



**ISLE OF WIGHT  
FIRE & RESCUE AUTHORITY  
INTEGRATED RISK  
MANAGEMENT PLAN**

**20<sup>14</sup>  
20**

***ENSURING COMMUNITIES FEEL SAFER***





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## Foreword

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We have the pleasure of presenting our Integrated Risk Management Plan for 2014-20. The plan describes our vision for the Isle of Wight Fire and Rescue Service and establishes a framework for future development, setting out the improvements we intend to make to fire and rescue services on the Island during this period. This plan incorporates important work that we will implement to reduce the risk in our communities and to make the Island safer for all those who live, work, travel in or visit our county. We continue to deliver a Service that is valued by you but we do not take this for granted.

We are proud of the improvements that have been made within your Fire and Rescue Service over recent years. Those improvements were essential to help the Service be more responsive to changing risks and to ensure our resources were targeted at the most vulnerable in our communities. However, we are not complacent and therefore we are taking a longer term approach based upon the continuing challenging financial situation and the changes to risks that we can reasonably foresee. We are an organisation that constantly challenges itself to improve and this plan sets out how we aim to do that.

We have taken a different approach in our planning by trying to look ahead and imagine what the Service could look like in 2020! We think:

- The Island will be safer to live, work and visit.
- The Service will be a more integrated and valued part of the Isle of Wight Council.
- The Service will be considered high performing by the community it serves and offering excellent value for money.
- There will be less money available but a more flexible workforce with mutual understanding between all staff, trade unions and communities over our priorities will be supporting an excellent service.
- Innovation will be at the heart of our service delivery with alternative approaches including new types of fire service vehicles responding to certain incidents.
- We will be working with partners in all aspects of our work and we will continue to be the 'partner of choice' due to our can do culture.

Our proposals are now described in terms of the outcomes we aim to have achieved by 2020. These are to have;

- Outcome 1* Revised and achieved our risk based response standards.
- Outcome 2* Matched resources to levels of risk.
- Outcome 3* Created capacity through more flexible working arrangements to further improve firefighter and community safety.
- Outcome 4* Increased the use of volunteers to support our work with communities.
- Outcome 5* Developed resilient response arrangements on the Island, for all calls for assistance.
- Outcome 6* Improved the provision and use of our assets including property with other partners.
- Outcome 7* Further developed our working arrangements with other key partners to help deliver an excellent Service.

The detail required to support the achievement of our outcomes is contained in action plans that we will publish on a regular basis. We will report on our progress and be subject to a robust scrutiny process.

We know prevention is better than cure, and want in particular to reduce the risks to those we can identify as being more vulnerable to the risk of fire or road traffic collisions. We provide free home fire safety visits to the most vulnerable helping you to be safer in your home. We also play our part in improving road safety, focussing on young drivers through our award winning Safe Drive, Stay Alive and Head On programmes.

We continue to develop our ability to respond to large scale incidents and to prepare for the effects of climate change, population growth and terrorism.

A vital element of this plan is the part that you have to play and we want you to join us on our journey. We recognise that accidents happen, no matter how careful people are, but we are also sure that if we work together we can continue to reduce the occurrence of all types of incident and limit the impact when they do happen. We will continue to listen to what you think of your fire and rescue service and how we can improve but we also want you to listen to us when we provide advice and information to increase your safety and that of those around you.

This is the Fire and Rescue Authority's plan and provides the Officers responsible with the direction and clarity to deliver an excellent service. We are determined to deliver a quality fire and rescue service for the Island and we believe that by working with the community we can continue to improve your safety.

We will continue to listen to what you think of your fire and rescue service and how we can improve but we also want you to listen to us when we provide advice and information to increase your safety and that of those around you.



A handwritten signature in black ink, appearing to read 'P. Jordan'.

A handwritten signature in black ink, appearing to read 'Steve Apter'.

Councillor Philip Jordan  
Cabinet member for fire  
modernisation

Steve Apter  
Chief fire officer



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## Contact us

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For further information please contact us:

Online [www.iwight.com/fire](http://www.iwight.com/fire)

Telephone 01983 525121 Monday to Friday 08.30 to 17.00

In writing to the:

Chief Fire Officer  
Isle of Wight Fire and Rescue Service Headquarters  
South Street  
Newport  
Isle of Wight  
PO38 1AJ



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## Our vision

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In past integrated risk management plans (IRMP) we have described our vision based upon a set of planning assumptions. More recently these have needed revision in view of the reduced finances available to deliver our services and the changing risk profile. This six year plan now gives us the opportunity to be clear as to how we think the Isle of Wight will look in 2020 having assessed the potential developments and challenges that the Island will face over this period.

### Our Vision for the Isle of Wight Fire and Rescue Service

- A high performing, low cost and valued organisation that contributes to making the island a safe place.
- An employer of choice, providing career opportunities within a motivated workforce who are competent and confident, healthy and safe, and who are representative of their community.
- Managing our resources based on risk analysis, matching resources to need and providing a balanced level of emergency response across the Island.
- Ensuring that we are sufficiently resilient to be able to provide an emergency response under all reasonably foreseeable circumstances.

### Our Vision for you

That you are fully informed about the part you can play in making the Island safer and helping us to ensure our communities are more resilient.

Our vision, which has not changed with regard to reducing finances, supports the objectives of the Isle of Wight Council as described in the Isle of Wight Council Corporate Plan 2014 to 2017.

PRIORITY 1 – Keeping Children Safe

PRIORITY 2 – Improving Educational Standards

PRIORITY 3 – Delivering Person Centred, Coordinated Social Care and Health Services

PRIORITY 4 – Growing the Economy and Tourism

PRIORITY 5 – Working in Partnership to Improve Outcomes

PRIORITY 6 – Protecting the Public

PRIORITY 7 – Delivering Statutory Duties and Achieving Value for Money





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## Our values

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### Our commitment to our community

To achieve our aim to make the Island safer, the Isle of Wight Fire and Rescue Service recognises the importance of delivering quality services to the people of the Island that not only meet the needs of our diverse communities, but also represent efficiency and value for money for the Island taxpayer.

Our values set out the beliefs and behaviours at the heart of our organisation:

#### Improvement

We value improvement at all levels of the Service by:

- Accepting responsibility for our performance.
- Being open-minded.
- Considering criticism thoughtfully.
- Learning from our experiences.
- Consulting others.

#### People

We value our employees by practicing and promoting:

- Fairness and respect.
- Recognition of merit.
- Honesty, integrity and mutual trust.
- Personal development.
- Co-operative and inclusive working.

#### Diversity

We value diversity in the Service and the community by:

- Treating everyone fairly and with respect.
- Providing varying solutions for different needs and expectations.
- Promoting equal opportunities in employment and progression within the fire and rescue service.
- Challenging prejudice and discrimination.

#### Service to the community

We value the service to the community by:

- Working with all groups to reduce risk.
- Treating everyone fairly and with respect.
- Being answerable to those we serve.
- Striving for excellence in all we do.

Our staff are rightly proud of working for the Isle of Wight Fire & Rescue Service and aim to display the values described through their actions, their appearance and their performance. This means always ensuring that we have delivered a high quality service and that we have done everything possible to achieve this. It also means every individual understands the performance expected from them and that they strive to deliver this performance.

We continually monitor our performance and the progress we have made to change our organisation and will take the necessary action to improve the service we provide. The feedback we receive from you is essential in helping us to manage our Service effectively.



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# Putting the Isle of Wight Fire and Rescue Service into context

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The provision of the Fire and Rescue Service on the Island is the responsibility of the Isle of Wight Council as the Fire and Rescue Authority. This responsibility includes ensuring that the duties as laid out in the Fire and Rescue Services Act (2004) are complied with and that the Fire and Rescue Service is efficient, effective and provides value for money.

The Isle of Wight Fire and Rescue Service is part of the Isle of Wight Council. The Chief Fire Officer is responsible for delivering the fire and rescue service on behalf of the Council.

The county fire and rescue authority is one of the four governance models (the way that fire and rescue services are managed) that exists in England. Although we compare ourselves to other fire and rescue services across the country it can be difficult to ensure the comparisons are appropriate. Therefore we need to ensure that what we are doing is right for the Isle of Wight, whilst also learning from the experiences of other fire and rescue services.

Nationally fire and rescue services work for the Department for Communities and Local Government. The Fire Minister has indicated a change in policy for fire and rescue that is more sector led in approach to support the localism agenda. The [Fire Futures](#) review enabled practitioners to influence policy that has been captured in the [Government response](#), which is summarised below:

Government is clear, “The Fire and Rescue Service needs to be able to adapt to meet the demands of a continually evolving delivery environment; it needs to respond to the challenges of greater expectations from citizens of public services and to do so with reduced public funding. To meet these challenges the Service needs strong local leadership and the ability to work effectively in collaboration at different spatial levels and with a wide range of other public services.”

Government policy will be based on four key guiding principles:

- Restoring a focus on local communities instead of national targets.
- Ensuring local decision making and accountability on local services.
- Letting the Service and wider sector – not Whitehall – manage its’ cross sector functions collaboratively.
- Providing clarity on national and local roles in resilience and ensuring the right structure is there to support it.

As you read through this plan we will explain how we have been successful in achieving many of the savings described and how we will continue to increase our efficiency.

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## Our Challenges

The Isle of Wight continues to change, with increases in population, a changing age profile, significant property development and rising traffic levels. The threat of terrorism and the effects of climate change also contribute to the challenges that the Isle of Wight faces. As a fire and rescue service it is essential that we adapt to these changes and this also means overcoming our own challenges.

