments process to ensure we give full consideration how our activities could impact on our workforce and communities.

We will use our locally based teams to improve our ability to reduce fire safety risk in our communities.

OUR PEOPLE

We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.



LEGEND

- WDS / On-Call Station
- On-Call Station
- WDS Day Crewed / On-Call Station
- WDS Station
- Winchester & Test Valley Group
- Southampton Group
- Portsmouth Group
- North Hampshire Group
- New Forest Group
- Havant & East Hampshire Group
- Eastleigh, Fareham & Gosport Group
- Isle of Wight

Our workforce

Our people are our greatest asset and the wellbeing and safety of our staff is important to us. We want to make sure they are looked after and have the right support in place when and how they need it.

We employ nearly 1900 people across both organisations, including approximately 300 non-uniformed specialists.

For our people to be as effective as possible, we ensure they have the skills, training and equipment they need. We ensure excellent learning and development opportunities are made available to everyone, so they can continue to grow.

We operate from 62 locations across Hampshire and the Isle of Wight. Our stations at these locations are crewed in different ways according to local risk profiles.

Figure 4: Map indicating locations and crewing systems across both Services

The health and wellbeing of our staff is vital

Research suggests many of our staff 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.

We value our staff and want them to reach their full potential when working to keep the people of Hampshire and the Isle of Wight safe.

We have a mental health programme and use a pioneering psychological screening programme to ensure our people are properly equipped to deal with potentially difficult situations. Our teams can access support processes such as Trauma Risk Incident Management (TRIM), Employee Assistance Programme, Mental Health First Aiders, The Firefighter's Charity, and Occupational Health and Wellbeing.

Steps are being made towards being more open at all levels of the organisation in terms of discussing health and wellbeing but there is always more that can be done. Our operational employees also undertake physical health screenings and fitness assessments, so they are able to meet the physical demands of their roles.



Alongside the physical and mental wellbeing of our staff, we support our people through the innovative use of technology and by investing in our estate and facilities. We have committed to ensuring that our buildings and facilities promote a healthy and inclusive place to work and visit.

We are committed to providing the highest levels of health, safety and wellbeing for all our staff and anyone who may be affected by our work activities. We will ensure that health and safety is at the heart of everything that we do.

We have four staff groups – FireINSPIRE, FireABLE, FireREACH and FireOUT – which provide support and networking opportunities for the proportion of our staff who are part of under-represented groups. These groups provide peer support, bringing together individuals and can play a significant role in driving change within our organisations and raising awareness of different issues. They can influence policy and introduce new ways of doing things and help us engage more effectively with our diverse communities.



We recruit staff based on our values

It is vital that we have the right people in the right roles to be effective. We must focus on our recruitment to find and retain talented people who embody the values we feel are central to representing our organisation. Embedding our values throughout our recruitment processes will help us to build a great working environment of which our workforce will be proud.

More than half our firefighters are on-call. This means they live or work near a fire station and respond from their home or normal place of work to incidents when needed.

Recruiting and retaining firefighters to work from on-call stations is a challenge faced by all fire and rescue services, especially in rural areas. This is constantly changing due to the dynamics of working life and house prices in the countryside, making it hard to find people who live close enough to be ready at very short notice.

Our people have the right skills

It is important that our staff at all levels are skilled and feel equipped to undertake their responsibilities. We align the skills and capabilities of our teams to ensure they can perform at the highest levels, based on our priorities.

Our leadership development framework supports the growth of our staff in their capacities as both leaders and managers.

Based on the insights we gained from our cultural survey and HMICFRS inspections, we have developed a People and Development Strategy. This will help make our services a great place to work for everyone whilst delivering excellent services to our communities through a professional, well equipped and agile workforce.

Our improvements for year one:

We will introduce our new values that define the way we work and embed them in inclusive recruitment, induction and promotion processes.

We will seek to understand and drive down the impact of poor mental health on our organisation.

We will provide an accessible wellbeing portal for our teams to ensure our employees are well supported.

We will commission an independent review of our current Health and Safety arrangements to improve our performance.

We will work to better understand the impact to our diverse workforce of ageing, fire ground contamination, menopause and heat stress.

PUBLIC VALUE

We plan over the longer-term to ensure our decisions and actions deliver efficient and effective public services.

To be effective, we must prepare. We consider risks and opportunities from the outset, so we can make decisions that consider all the information available. This means we can maximise our value to the community within our budget.