The Retained Duty System of 'on-call' firefighters faces a number of challenges, affected by changes in legislation and the way people live and work.

Whilst the number of incidents that we attend continues to fall, the range and complexity of emergencies that we respond to, or must be prepared to respond to is increasing.

Whilst the number of incidents that we attend continues to fall, the range and complexity of emergencies that we respond to, or must be prepared to respond to, is increasing. This creates a training gap that must be filled to ensure the competence and confidence of our staff.

We are a people based organisation, it is our staff who deliver the service, responding to incidents, providing education and advice and enforcing fire safety legislation. The selection, training and development of our staff is crucial to our success and as the demands upon us increase, so does the requirement for appropriate and effective training.

Effective fire and rescue response is based upon having appropriate information. Our mobile data systems enable firefighters to have this information at the scene of an incident, but this information must be collected, validated and available at the scene.

There are many factors that contribute to the Isle of Wight being a safe county, which experiences relatively low numbers of fatalities and injuries from fire. Our challenge is to continue to reduce these numbers and this means the accurate targeting of those who are most vulnerable.

### What we have done so far

In 2004 the Isle of Wight Fire and Rescue Service was Audited under the new government Comprehensive Performance Assessment. It was given a rating of 'Poor' and there was considerable debate as to what the future of the Service could potentially look like. A public consultation exercise was carried out to ascertain what the communities thoughts were on merger with a mainland Fire and Rescue Service. The outcome of the consultation was a very clear desire to keep control of the Service at a local level. The challenge was that the service could not continue operating in the way that it was. As a consequence of this a comprehensive modernisation programme was initiated. The objective of this programme was to use risk to drive all aspects of Service delivery. A number of different tools were used to build up a community risk profile on the Island. The governments Fire Service Emergency Cover Tool (FSEC) which uses a range of different data sources (historical fire data, demographic data, disposition of Fire Service resources etc.) was utilised to build a picture up of risk (see Diagram 1) from fire and road traffic collisions (RTC's).



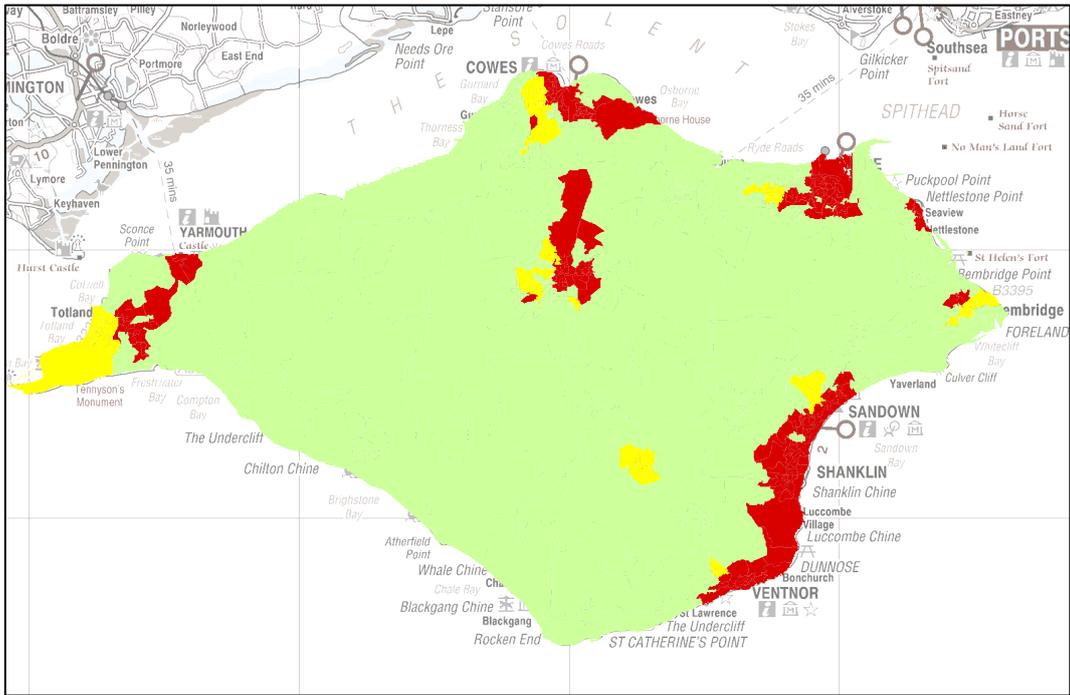


Diagram 1. Example of an FSEC Risk Profile

To ensure that any decisions would be based on robust data the decision was made to utilise the services of an outside company called ORH Ltd. ORH have a sound track record on assisting emergency services on the profiling of risk within their communities. Their process is based on types of emergency call, geographic location and time of day (see Diagram 2.)

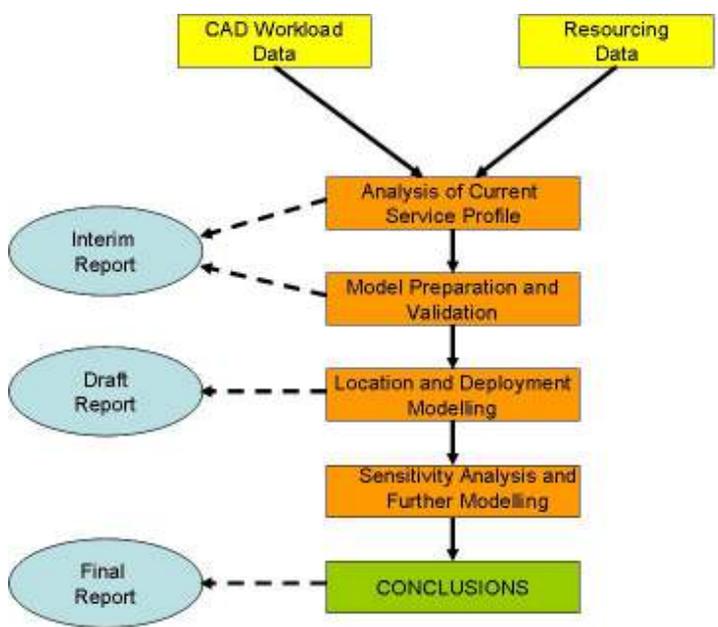


Diagram 2. ORH Study Approach





The risk profile highlighted that the greatest risk to life on the Island was that of being involved in a RTC and that there was an increasing trend in unavailability of Retained Duty Staff (RDS) during the working hours of the day which was compromising operational resilience. The project was created with the overall goal of improving the Isle of Wight Fire Service and providing better cover and protection for the Island.

The main specified aims of the project were to:

- Increase the number of full-time staff so that more time can be spent on community safety prevention and protection initiatives in those areas that are currently at higher risk.
- Increase the number of full-time firefighters to provide a 'nucleus' to cover any shortfalls in availability of crews around the Island, both day and night.
- Extra crews can ensure additional numbers of special rescue appliances to increase our response at road traffic collisions.
- Build new fire stations where they are most needed, with modern facilities that are fit for purpose for our staff and can be used as a targeted community resource.

A paper was presented to Cabinet in October 2009, and at this meeting funding was secured to extend and refurbish Ryde station, build a new Fire Service Headquarters and station at Newport, build a new station in Ventnor, and recruit additional wholetime firefighters for Ryde and Newport.

A full-time Project Manager was recruited in late-October to progress the project. A Design team from within the Fire Service produced outline designs for the buildings, on which architects carried out the detailed design of the stations. The design of the Ryde extension was carried out in-house by the Council, but the design of Newport and Ventnor Stations was the subject of a European Journal competitive process had to continue into the latter half of 2010. In February the selected new Wholetime firefighters started working at Ryde and Newport.

The next year of the project involved an architect being selected for the Newport and Ventnor stations, the design of the stations, and the selection of a construction firm to undertake the builds and construction of the Ryde extension.

The final phase of the project would see a new fire station built in Lake and further Wholetime firefighters appointed. Once established both Shanklin and Sandown fire stations would close.

The project was on track with the new Wholetime firefighters appointed for both Newport and Ryde fire stations and the extension built at Ryde fire station. However, in 2010 and as a consequence of the cutbacks made through the Comprehensive Spending Review the project plan changed. There would be no capital to build new fire stations and an interim solution would have to be put into place to address the issues of resilience within the Shanklin/Sandown area. Four additional Wholetime firefighters were appointed and stationed at Ryde on a 5 day, 42 hour week. The objective being that a second Wholetime fire appliance could be deployed from Ryde into the Shanklin/Sandown area during the days of the working week.

In 2011 a review of non-operational staff was carried out and a significant number of posts were removed from the structure. It was further agreed to work up a business case for the transfer of Fire Calls to Surrey Fire and Rescue Services (SFRS) Joint Emergency Control Centre (JECC). The transfer of emergency calls to SFRS was completed in February 2012 and the Islands Fire Control Centre closed down. Whilst this provided a far more resilient mobilising solution, the project also added further savings to the Isle of Wight Council.

Throughout these times of change and re-structure the IWFRS has continued to deliver its services to residents and visitors to the Island. It has been recognised both locally and nationally that the IWFRS has been moving in the right direction since 2004 both through audit processes and through regional and national projects.

Firefighting and rescue are complex, technical activities that require highly trained people with the best equipment and with the latest information available to them when required. The IWFRS has been proactive in this area by providing computers in all of our fire engines that we call Mobile Data Terminals (MDT). The MDTs are toughened laptop computers that can be removed from the fire engine to be used wherever required. These computers enable our firefighters to access the latest information that we have on the building or area involved in the incident, with detailed plans, aerial photographs and a description of the numbers and type of people likely to be involved. From this information we are able to develop the most appropriate tactics to resolve any incident that confronts us. The MDTs also provide information on vehicles, pipelines and drainage systems, flood prediction maps and access to all of our procedures and risk assessments. The system that we have implemented has won national awards and is rightly viewed as the model for other FRS's to adopt.

The IWFRS has statutory duties to respond to fires and road traffic collisions, as well as other emergencies, and to also promote fire safety.

We have procured a number of new fire vehicles under our fleet replacement programme which includes new and very versatile Ariel Ladder Platforms and new fire engines. These new fire engines include a new firefighting system called Cobra. Cobra is a cold cut firefighting apparatus that allows Firefighters to fight compartment fires from the outside. It does this by firing metal filings through a high pressure water jet. Once the hole is cut the water jet is pumped into the compartment rapidly extinguishing the fire and cooling the compartment. This consequently improves conditions for both casualties and Firefighters entering the building.

We work closely with our colleagues from other fire and rescue services to become more efficient where appropriate and we have had considerable success through joint procurement opportunities. We have recently agreed contracts to replace our personal protective equipment (fire kit) and respiratory protective equipment (breathing apparatus), generating cost savings and improving the way we can work together at incidents.

The IWFRS has statutory duties to respond to fires and road traffic collisions, as well as other emergencies, and to also promote fire safety. As a Category 1 responder under the Civil Contingencies Act (2004) we are at the core of the response to most emergencies. Category 1 responders are subject to the full set of civil protection duties, including, amongst other duties the need to "assess the risk of emergencies occurring and use this to inform contingency planning". The Chief Fire Officer is also responsible for Emergency Planning of the Isle of Wight Council and we are a member of the Local Resilience Forum and contribute to the planning and exercising for major emergencies.

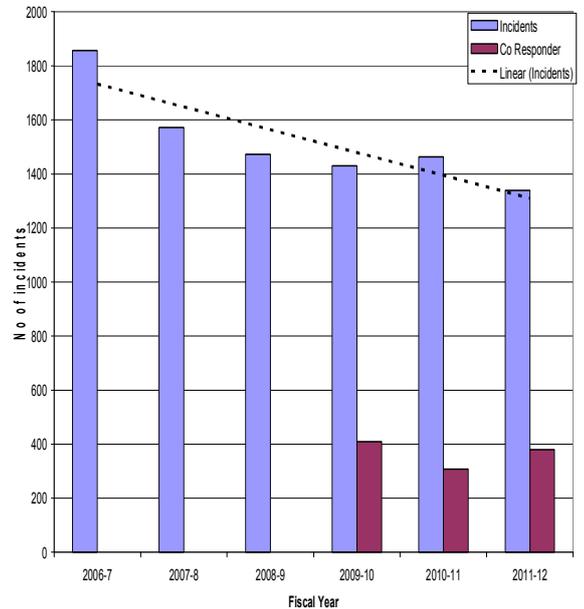
The IWFRS is working with eight other fire and rescue services in the south east on joint procurement and the development of standardised operational procedures to enhance interoperability.

## Our achievements

The IWFRS was judged 'Poor' under the Comprehensive Performance Assessment (CPA) in 2005. Following this there was a change of management and the Direction of Travel for 2008 reported that the service was 'Improving Well'. The Comprehensive Area Assessment (CAA) judgement given in 2009 stated the service 'Performs adequately overall'.

Our analysis has shown that whilst the Island is one of the safest places to be in the UK, there are always accidents and events that we must be able to respond to.

This improving trend can be seen through a reduction to the number of incidents that we attend. Five years ago we were regularly attending more than 1,800 incidents a year; in 2010/11 we attended approximately 1,350 incidents. This follows a trend in reducing demand for our services at incidents, which is replicated in many fire and rescues services around the UK. However, whilst we recognise that this trend is correct, the total number of incidents attended could also be affected by environmental and climatic conditions, such as a sustained period of low rainfall.



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## Managing risk

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Throughout the IRMP we will talk about risk and it is important that we are clear on what we mean by this term. Risk is the assessment of the likelihood of an event occurring coupled with the potential severity if that event occurs. The impact of incidents is often wider than just those directly involved, consider the road traffic collision on the Island that causes a tailback, or the fire involving gas cylinders that may explode resulting in hundreds of people being evacuated from their homes or businesses for a period of twenty four hours.

We understand that our role is about reducing the risk; the likelihood and the consequence, for all those who may be affected by an incident.

As a foundation for our own risk analysis we use both the [National](#) and [Isle of Wight](#) Community Risk registers. These are described in further detail in our Community Risk Profile (Appendix 1), which contains a more detailed assessment of risk within the County.

To assess the risk on the Island we analyse historical data, which gives us an indication of patterns and trends as well as providing our professional judgement and experience on the severity of incident types. We also undertake predictive analysis that uses our professional knowledge combined with that of partners and Government to predict the risk from incidents that do not occur often, such as terrorist attacks or widespread flooding. It is essential that we combine all of this information to create a risk profile for the Island as this allows us to establish where and when we require our resources. It also provides us with a focus for preventative activity.

The incident data used to inform this plan ranges from 2005-12 and provides the latest picture of our emergency response activity.

Government have provided a modelling tool to assist fire and rescue services with the assessment of risk in their area, known as Fire Service Emergency Cover (FSEC) model. We have used this previously and the vast majority of the Island (some 93+% of the population) is assessed as low or very low risk. It also uses 2001 census data; therefore we do not believe that solely using the FSEC model is appropriate for planning changes to emergency response cover on the Island.

So to support our planning we have used the services of an independent company (ORH) who provide computer modelling for emergency response cover. They have used Island data for 2005-12 from Government's Fire and Rescue Incident Reporting System (IRS), which is not easily comparable with the data sets previously collected. This data has been used for modelling purposes and has been used to replicate the demand placed on IWFRS and is not used to compare performance of the Service against other fire and rescue services.

Our analysis has shown that whilst the Island is one of the safest places to be in the UK, there are always accidents and events that we must be able to respond to. What is less certain is the likely location of these incidents. We recognise that those incidents that involve a threat to life occur in a random fashion across the Island.



### Fire and Rescue fact

A fire in a Hotel in Ryde started by fireworks being set off resulted in a wedding reception and all guests having to be evacuated and alternative accommodation found.



## An average month on the Island

If there was such a thing as an average month for the Island in 2011-12, we would have fewer than 144 incidents.

There would be fewer than:

Fifty three false alarms, such as automated, hoax and 'good intent' calls.

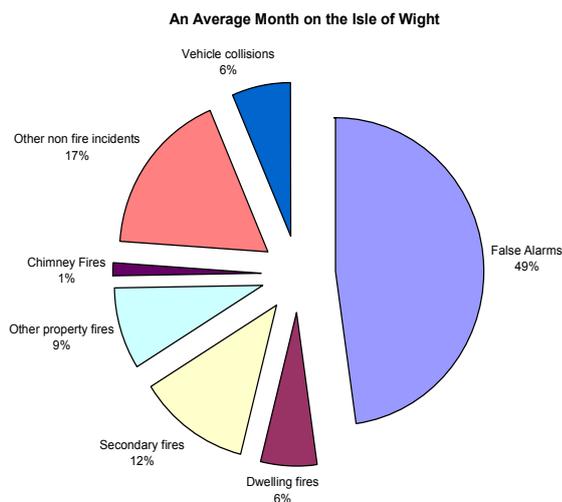
Seven dwelling fires.

Ten other property fires including vehicles.

Fourteen non-property (secondary) fires, such as rubbish or grass alight.

Seven vehicle collisions.

Nineteen other incidents (special services), which could be flooding or animals trapped, etc.



The fire engines will also be used to standby at other locations to maintain emergency response cover across the Island as required.

As indicated in the chart, nearly half of all our incidents turn out to be automatic fire alarm (AFA) systems actuating with 69% identified as being due to apparatus faults, 26% identified as good intent and 5% as hoax calls. We know that we will need to continue to attend the good intent calls as there was clearly a belief by the caller that the fire and rescue service was needed for an emergency. The number of AFAs in commercial premises is reducing due in part to the call challenge process we introduced in 2008; however the number of domestic AFAs is increasing due to the amount of smoke detectors being fitted.

Another important element of the pattern of activity is the differences during a 24 hour period. On average, we experience a predictable increase in demand from approximately 6 am, with peaks of activity during midday and evening rush hours. From 11pm through until 6am the level of demand on our resources is very low.

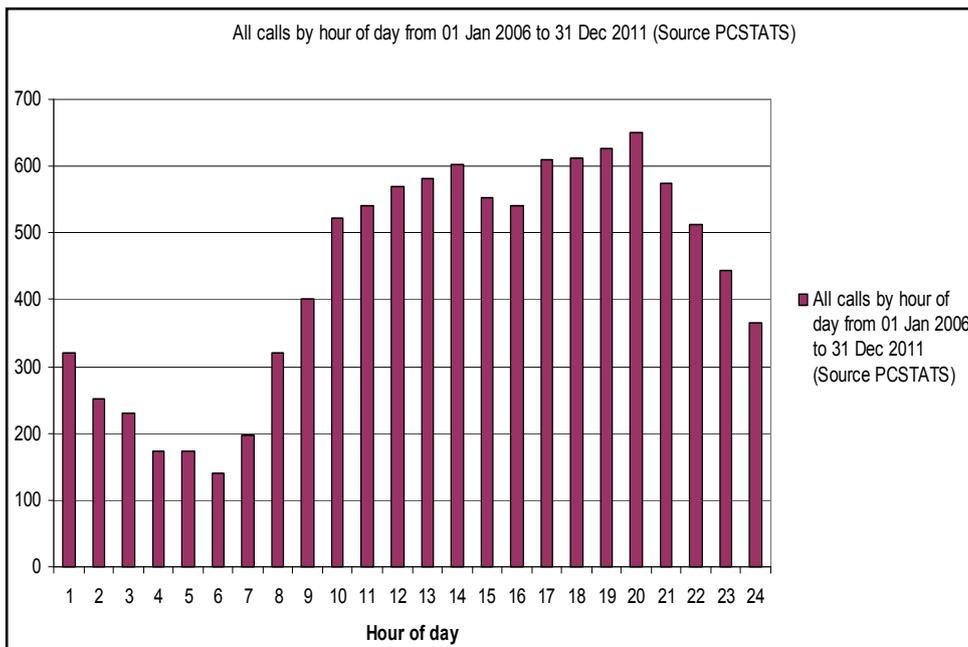
We also know that the availability of our Retained Duty Staff (RDS) varies considerably due to work commitments during the week. This has a fundamental effect on the operational resilience and the ability to turn fire engines out between approximately 0800hr to 1800hrs, Monday to Friday.