We must be prepared for new and emerging risks

Risks faced by the UK are continually changing and evolving with potential major incidents such as natural disasters, industrial accidents and terror attacks. In partnership with the Hampshire and Isle of Wight Local Resilience Forum, we maintain preparedness to respond to a wide range of potential incidents and emergencies. Doing this planning means we are able to be more effective when the worst happens.

The resilience of the Services makes sure we have the ability to respond to new risks as they emerge. We are ready to work with other fire and rescue services by either receiving or providing support and specialist capabilities. We must be able to continue to deliver critical services in all circumstances.

National Resilience is a programme in place to provide a range of equipment, people and procedures to deliver a co-ordinated response. We have specialist teams that are capable of dealing with all types of emergencies and we are committed to supporting large scale incidents. These teams have deployed nationally to areas such as Yorkshire for the recent flooding as well as to international disasters, like earthquakes and providing humanitarian assistance in Bangladesh for the Rohingya refugees.

Cyber security is at the forefront of our thinking as we harness the power of new technologies. Our Information and Communication Technology (ICT) infrastructure is crucial to what we do as a modern fire and rescue service, so we ensure we have resilience, disaster recovery plans, cyber security tools and security training for staff in this area.

The need to protect our data and systems has never been more critical with General Data Protection Regulations (GDPR) and the threat of online attacks and other cyber-crime.



Firefighters on shore await arrival of Royal National Lifeboat Institution boat

We are aligned with the National Fire Chiefs Council (NFCC)

The aim of the NFCC, as the professional voice of the UK Fire and Rescue Service (UKFRS), is to drive improvement and development throughout the UKFRS. We are committed to supporting the NFCC and have been encouraged by HMICFRS to identify additional funding to strengthen the role of this organisation.

Our buildings need to be fit for purpose

Our premises play a vital role in our ability to engage with the communities we serve and respond to incidents in many different ways.

A number of these buildings are now over 50 years old and as such require some attention in order to ensure they are fit for purpose. Older buildings also cost

more to maintain and run. This makes investing in our existing facilities to improve standards and introduce lower cost technologies a sensible approach to take.

We have established a Station Investment Programme, giving us the opportunity to improve our operational buildings. This will provide better working environments for our staff, increase our environmental sustainability and, in doing so, reduce the costs of our premises, allowing us to be more efficient.

We must maximise the use of our estate while ensuring that our buildings allow us to do our job effectively and enable us to work better with our partners. We already utilise many of our buildings in a wide variety of ways by sharing a number of stations with our partners. These include blue light services such as the Police, Ambulance, HM Coastguard, charities like the Royal National Lifeboat

Institute (RNLI) and Red Cross and with statutory partners like Public Health. In this way our estate allows us to provide facilities for response, community safety and resilience in HFRS and IWFRS.

Our partnerships are not only operational

We regard corporate service partnerships in our back-office functions as highly as we do in our operational roles. We see the need to share services and form partnerships in order to provide high quality support functions to our staff and communities in an efficient manner.

We are part of the Emergency Services Network (ESN) which brings together communications for the police, fire and rescue and ambulance services as well as a range of other users.

We also have a Corporate Shared Services which shares specialist support functions such as finance, payroll, pension services, human resources and workforce development across other public-sector organisations. This is now the largest public sector partnership of its type in the UK. These partnerships enable us to offer high-quality services required to future proof a modern fire and rescue service.

Our technical services facility which includes fleet and equipment maintenance, stores, supplies and logistics functions is of critical importance to our Services. Our commitment to partnership working is embraced as we partner with Royal Berkshire Fire and Rescue Service for the delivery of fleet management and maintenance services.

We work closely with other agencies in a variety of partnerships which are focussed on improving public safety, including Multi-Agency Safeguarding Boards, health and wellbeing and local authority partnerships.



The new Basingstoke Fire Station was opened on 15 February 2018 by the Lord-Lieutenant of Hampshire, Nigel Atkinson, on his first official engagement

We work closely with other agencies in a variety of partnerships which are focussed on improving public safety



We use technology to help us be more efficient

We must ensure we are using technology to drive efficiency and effectiveness throughout the organisation. We ensure that our workforce is well supported so that technology is always benefiting what we do and not hindering us. There are also opportunities for more closely aligning our technological needs with our partners for procurement efficiencies.