The weather can have a significant impact on the amount and severity of the incidents we are called to attend. During hot, dry weather we attend more wild-fires and during heavy or prolonged rain we are called to more flooding related incidents. It is difficult to predict accurately when these types of weather conditions will occur on a long term basis but it is predicted that they will become more frequent.

The following graph is based upon four years incident data and shows the total number of incidents per hour of the day for that period.

The weather can have a significant impact on the amount and severity of the incidents we are called to attend. During hot, dry weather we attend more wildfires and during heavy or prolonged rain we are called to more flooding incidents.

## Average Incidents per hour over 4 years (2007-2011)



Although we can predict the trend of likely demand on our resources, we cannot predetermine the actual demand or severity of each incident.

As can be seen, the risk on the Island is low – the statistics show it is a safe place to be. We therefore need suitable and sufficient resources 24/7 to deal with the range of credible scenarios that may occur and this level of resource should be based upon realistic planning assumptions. Part of that means that we should have more resource available during the day to meet the predicted increase in demand.

Although we can predict the trend of likely demand on our resources we cannot predetermine the actual demand or severity of each incident. We therefore need to have suitable and sufficient arrangements in place for emergency response cover on the Island. In addition to resources available on the Island, we have arrangements with our neighbouring fire and rescue services to support each other when necessary. We also have systems to recall our own staff to duty to provide the level of support we may need; these are all contained in our robust (ISO 22301 compliant) business continuity management arrangements to ensure that we can continue to provide our services to you under all reasonably foreseeable circumstances.

We have also assessed the locations where incidents occur and from our research it would appear that there are no specific areas on the Island that show a significant increase in risk requiring a Fire and Rescue Service emergency response. We have not identified specific areas or housing types where the risk of fire is more prevalent, and the fact that we have a high number of elderly residents on the Island often means that those who are at risk due to their age, health or other factors may not always be easily identifiable. Therefore it is essential that we find those within the community who are more vulnerable to the risk of fire, road traffic collisions or other events so that we can target our community safety activities.

Within our current configuration we provide an emergency response for the whole of the Island but have identified a significant disparity in the level of service between areas. Whilst it is true that there is a correlation between population density and the number of incidents occurring, this correlation is not as strong when related to life critical incidents on the Island. This type of incident includes house fires and also road vehicle collisions and these occur in a far more evenly spread pattern across the Island. When this is considered against the disparity in emergency response and our capacity to deliver prevention, the need for change is clear.

In addition to the assessment of the current population, demographics and built environment, we have also considered the likely growth in terms of population, buildings and traffic. Within the life of this plan the roads PFI project will start, changing traffic flow on the Island. However, arrangements are already in place to deal with the impact of road closures and how this will affect us getting to incidents.

Proposed developments across the Island will increase the number of dwellings and commercial properties, which will affect the profile of people who live, work and travel to the Island.

Proposed developments across the Island will increase the number of dwellings and commercial properties, which will affect the profile of people who live, work and travel to the Island. We work closely with colleagues in the county council as well as other partners to assess the likely impact of future changes. It is important to note that these infrastructure developments must be completed in accordance with the relevant building regulations and standards. This means that safety is incorporated from the design stage and our protection staff work with partners to ensure risk in new or redeveloped property is minimised.

We will continue to use the term 'vulnerable' throughout our plan and we need to be clear as to what this means. The risk of fire is ever present for all of us, but there are those who may be at greater risk, either as a consequence of being more likely to have a fire or being less able to react appropriately should one occur. Our analysis of fire fatalities and injuries has revealed that mental and physical disability or impairment due to the effects of alcohol or drugs can be a significant factor in increasing someone's vulnerability to both the likelihood and the impact of fire. This analysis gives us a focus for targeting our prevention activity and prioritising those who we believe are at greater risk, whilst providing advice and education to all.

Fire risk also relates to the economic and societal loss that may result. Fire can have a significant impact on businesses, it is estimated<sup>3</sup> that 80% never recover from a fire. The importance of the Islands economy, not just to the county but to the country cannot be overestimated and we will continue to work with the commercial sector to ensure that businesses understand how to protect themselves and their staff from fire. This also relates to those buildings that form an integral part of our communities, the schools, hospitals, social clubs, village halls, libraries and places of worship. The loss of these crucial amenities and the potentially severe impact on the communities who rely on them is also a risk that we are well aware of.

We continue to provide education and information to those responsible for these buildings to help them reduce this risk and improve business continuity outcomes. Where necessary, this may include taking enforcement action under Fire Safety legislation<sup>4</sup> to ensure the safety of people who use non-domestic premises.

Our automatic fire alarm call challenge policy has demonstrated how we have worked with businesses to manage risk. This has put the onus back on businesses to manage their fire alarm systems more effectively, as required under the legislation, rather than relying on the fire and rescue service to manage the risk for them. As a result the number of automatic false alarms calls to commercial premises has reduced significantly.

<sup>3</sup>Arson Prevention Bureau

<sup>4</sup>Regulatory Reform (Fire Safety) Order 2005



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## Our priorities

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Having identified the challenges that we must address we are able to state our strategic priorities. These are the areas that our work divides into, although they are all interdependent. We have set our aims out in this style to enable you to clearly understand our priorities. What you will then see is how we intend to achieve them.

We have three priorities to achieve our vision, they are:

### **1) Respond safely and quickly when called**

Ensuring that we provide a balanced, efficient, affordable and resilient fire and rescue service. This is about providing the best service for the most people whilst being value for money. It is also about making sure we can always provide you with our service.

#### **We will:**

- Save lives and reduce injuries.
- Review all aspects of Emergency Response.
- Ensure we have a competent and healthy workforce.
- Deliver efficient and effective services.

### **2) Work in a Fully Integrated way across a Range of Partnerships**

To deliver localism to make the Island a better place to be. This is about how we work with other agencies to provide services that strengthen communities, such as Youth Engagement. It is also about using our buildings to support the local community and making sure we minimise our impact on the environment.

#### **We will:**

- Link all areas of Community Prevention and Protection to risk.
- Lead on the wider Community Safety Partnership to further enhance a joined up approach.

### **3) Manage Risk within our Communities**

Reducing the risk and impact of fires, vehicle collisions and other emergencies. This is about understanding the range of incidents we could be called upon to attend and the actions we will take when we respond. It is also about trying to stop some incidents occurring and what can be done in advance to reduce the impact of emergencies.

#### **We will:**

- Protect the natural and built environment.



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## Respond safely and quickly when called

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To ensure that the service focuses on these priorities, all aspects of service delivery will contribute towards the achievement of the following strategic objectives:-

### Save lives and reduce injuries

#### What incidents do we attend?

We are required by law to attend certain types of incident, including fires and road traffic collisions. These types of incident are those that we attend most regularly and are the ones where we are able to make most impact in terms of saving life, preventing injury and minimising the effect. We must also continue to prepare for those incidents that are less frequent but that may have a significant impact, such as terrorist attacks, flooding and wildfires.

Our approach to developing our response capability is based upon risk, with the preservation of life as the highest priority. We will ensure that we are able to deal with the incidents that occur regularly with efficiency and effectiveness whilst also being prepared, by planning and exercising, for those incidents that do not occur regularly but that may have a significant impact on our communities when they do.

#### Defibrillators and Co-responding

We continue to work in partnership with the Isle of Wight Ambulance Service and are currently running two co-responder schemes. One in the West Wight area and one in the Ventnor area. These initiatives show how two emergency services can support each other and offer additional skills to the retained staff who support them. We will continue to review our arrangements for deploying this initiative and any other ways that the two services could support each other in saving lives and reducing injuries.

## Emergency response

In order to achieve an appropriate and more balanced level of emergency cover we need to be clear about how quickly we aim to respond to emergency calls from the public and arrive at incidents. We are revising our Response Standard to provide you with a clear indication of our targets. We cannot guarantee how quickly we will arrive at an incident due in part to the fact that we are not able to predict where an incident will occur or where our fire engines will be at that time. To address this we are implementing a new mobilising system that enables us to automatically identify the fire engines that can respond quickest to an emergency, thus providing an improved level of service that is more efficient.

The delivery of the response standard is based upon having an appropriate number of fire engines within the right areas to match the risk. During times of higher demand, which we know is during the day, our ability to meet the standard is compromised when we are responding to a greater number of incidents. To address this we are going to realign our resources to meet the demand.