We are also committed to using technology to assist us in making our communities and firefighters safer and allow us to respond more effectively. Improvements in technologies, such as vibrating alarms for the hard of hearing, help us to keep people safer in their homes. Advances in operational equipment increase firefighter safety, such as ultra-high-pressure lances and body-worn cameras.

How we are financed

Like many 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 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, along 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.

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

Hampshire Fire and Rescue Authority 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.

The Isle of Wight Council 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 for Hampshire provide 14% of HFRS funding. This funding for the Isle of Wight is contained within general funding for the council. HFRS finances are managed by Hampshire Fire and Rescue Authority, while those of IWFRS are managed by the Isle of Wight Council. Business rates for Hampshire generate 20% of HFRS income. The IWC also

receives business rates for the services it provides.

A small amount of income is generated from fees, charges, interest and from government grants for specific purposes. HFRS also generates a small income through their trading arm. HFRS ensures we maximise the use of our assets by sharing space with partner organisations which generates annual income to protect frontline services.

We must ensure our approach to integrated risk management includes robust financial planning and management that considers future government grant levels, contract and supplier costs, inflation, business rates retention and maintenance of sufficient reserves.

In anticipation of the Government's Comprehensive Spending Review (CSR) during 2020 we have produced an interim financial plan that seeks to balance the budget up to 2021/22 without the

need for further budget reductions, although we will continue to pursue service efficiencies where it makes sense to do so.

We will update the Medium-Term Financial Plan in light of the CSR, which will provide greater clarity around the medium-term financial prospects for the new Combined Fire Authority. We will prioritise our spending based upon the strategic direction set by this Safety Plan.

Our improvements for year one:

We will bring together Hampshire and Isle of Wight fire and rescue services to become a single CFA to improve resilience and enhance capability.

We will update our medium-term financial plan following the completion of the government's Comprehensive Spending Review (CSR) and in

preparation for the introduction of the CFA.

We will put forward business cases to invest in Bishops Waltham, Cosham and Redbridge Fire Stations and develop an investment plan for the Isle of Wight estate as part of our wider Station Investment Programme.

We will publish an improved suite of information for our communities and stakeholders, so they can hold us to account.

We will broaden our existing plan to significantly reduce our impact on the environment.

We will review our staffing arrangements to ensure that our resources are focussed on supporting our priorities.



Firefighters appearing at a public event at Winchester Cathedral

HIGH PERFORMANCE

Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.

How well we do our job is crucial to making life safer and maintaining the trust and confidence of our communities. We need to understand how well we are doing so we know where we need to focus resources. We also need to ensure our data is useful and available as we are accountable to the public for our performance.

Diverse and inclusive teams make us better

It is important the workforces of HFRS and IWFRS reflect the communities they serve. This diversity brings a breadth of skills and experience to our organisation that can only improve our performance.

Our Inclusion and Diversity team are integral to our recruitment and promotion processes. We are attracting more diverse candidates than ever before but there is more to be done. While we actively encourage applications from all

sections of the community, candidates are always selected on merit alone.

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. We have seen an increase in on-call female firefighters since the launch of our digital campaign targeted at under-represented groups.

We use our data to better understand our work

Our ability to monitor and use performance data has been strengthened. We recently introduced a new and more efficient way of storing data combined with a set of organisational performance dashboards.

For the first time, we can view 'real time' information to assist managers, stations and staff. This will help contribute towards a

positive performance culture of continuous improvement, a renewed focus on data quality, and evidence-based decision-making.

Our people are competent to undertake their work

All our staff are competent to undertake the role they perform, achieved by induction training, development programmes and the Maintenance of Competence scheme.

Our Academy identifies and delivers training so that teams who are deployed to incidents are competent to undertake the role they have been sent to perform.

We support our team's continuous professional development through individual development plans.

Our leadership framework supports the growth of our staff as leaders and managers.



We use National Operational Guidance (NOG) as the foundation for developing our operational policies, procedures and training to deal with incidents effectively and safely.

Our response to incidents

Despite little change in the percentage of critical incidents attended within the target time, public perception of our speed of response has remained exceptionally positive. We also want to create a standard for prevention and protection activity, so our communities can understand how we are performing.

We recognise the importance of responding to incidents quickly and effectively. We have a legal duty to provide a set of standards that set out the expectation of how quickly we will respond when an incident occurs. Our response standards must be effective in helping us deal with emergencies and keeping our staff safe.