The number of fire engines that we send to an incident is one element of the response, the number of firefighters on each engine is another very important part of ensuring that we are responding with sufficient resources. We currently crew our fire engines with a team of five. This does not mean that on occasions we will not crew fire engines with four firefighters, however this will only be to ensure our operational resilience is not compromised.

Not all calls received require an emergency response; some can be resolved with the provision of advice or by referring the caller to another organisation. Mobilising staff are able to assist some callers to resolve incidents themselves where possible and to identify vulnerable callers who need fire and rescue service attendance. Currently we apply this call challenge process to a limited number of incident types, such as the actuation of automatic fire detection systems in certain building types. This has achieved a 60% reduction in response to false alarms caused by automatic fire detection systems. We intend to expand this arrangement to ensure we provide the most appropriate and cost effective response to all calls for assistance.

### Link to Outcomes

#### Outcome 1

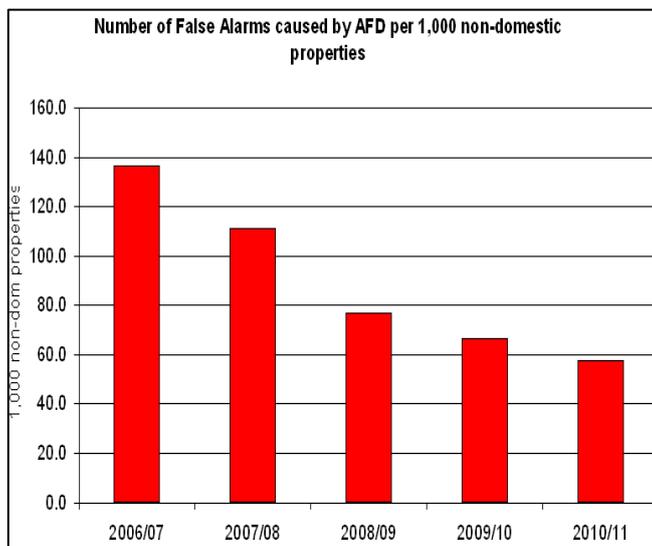
Revised and achieved our risk based response standards

#### Outcome 2

Matched resource provision to levels of risk.

#### Outcome 3

Created capacity through more flexible working arrangements to further improve fire-fighter and community safety.



## IWFRS Emergency Response Standard

We want to provide Island communities with the best possible service so we set ourselves standards to achieve for our emergency response. This helps us to decide how many fire engines we need and where they are best located. It also allows us to measure our performance so that we can be accountable to you.

We will implement a new standard which is based on our current performance and we are convinced it will provide you with a clearer understanding of the emergency response you can expect from us.

We will focus on the emergencies where, at the time of call, we believe lives and property are most at risk; we feel these **critical incidents are primarily building fires and vehicle collisions.**

Our response starts with mobilising control; the people that you will speak to when you call 999. Mobilising staff are trained to obtain the information that we need from you as quickly and calmly as possible and to provide you with advice when necessary. Whilst they take the details from you of where the emergency is and what is involved they will simultaneously be identifying the most appropriate response for you. The mobilising system uses predicted road speeds to decide which fire engine or engines will arrive at the incident in the quickest time.

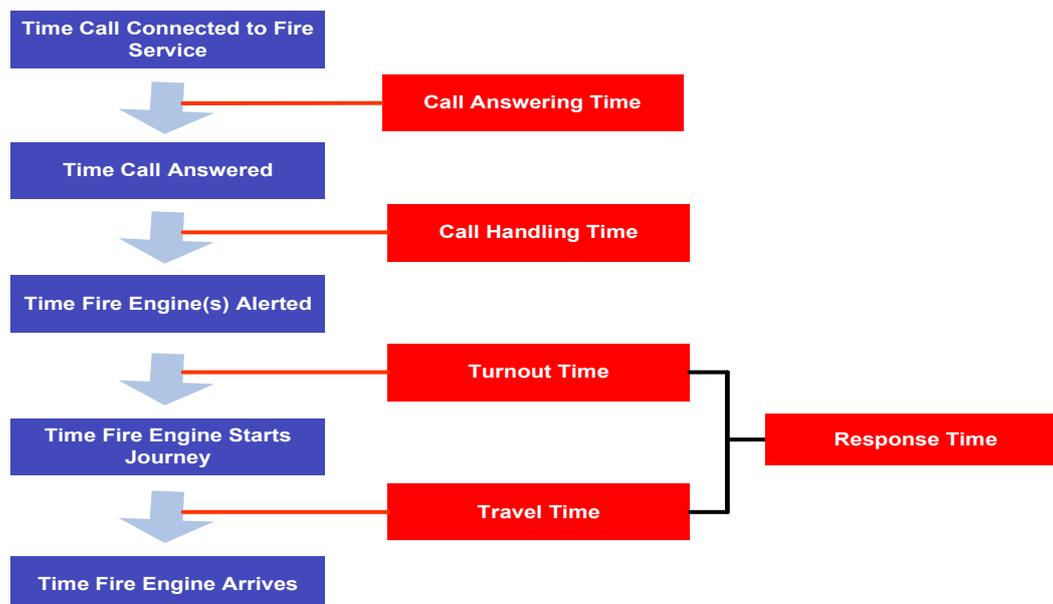
A target is set for this 'call handling' time to ensure that we are as efficient as we can be in receiving calls for assistance and mobilising our fire engines. The aim is to answer your call within 7 seconds and where appropriate assign a response to your emergency within 90 seconds of your call being answered.

Our emergency response standard will be measured from the moment that the appropriate resource is assigned to the incident. Normally this means that the crew of the fire engine(s) have been alerted and will be commencing the process of responding, which we call the 'turnout' time. This process includes establishing the quickest route to the incident and putting on their protective clothing. The response time is measured at the moment that the fire engine(s) reaches the location to which it was sent.

The measurement of the new standard is against the same parameters that both previous standards have been measured against. These parameters were defined by central government in 1993.

Within our response standard we are also able to measure the time between the fire engine being assigned and actually starting its journey to the incident. This assists us to identify areas where the quickest possible response is not being achieved and to remove any procedural or technological barriers.

## Measuring the Emergency Response Standard



We will focus on the emergencies where, at the time of call, we believe lives and property are most at risk; we feel these **critical incidents are primarily building fires and vehicle collisions**.

Once we know what your emergency is and where it is occurring, we will send the quickest response. We aim to have one fire engine at critical incidents within **10 minutes** and a second one within **15 minutes** on **80%** of occasions. For all other incidents, we aim to have one fire engine on scene within **20 minutes** on **95%** of occasions.

Incident type	Response	Within	Target
Critical incidents	1 <sup>st</sup> fire engine	10 minutes	80% of occasions
	2 <sup>nd</sup> fire engine	15 minutes	80% of occasions
All other incidents	1 fire engine	20 minutes	95% of occasions

We cannot guarantee how quickly we will reach you but what we can guarantee is that **we will be there as fast as we safely can**. To enable us to do this we will manage our resources dynamically using automatic vehicle location and will move fire engines around the Island to maintain emergency cover.

We will be exploring the potential to use an additional computer programme to dynamically identify areas where the response target may not be met and to propose the most appropriate movement of resources to balance the emergency response cover. This programme is not only based upon the location of resources but also considers relative risk levels at any given time. This will enable us to place appliances in areas to undertake community safety activity whilst at the same time providing improved response standards.

It is clear that there are a range of different response standards around the country, including the way that the times are measured. Therefore it is difficult to compare our standard with other fire and rescue services; however we believe that our emergency response standard is clear, simple and right for the Island.



## Emergency Response Planning

As is the case now, if we need more resources than we have available we will utilise the support mechanisms that we have in place with our neighbouring fire and rescue services to ensure that we can deal appropriately with the incidents and to maintain emergency cover on the Island. We also prioritise the calls received for assistance to ensure we use our resources effectively, this is especially important when demand is exceptionally high such as during wide-spread flooding.

This is achieved through sections 13 and 16 of the Fire and Rescue Services Act 2004, having provision for both mutual assistance and the discharge of functions by others. Both sections are relevant to Island as we have a formal agreement with Hampshire Fire and Rescue Authority for the provision of emergency response cover if our operational resilience is compromised. We will be reviewing and, where appropriate, revising our agreements with neighbouring fire and rescue services.

There are interoperability issues that we face when working with neighbouring fire and rescue services, relating both to procedures and equipment. To address these issues, we are working with other south east fire and rescue services to standardise operational procedures. This will enable the most effective use of resources, particularly those close to the borders between services.

This work was commenced as part of the Government's FiReControl project, and whilst this project has now been terminated, there is a determination amongst the south east fire and rescue services to continue to remove the barriers that prevent us from working together more effectively and efficiently.

We have worked with external consultants ORH to ensure that the changes we are making to your fire and rescue service are appropriate and have a sound evidential base. This has included specific focus on the response standard, fire engine deployment and changes to working arrangements for staff.

In addition to responding to the incidents and emergencies that we consider to be part of our 'day to day' business, we are also a key partner in the response to wide scale emergencies at both a local and national level.

We are defined as a Category 1 Responder within the Civil Contingencies Act 2004, a piece of legislation that brought about significant changes to the way public authorities prepared for emergencies and disasters by placing a statutory duty on many organisations to perform certain functions.

The Act defines an emergency as 'An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK.'

The main civil protection duties that fall on the Category 1 responders are as follows:

- Assess the risk of emergencies occurring and use this to inform contingency planning.
- Put in place emergency plans:
- Put in place Business Continuity Management arrangements:
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.
- Share information with other local responders to enhance co-ordination.
- Co-operate with other local responders to enhance co-ordination and efficiency.
- Provide advice and assistance to businesses and voluntary organisations about business continuity management.