Our current standard for a critical response in Hampshire is to ensure that an appliance will be in attendance within 8 minutes, 80% of the time (8/80), where there is risk to life or property. For the Isle of Wight, the standard is to ensure an appliance is at the incident within 10 minutes, 80% of the time (10/80), however this does include call-handling time.

For a non-critical response, where there is no apparent threat to life or major risk to property, an appliance will be in attendance within

15 minutes, 100% of the time (15/100) for HFRS and within 20 minutes, 100% of the time (20/100) for IWFRS. Examples include bin fires or small fires in open areas.

All other incidents requiring a response will see an attendance within 60 minutes, 100% of the time (60/100) and these calls are often advice related. These are usually attended by a single officer to give guidance on a situation that may require further fire service intervention. Both services aim to attend all of these incidents within an hour.

A review of our response standards will be undertaken during the lifespan of this plan which will include a review of the number of resources required to meet our risks.

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

We work with our Networked Fire Service Partners (NFSP), a collaboration between Devon and Somerset FRS, Dorset and Wiltshire FRS, IWFRS and HFRS. We have aligned our control rooms and are able to mobilise the most appropriate response regardless of county boundaries. We will continue to develop the way we share risk information and training with our partnering services.

Our communities and stakeholders said: Adapting our response standards based upon risk was supported by 84% of respondents and 88% of respondents agree that response standards are an important measure of performance.

Speed of attendance over other measures is important, according to 93% of respondents.

Respondents would also like to see measures relating to the outcomes of our response to incidents, fire prevention and outreach work.



Our improvements for year one:

We will identify and challenge, using our existing network groups, those barriers preventing us attracting, recruiting and retaining a more diverse and inclusive workforce.

We will propose a new set of operational performance standards.

We will update our external website and our internal intranet so the public and our teams can see how we are performing.

We will equip our teams by providing a simple way to record and view information in real-time.

We will roll out a leadership framework to ensure managers at all levels receive leadership and management development, inclusion and diversity training, and upskilling in core human resources processes.

We will develop our learning and development provision to identify and develop leaders for the future.

We will review our availability and competency management systems, to ensure we have the most appropriate system for our future needs.

We will check how embedded our new values are across our teams and develop a process for testing their impacts on performance.

LEARNING AND IMPROVING

We have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.

Learning helps us improve

We always challenge ourselves to improve so that we strive to deliver the very best service to our communities.

It is important that everyone has a personal responsibility to help our organisation. In order to do this, we must have the right tools, such as body worn video in place so that we capture this learning effectively.

All our operational incidents and training events have an active debrief which supports the aim of continual improvements. The debriefing process allows us to systematically analyse and evaluate the operational tactics employed during specific incidents. It is how we identify and discuss the hazards and risks present at the incident and evaluate the control measures used to manage them. This learning is then shared across the

Services to ensure continual learning and improvement.

Learning can also be gained from positive experiences, so we need to celebrate these as well as reflecting on those which do not go well. We create a secure environment which is appreciative and facilitates learning.

It is vital that if we are going to continue to grow and improve, we must share the learning across the whole organisation and embed this into policy and practice.



We create a secure environment which is appreciative and facilitates learning and continuous improvement

We evaluate our work to improve services

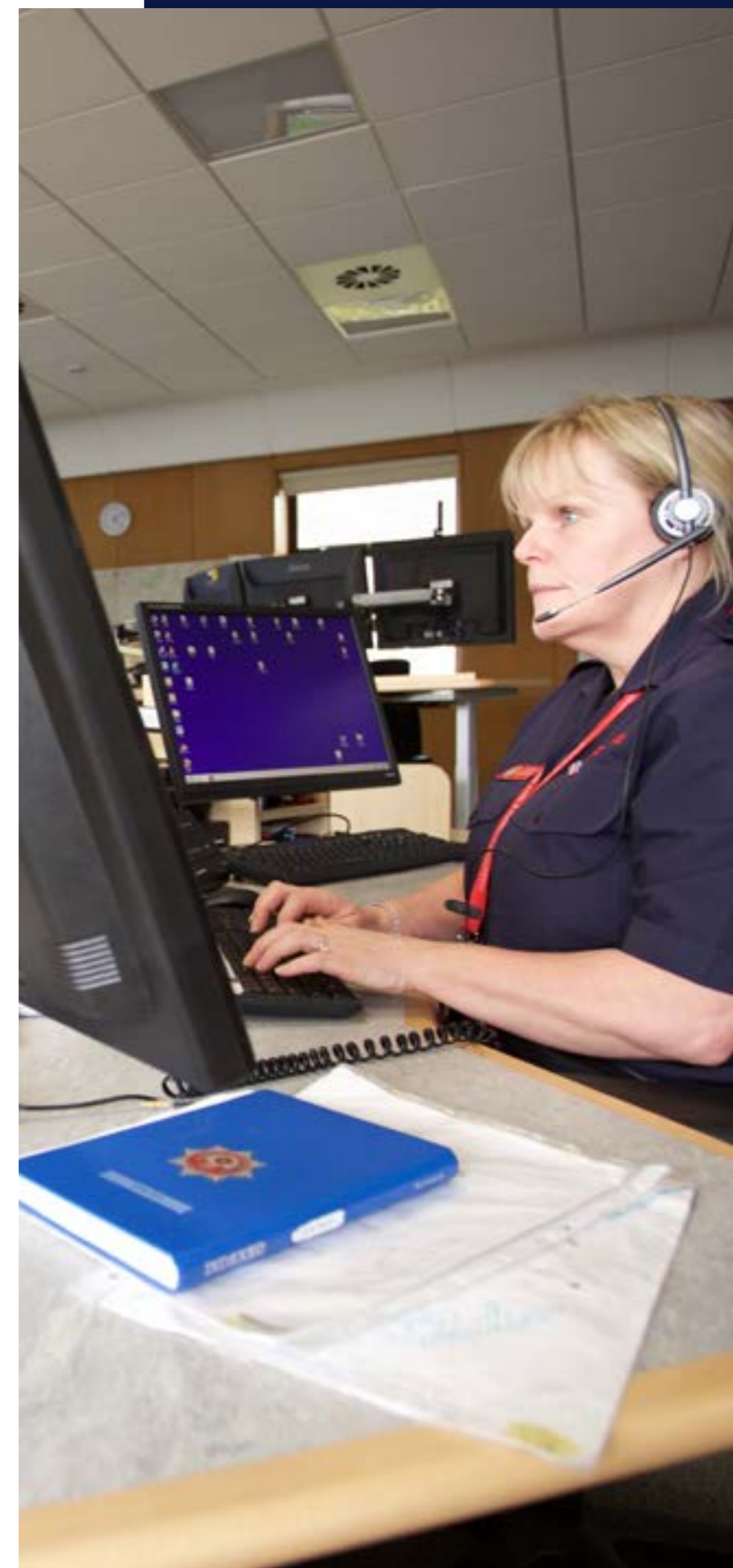
Evaluation is critical to us. Our ability to improve our performance ensures we are making life safer and building on the services we deliver.

As we continue to undergo organisational changes, we have implemented a Change Management Framework across the Services. This is designed to capture the learning from the change activity as well as the impact on our teams and our communities.

We prioritise the learning and development of our people

We provide workforce development for our staff with excellent learning opportunities including an apprenticeship scheme, personal development reviews, a leadership framework and opportunities for both internal and external secondments. We currently have our staff embedded into HMICFRS, Network Fire Services Partnership, Emergency Services Network, National Resilience, NFCC, Crown Premises Inspection Group (CPIG) and the Home Office. This brings benefits to our Services by bringing learning back on their return.

Our control rooms are able to mobilise the most appropriate response, regardless of boundaries





We share facilities at Winchester Fire Station with Public Health England's Emergency Response Department

We use research and innovation to drive forward improvements

We have identified that the risk profile of our counties is changing as our societies, technology and environment change. As such we must continually develop our ways of working to improve and meet these new challenges.

We are committed to commissioning, undertaking or participating in research to better understand the risks we face, making use of new and improved ways to deal with these risks and continually aiming to improve and adapting to be as efficient and effective as possible.

We share facilities at Winchester Fire Station with Public Health England's Emergency Response Department (Science and Technology). This partnership will provide HFRS and IWFRS with access to expert research support allowing us to be intelligence led in all we do.

We also manage a UK research map on behalf of the NFCC to assist in the co-ordination and dissemination of fire and rescue research.

Our commitment to research and development allows us to continually improve and also supports our partners' developments by sharing of our research.

Our improvements for year one:

We will review our operational learning arrangements to ensure we are benefitting from our own and other services' experiences.

We will refine our operational assurance system.

We will collate all the existing opportunities for organisational learning and set out recommendations for improvement.

We will review and evaluate the use of body worn video cameras to ensure we learn and make decisions safely at all levels.