To ensure that we fulfil our duties under this legislation we are a member of the Local Resilience Forum and the Island Local Resilience Forum (ILRF). The Island LRF is a multi agency partnership made up of the chief officers from the key organisations that will respond to an emergency on the Island.

The LRF has a responsibility for making sure that all responding organisations are well prepared to deal with an emergency on the Island. The agencies involved work together to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any incident on the Islands local communities.

IWFRS is also part of the national resilience capability and operate a number of vehicles that form part of this response. These include vehicles that provide decontamination facilities and high volume pumping. The national capability is available to the Island in the event of a major incident and vehicles based on the Island have been used at the flooding in Gloucestershire and Yorkshire.

Planning for events and the potential emergencies that may arise where large groups of people are gathered is an integral part of our work. Examples of this are the Festival, with over 90,000 spectators and smaller events such as the Bestival and Cowes week. We work with our partners to risk assess these events and ensure that we have the appropriate levels of resource available to deal with any incidents that may occur.

We have also identified a significant difference in levels of response activity across a 24 hour period. This difference is not reflected in how we currently provide our emergency response resources; currently between 9am and 6pm on a week day we will have approximately 2-5 fire engines available to provide an emergency response. During the evenings, at night and weekends this number is often more than 10, dependent upon the availability of Retained firefighters. Our analysis has identified that our resources are not matched appropriately to the demand, in fact we often have more resources available when we have fewer incidents.

We understand that during the night, when you are asleep in your home, you wish to be assured that an appropriate level of response is available, and we will provide you with that assurance. However, we must also assure you that we are using our resources as effectively as possible. To provide you with the right number of fire engines and competent firefighters whenever required we are convinced that we must match resource availability to risk.

The likelihood of an incident occurring is higher during the day, which is matched by our increase in demand. But as we have stated, the risk on the Island is low – the statistics show it is a safe place to be. We therefore need suitable and sufficient resources 24/7 to deal with the range of credible scenarios that may occur and this level of resource should be based upon realistic planning assumptions. Part of that means that we should have more resource available during the day to meet our predicted increase in demand.

What this does not mean is that the level of resource during the night will be insufficient. We will provide a consistent level of resource across the 24 hour period to meet the risk that we have defined. The additional resource during the day provides us with the capacity and flexibility to continue to meet our response standard even with the predictable increase in demand.

#### **Fire and Rescue fact:**

Between 7am and 7pm we average 21 incidents per week.

From 7pm to 7am the figure is 13 incidents per week.

(Based on total incidents from 01 Jan 2006 to 31 Dec 2011).

There are also variations in activity across the year, usually as a result of changes in weather. As an example, during the summer months we often experience an increase in fires on common and heathland. The proposed changes to the crewing of fire engines would provide a flexible resource that could be utilised during these periods to enhance our firefighting resources.

We intend to release capacity from periods of lower activity in order to more appropriately match the demand but also provide further capacity to crew specialist appliances during peaks in demand, for training and prevention work

The emergencies that you experience often affect us as an organisation as well, such as flooding, traffic gridlock or health pandemic. We must ensure that we are able to continue to operate as an emergency service under circumstances such as these.

## Link to Outcomes

### Outcome 1

Revised and achieved our risk based response standards.

All of the arrangements that we have put in place to ensure we can continue delivering our services are contained within our business continuity plans, which are documents based on generic principles that can be applied to whatever situation we face. We are very keen to make sure we have got this right.

However, it is important to note that in exceptional circumstances we may not be able to provide the same level of service that we do usually but it will be the best that we can practicably do at the time. An example of this would be the heavy snow during winter 2012/13 when it took us longer to attend incidents than during normal road conditions. Where we are aware that our response may be reduced or delayed, we will endeavour to inform you in good time.

## Competent and healthy workforce

Our assessment of risk allows us to focus our training to ensure that when we respond to you, either in an emergency or to give advice, our staff are able to provide you with the service you require. A suitable selection process and sufficient training and development must be available for all staff groups regardless of the shift system they work.

The way we recruit people into the fire and rescue service and then select staff for other roles has previously been controlled by national guidelines. We want to build upon these to develop systems that can consistently identify the best people for the job.

Our training for emergency incidents has to encompass both those incidents that occur more frequently, i.e. fires and road traffic collisions, as well as the incidents that are fortunately less frequent but that could have a significant impact.

One of our key areas of focus is the continued development of Incident Command training. This encompasses risk assessment and tactical planning, and is the mechanism by which those in charge of an incident develop a structure within which to manage that incident. This is also the key to the safe resolution of incidents, where all firefighters are managed in a risk assessed environment. We recognise the need to keep improving the training that we provide to all those who may take command of an incident, from level 1 to level 4 and we will develop a strategy that ensures we meet this aim.

We are also focussing on ensuring that our staff are able to achieve and maintain a high level of competence and confidence across the range of basic



fire and rescue skills. This is achieved by training (i.e. receiving input on new techniques and procedures) and practicing (i.e. maintaining competence by repeating techniques and procedures).

We are also developing our competency framework further, focussing on the improvement of basic skills and techniques in the first two years. This will form a large part of our Operational Assurance work.

Although emergency response staff have procedures in place to manage a wide range of incidents, some emergencies will require more specialist knowledge to deal with safely and effectively. We will ensure that certain staff are provided with additional training and development to enable them to provide specialist advice to the Incident Commander, such as for hazardous material spillages, wildfires and complex fire investigations.

The fire and rescue service is not just about emergency response and so we need to ensure that our staff have the appropriate knowledge, skills and understanding to fulfil all aspects of their role. These may be fire service specific, such as community and protection fire safety, or more general activity such as people management and ICT skills.

Health and safety is at the heart of the service we provide and we will always strive to reduce the risk that our communities face. In doing this we also understand that the safety and health of our staff is of paramount importance.

We have focused on health and safety as a priority for the Service and this will continue as a fundamental part of our Operational Assurance work. This means ensuring that our staff are trained appropriately, have the right vehicles and equipment and are supported by a comprehensive set of procedures, risk assessments and an incident command framework. It also means that we provide our staff with support following incidents. Dealing with people who are injured or in distress can have an impact on firefighters, whether as a result of one incident or over a period of years. We recognise the need to provide support for those who need it and have a number of options in place for this which will continue.

Improving health and safety is also about learning from experience and we are refining our approach to the monitoring and reviewing of incidents both on the Island and elsewhere.

The health of our staff is important for a number of reasons and we have an occupational health team who provide monitoring, support and advice to staff. This helps us to manage sickness absence and contributes to ensuring that we have sufficient numbers of firefighters, who are fit and able when we need them.

Health and safety is not just about emergency response and we know that a number of our fire stations require improvement in order to provide a modern working environment. This is particularly important as we seek to encourage flexible working and a more diverse workforce. Our long term ambitions would see us building new fire stations in more optimal locations but in the shorter term we will continue to try and improve the conditions and facilities provided within the existing building stock in conjunction with the Isle of Wight Council Property Services Team who are responsible for the provision and maintenance of our fire stations.

We operate a number of duty systems and have already taken innovative approaches to providing greater flexibility for our staff. To continue to provide a working environment that meets the need of the fire and rescue service and the communities that we serve, as well as being family friendly and ensuring that we are seen as a viable career option for as wide a range of people as possible, we wish to consider further variations as to how we work. This is particularly important when you consider our wish to balance our resources to match the demand for our services.





## Wholetime

We intend to have a greater number of Wholetime resources available during the day, to match the demand for emergency response and also to provide capacity for training, development and the delivery of community safety activity. There are a number of options available to achieve this and we will work with staff and the representative bodies to develop the most appropriate solutions.

**24 hour crewing:** Using the existing 2-2-4 shift pattern as a base we wish to provide a number of day shifts per firefighter that are dedicated to the Operational Assurance programme. We will explore the potential to convert a number of night shifts in to day shifts, thus providing the appropriate balance of resources for both day and night.

**Day crewing:** The system of crewing fire engines with Wholetime firefighters during the day and with on call firefighters at night is known nationally as 'day crewing'. We also have four WDS firefighters stationed at A04 Ryde that can be used in a flexible way to ensure operational resilience. This was an interim measure brought in as a result of not building a new, day crewed fire station in the 'Bay' area.

We will also be examining the benefits of annualised hours, to assess if this approach would provide the Service and our staff the degree of flexibility that we require to provide a risk based service.

## Retained duty system

We currently have 10 fire engines that are crewed by on-call firefighters, living within 6 minutes of their station and responding to a pager when required. This is called the Retained Duty System (RDS), which faces a number of challenges both from changes in legislation but also in the demands placed upon it and how people live and work today.

Our RDS staff recognise the issues regarding availability, particularly during the week day, when many of our staff are not within 6 minutes of their station due to the demands of their primary employment or personal lives.

What is clear is that RDS availability is consistent during the night and at week-ends and that our existing staff are committed to being available for duty whenever possible.

RDS firefighters are expected to train for 3 hours every week, with additional training provided through the year for Breathing Apparatus and Road Traffic Collisions. This equates to approximately 160 hours of training per year. When compared to the training capacity for Wholetime firefighters, who are on duty on average for 42 hours per week, the disparity is obvious. At this moment we do not differentiate between Wholetime and RDS fire engines, mobilising the quickest one regardless of the crewing system. This leads to the requirement that the competency levels for both types of crew are the same. The development of the fire and rescue service, from a firefighting service to one that encompasses a range of rescue activity in an ever more complex world and utilising technology to improve the delivery of service, must be considered when assessing the demands placed upon all of our staff. For RDS staff the challenge is even greater due to the lack of time available.

We recognise the value that the people who work this system continue to bring to our Service but we must also ensure that they are utilised safely, effectively and provide value for money. As a result we are conducting a comprehensive review of how we utilise 'on-call' firefighters. Within this we will continue to recognise the commitment required for those who wish to work for us and the need for us to make the system as flexible as possible.

## Flexi duty System

Flexi duty system managers, those officers who are available to provide Incident Command and other functional management capability at incidents, undertake a range of managerial roles within the Service. We are undertaking a review of this group of staff based on a number of criteria.

- Meeting the resource requirement of the Incident Command System.
- Meeting the managerial requirements of the organisation.
- Meeting the workload requirements of the organisation.

The review and subsequent proposed structure present a significant change to our previous managerial shape. This reflects the need to focus on performance and to ensure that every role has absolute clarity on its purpose and function within the organisation.

## Specialist Staff

We have a number of uniformed staff who fulfil specialist roles such as delivering protection activity or training. These staff work to a specific contract that recognises the need for flexibility. As we develop the detail of our plans for crewing our fire engines we will review these systems to ensure that they complement and support the Service objectives.

We have already developed a succession plan for our Protection staff, recognising the challenges that we have faced previously in encouraging staff to see this as a valuable step on their fire service career path. The technical knowledge and skills required to be a Protection officer are also invaluable to those undertaking emergency response duties. A thorough understanding of buildings and the systems designed to protect them enable tactical plans to be developed in recognition of these factors. For this reason we will be seeking to widen the level of technical knowledge and its practical application amongst our staff, ensuring a clearer progression route for those who choose this particular career path whilst also ensuring that all our firefighters have the necessary levels of knowledge.

We will also be exploring options to utilise specialist staff within our emergency response capability. Whilst this facility is present now it is not set within a framework to ensure that operational skills and competency are maintained during the term of the specialist role. We will be examining whether it is possible to crew fire engines and special appliances with our specialist staff, recognising the potential impacts on their main role but also the benefits that this could yield.

## Contractual Issues

Many of the proposed changes will affect the contractual arrangements for our staff, which are governed primarily by national terms and conditions of employment<sup>6</sup>. It is our intention to negotiate these changes with the relevant representative bodies to achieve improvements in efficiency and effectiveness.

<sup>6</sup> [National Joint Council for Local Authorities' Fire Brigades, scheme of conditions of service - Sixth Edition 2004.](#)

Many of our proposed changes will affect the contractual arrangements for our staff, which are governed primarily by national terms and conditions of employment. It is our intention to negotiate these changes with the relevant representative bodies to achieve improvements in efficiency and effectiveness.

## Support Staff

This plan focuses on the delivery of service and there is significant detail relating to the 'frontline' service. It is also important to recognise the vital contribution made by our highly skilled support staff, the teams who enable the fire engines and firefighters to deliver the service.

We have described our mobile data system and the benefits this brings to firefighters. The maintenance and improvement of this system and the management of the data that populates it is provided by Surrey Fire and Rescue Service's Systems, Information and Technology team. This team receives the risk information gathered by firefighters and ensures that it is available via the mobile data system.

As we implement this plan, we will assess the functions provided by support staff to ensure that they continue to contribute to the effective delivery of service.

## Volunteers

We are currently supported by volunteers in a variety of roles in order to deliver our service to the communities of the Island and to assist the Service in other ways. We work in partnership with the British Red Cross whose volunteers use their Fire and Emergency Support Services vehicle to provide practical help, advice and comfort to people affected by an emergency. This has been recognised as good practice through the Queens Award for Voluntary Services and further information is available from the [British Red Cross](#). We have arrangements with a number of voluntary organisations to signpost us to people who may need our advice. In some cases, we have trained volunteers to deliver fire and community safety information on our behalf.

We are looking to expand the use of volunteers within our Service as this model already works on the Island and with other agencies. We don't see these potential volunteers replacing the role of professional firefighters on the Island but in providing support such as that outlined above.

## Deliver efficient and effective services

We are determined to continually improve our service to you and to achieve this we must understand what you expect from your fire and rescue service. There are many challenges that face us and we know that you expect us to make the right decisions.

Our annual revenue budget for 2013/14 is £6.8M. As part of the Isle of Wight Council some of our back office functions, such as ICT support and property management, are provided by the county council. This means that the true cost of delivering the fire and rescue service is higher than this amount.

## Staffing

The majority of our costs are in staff wages and this underlines our reasons for striving to be as effective as possible when matching resources to demand. Therefore, we will regularly review the staffing arrangements to ensure they are suitable and sufficient to meet the expectations on the IWFRS and continue to provide value for money.

We are determined to continually improve our service to you and to achieve this we must understand what you expect from your fire and rescue service.



## Procurement

The way we spend our money has a significant impact on how efficient we are as an organisation. We recognise that there are economies of scale that can be achieved; often the more you buy the cheaper each item becomes. We have been using this principle when procuring the goods and services we need to run as an effective organisation. We have undertaken many joint procurement initiatives, which reduces the administrative cost of the process and often results in a cheaper product at the end. This collaborative approach to procurement makes financial sense and also improves our ability to work together with other fire and rescue services.

### Maximising the use of resources

This covers a range of different options to ensure we obtain the maximum value from our limited resources. They may not generate cashable savings but improve efficiency in the way services are delivered.

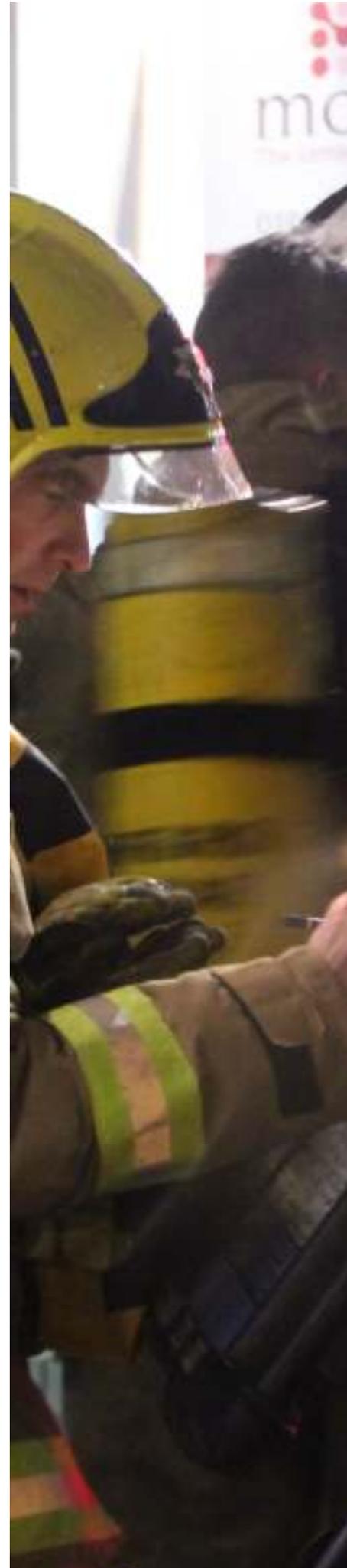
There are 10 fire stations on the Island, which are maintained by the Isle of Wight Council and are the base for our emergency response resources. We will look at options for sharing these sites with partners and also at the potential for us to use sites that are not within our control. We currently have arrangements with the Isle of Wight Ambulance Service to base resources at Ryde and Freshwater Fire Stations and with Hampshire Police to use Shanklin Fire Station. Sandown Fire Station is also used to deliver joint agency education such as 'LIFE (Local Intervention Fire Education) courses' to youths referred to us from the Academies, Youth Offending Trust and other agencies.

### Interoperability – working better with our neighbours

Within the south east there are currently nine separate fire and rescue services, which previously operated in isolation although had arrangements in place to support each other at incidents. This meant that each Service created slightly different ways of doing the same thing, which produced barriers to us working together effectively. More recently, following a formal agreement between Chief Fire Officers, we have started working together to remove the procedural and technical barriers between our organisations. This means that we now have a small team from across the region that is creating common working procedures, which combined with the procurement of compatible equipment, will improve our emergency response arrangements and reduce costs. We intend to continue working on this basis where there are clear operational and financial benefits in doing so. We will also investigate the potential to expand these joint working arrangements into other areas, such as the sharing of support / administrative functions and joint senior managers.

### Income Generation

We are currently experiencing a period of unprecedented cuts in public spending, which means that we will need to operate within a reducing budget. However, there could also be the opportunity to generate additional income to offset the impact of a reduction in core funding for IWFRS. We will explore all options of revenue generation and, where appropriate, take action to access additional funding streams.



## Charging for Our Services

Charging for certain activities is permitted under section 19 of the Fire and Rescue Services Act 2004, however charging for extinguishing fires, or protecting life and property in the event of fire and the provision of emergency medical assistance is not permitted. We propose that we expand the type of incidents where a charge may be levied for our services, which will be clearly explained before we undertake the service. In order to reduce the additional administrative burden this creates, especially for fire crews, a simple and effective cost recovery mechanism will need to be implemented.

Government has indicated through the Localism Bill 2010 a potential change to the way fire and rescue services can charge for services. The intent is to “*free all Fire and Rescue Authorities from the existing overly complex and cumbersome charging arrangements by removing the order for what may be charged for and replacing it with specific provisions where charging is not possible. Fire and Rescue Authorities will not be able to charge for core functions and other proposed further exclusions.*” Specific mention is made of providing the ability to charge for persistent automatic false alarm calls to commercial premises. We intend to further review our approach to charging for services if this change is implemented.