Compartment Fire Behaviour Training at Eastleigh's Fire and Rescue Academy

MEASURING OUR PERFORMANCE



27

Rushmoor firefighters in an incident briefing

It is important that we can describe our performance so that our teams understand the progression we are making over the life of this plan and the communities we serve are able to hold us to account on the commitments that we have made.

Understanding our performance within the context of the plan will help us deliver better services to the public as we will be continually reviewing the effectiveness and efficiency of our activities.

We have several mechanisms to ensure that our performance is scrutinised. From an external viewpoint HMICFRS will be monitoring our effectiveness, efficiency and how we look after our people, making independent judgements. In year one of this plan both services will be inspected. We use

a range of other external assurance mechanisms to understand our performance. We seek to gain a wide view of learning from formal audits, peer reviews, benchmarking with other organisations similarly structured or facing like challenges.

Internally, the improvements undertaken to achieve our commitments will be overseen by the senior team and assured by a board focussed entirely on service performance and assurance. This will ensure that we monitor the progress we make in delivering the specific Service Plan activity and evaluate the associated benefits for the communities of Hampshire and the Isle of Wight.

We have a comprehensive set of performance indicators that enable us to monitor our performance against this plan. In year one,

we will further refine these performance indicators, enabling us to accurately describe our performance and understand the impact of our commitments on the communities of Hampshire and the Isle of Wight. We will review this plan on an annual basis, adding in further improvements as we build on year one delivery.

By reviewing our performance on a regular basis, we can ensure that our services remain tailored to the specific risks and opportunities facing Hampshire and the Isle of Wight.

SUMMARY

Our Communities

We work together to understand different community needs and deliver accessible, local services which build safer places.

Our improvements for year one:

We will improve our community risk profiling and insight tools enhancing our analysis and understanding of the most vulnerable communities.

We will publish a campaign calendar detailing our community safety activities.

We will review and improve our People Impact Assessments process to ensure we give full consideration of how our activities could impact on our workforce and communities.

We will use our locally based teams to improve our ability to reduce fire safety risk in our communities.

Our People

We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.

Our improvements for year one:

We will introduce our new values that define the way we work and embed them in recruitment, induction and promotion processes.

We will seek to understand and drive down the impact of poor mental health on our organisation.

We will provide an accessible wellbeing portal for our teams to ensure our employees are well supported.

We will commission an independent review of our current Health and Safety arrangements to improve our performance.

We will work to better understand the impact to our diverse workforce of ageing, fireground contamination, menopause and heat stress.

Public Value

We plan over the longer-term to ensure our decisions and actions deliver efficient and effective public services.

Our improvements for year one:

We will bring together Hampshire and Isle of Wight fire and rescue services to become a single Combined Fire Authority to improve resilience and enhance capability.

We will update our medium-term financial plan following the completion of the government's Comprehensive Spending Review (CSR) and in preparation for the introduction of the CFA.

We will put forward business cases to invest in Bishops Waltham, Cosham and Redbridge Fire Stations and develop an investment plan for the Isle of Wight estate as part of our wider Station Investment Programme.

We will publish an improved suite of information for our communities and stakeholders, so they can hold us to account.

We will broaden our existing plan to significantly reduce our impact on the environment.

We will review our staffing arrangements to ensure that our resources are focussed on supporting our priorities.



High performance

Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.

Our improvements for year one:

We will identify and challenge, using our existing network groups, those barriers preventing us attracting, recruiting and retaining a more diverse workforce.

We will propose a new set of operational performance standards.

We will update our external website and our internal intranet so the public and our teams can see how we are performing.

We will equip our teams by providing a simple way to record and view information in real-time.

We will roll out a leadership framework to ensure managers at all levels receive leadership and management development, inclusion and diversity training, and upskilling in core human resources processes.

We will develop our learning and development provision to identify and develop leaders for the future.

We will review our availability and competency management systems, to ensure we have the most appropriate system for our future needs.

We will check how embedded our new values are across our teams and develop a process for testing their impacts on performance.

Learning and Improving

We have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.

Our improvements for year one:

We will ensure our revised policy, procedures and guidance system is fully embedded.

We will review our operational learning arrangements to ensure we are benefitting from our own and other services' experiences.

We will refine our operational assurance system.

We will collate all the existing opportunities for organisational learning and set out recommendations for improvement

We will review and evaluate the use of body worn video cameras to ensure we learn and make decisions safely at all levels.