## Sponsorship

The Service has a budget that is aimed primarily at delivering the core duties of a fire and rescue service, as outlined in legislation. We also undertake a number of other valued activities that add real benefit to the communities on the Island. These are explained in more detail in the next section but include our Local Intervention Fire Education (LIFE) scheme, road safety work, HEAD ON, Safe Drive Stay Alive and also the provision of free smoke detectors, where appropriate.

These have previously been funded through Government and / or local grants but often supported by monies from our core budget as well. With the current reduction in public spending, the grant funding has reduced significantly and we are less able to afford to divert our budget away from the delivery of our statutory duties. We will therefore seek to expand the income generated through sponsorship or funds that may be available from place based budgets in order to continue to deliver these activities that help create safer communities on the Island.

## Governance

There are three models of governance for fire and rescue authorities, they are: county, combined and metropolitan. The Island is currently one of only 15 county fire and rescue authorities out of 46 in England.

## Quality assurance and performance management

In order to ensure that we are providing best value for money we will have robust quality assurance and performance management processes in place, taking into account the principles of the Isle of Wight Council's quality management framework. These will cover all aspects of the Service and will allow the appropriate scrutiny to take place, such as through the Isle of Wight Council's Community Safety Select Committee.

There will be a range of processes in place to actively manage our performance, which will be used to improve the service provided to you.

These measures will include benchmarking with similar fire and rescue services through the sharing of timely and accurate data; assessment of staff against national competence standards and critical analysis of performance at incidents through reviews and public surveys. We welcome external assessment through peer challenge, accreditation to relevant standards and the use of subject matter specialists.

There will be a range of processes in place to actively manage our performance, which will be used to improve the service provided to you.

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## Work in a fully integrated way across a range of partnerships

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**Ensuring our workforce are ready and able to provide you with the best possible service.**

### Community prevention and protection

#### Fire and Rescue fact:

Since 2006, we have made 7,668 Island homes safer by completing Home Fire Safety Checks and installing 10,365 smoke detectors.

#### Fire and Rescue fact:

Between April 2006 and March 2012, 9 people have died as a result of an accidental fire. The majority of these victims were elderly persons living on their own.

The Isle of Wight Fire and Rescue Service has continually developed to meet the increasing demands placed upon us. Since 2004 we have had a statutory duty to prevent fires and to provide information and advice. As with all organisations we have changed over time and accepted responsibility for a wide range of incidents. It is essential that we continually assess our ability to meet these demands and to also ask if we are the most appropriate Service to deal with them.

We will continue to engage with partner agencies and our communities to understand the future plans for areas, the current issues that they face and concerns relating to community safety. We are engaged with both the Health and Well-Being Board and the Community Safety Partnership with the Chief Fire Officer now Chairing the CSP, working with partners to seek innovative solutions to local problems. This involvement is a good example of where we are able to benefit from sharing our knowledge and experience of local communities. We will use this understanding, experience and intelligence to continue to shape our future plans.

The Island has a range of diverse communities and individuals with specific needs. This creates an imperative upon us to ensure that we are able to identify those who are most vulnerable to the potential and the impact of fire and other emergencies. In order to do this we continue to analyse the data that we collect relating to those who have been involved in emergency incidents, drawing comparisons with national statistics and seeking to identify trends as they develop. This analysis is contained within our Community Risk Profile (Appendix 1), a document that we have refined during the development of this plan and that will be refreshed on an annual basis to ensure that our strategies for response, protection and prevention have the necessary statistical and professional information to inform the risk assessments upon which they are based.

We gather risk information continuously, visiting premises and areas to record risk information in a database which is available to our operational crews via Mobile Data Terminals. This means that we have information relating to building design, the type of people that may be in the building and the processes that may be occurring. This information enables our officers to make informed decisions about the tactics that they will employ to deal with whatever the incident is. As a result we are able to be more efficient and effective and can enhance the levels of safety for both you and our firefighters. We must increase our capacity to gather and refresh this information as this increases safety and also informs our understanding of risk.

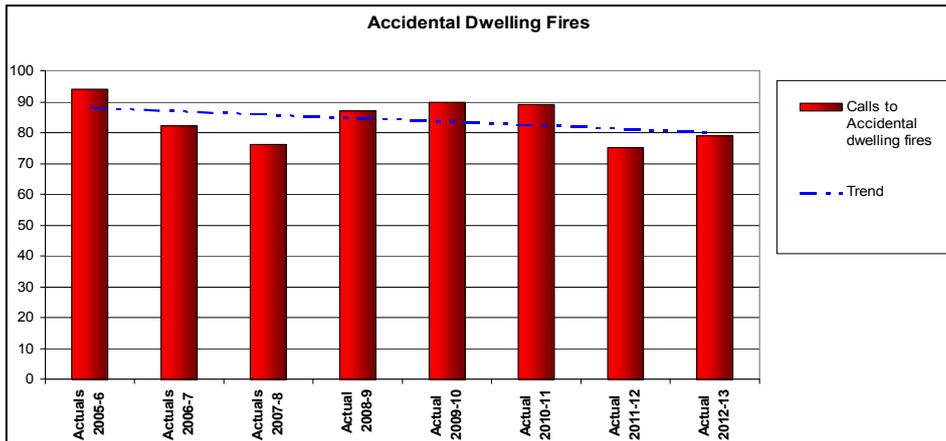
You can help us with this by providing relevant information about you or your premises and then ensuring you keep us updated when things change.

This means that we will continue to provide advice and education about the prevention of fires, being safe on the roads and other safety messages with the aim of reducing the number of fires and other incidents.



## Fire Safety

The number of accidental fires in dwellings on the Island continues to reduce; between 2001 and 2013 numbers have fallen by 46% (146 fire calls to 79). We understand that there are a wide range of factors that contribute to the risk from fire for each individual or family. Factors such as age, health and lifestyle all contribute to an individual's risk profile. Through our Home Fire Safety Check programme we are able to tailor our advice to you, taking account of factors such as whether you smoke or how you prefer to cook. To enable us to continue to develop the range of advice based upon understanding how you choose to live, we must have a greater knowledge of our communities. In order to reduce the risk for everyone, but particularly for those most vulnerable, we will continue to develop our knowledge and the ability to receive the information that will assist us.



Whilst we wish to ensure that everyone has access to advice and information we must use our resources effectively and therefore want to improve how we target our activity to those who are most vulnerable. This is linked to our ambitions regarding improving the flow and capture of information.

We already operate a referral scheme with a number of agencies, enabling our partners to highlight those who may be more vulnerable from fire and who would benefit from speaking to us. Our staff are also trained to enable them to provide referrals to other agencies when appropriate. We are a member of the Safeguarding Adults Board and support the wider agenda of Health and Wellbeing.

Our analysis of those who are most severely affected by fires reveals a number of common factors, often linked to health or age. We will continue to develop our partnerships with agencies such as the Pensions Service to enable us to reach those who may be more at risk from fire but who may not realise that themselves. Our target is to ensure that every household on the Island has working smoke detection and a fire escape plan. To date we have been able to provide and install smoke detectors at no cost to the occupier, using funds provided by central government. This funding is no longer available and we must seek alternative approaches to achieve our target.





Prevention activity is delivered both by specialist staff and by operational crews. We recognise that using a fire engine crew, who are available to respond to incidents, is not always the most appropriate way to carry out a Home Fire Safety Check or other activity where we may inconvenience you by being called away to attend an emergency incident. There is also, however, a real value in firefighters, who see the results of accidents, being able to talk with you about how you can make yourselves, your family and your community safer.

We will, therefore, continue to use operational crews to deliver prevention when it is appropriate but will also develop alternative methods for providing staff to undertake this type of activity. We will also investigate how we can further develop the use of other agencies and volunteers to help us to reach as many people as possible with vital safety advice. This model currently operates across the Island, where trained Age Concern volunteers deliver Home Fire Safety Checks on our behalf.

We understand the benefits of educating children in fire safety measures and will continue to use age appropriate material to deliver these messages. Our Firesetters scheme provides an opportunity for us to speak to young people who have shown an unhealthy interest in fire or who may already have been involved in firesetting. This scheme has been highly effective in reducing fire setting and we are committed to continuing this activity. If you feel that a young person may benefit from this intervention, please call 01983 407075.

We are very clear as to our duty in working towards the delivery of safer communities but also recognise the role that we have to play in supporting the development of stronger communities.

We are involved in a range of partnerships, both statutory and voluntary, that contribute to the development of safer communities. These include the Health and Well-Being Board and the Community Safety Partnership on the Island. This means that not only are we able to participate in the wider community safety agenda but we also form valuable links with partners, sharing information and ideas.

The role for Fire and Rescue in engaging with young people is recognised across the country. We have been proactive in this regard, developing the Local Intervention Fire Education (LIFE) Course aimed at young people identified by Island school, the Youth Offending Team and partners, who are considered at risk of becoming involved in anti-social behaviour and crime.

The course gives them the opportunity to develop practical, as well as social skills through a number of different tasks including, the use of hoses and water jets, first aid, breathing apparatus and road traffic collision procedures. The young people also learn about the importance of team work, respect and understanding the consequences of breaking rules and anti-social behaviour.

By immersing themselves into the role of a firefighter, the young people are given a valuable insight into a rewarding and enjoyable career, and a renewed purpose for continuing their education. LIFE instructors also work alongside Police and Ambulance colleagues to show the young people that the skills acquired during the course could be applied to a range of different professions.



This course is highly valued by all who are involved or who have seen the results and we wish to maintain the delivery of the scheme. This requires us to ensure that we can provide the appropriate number of staff and also ensure that we are able to provide the necessary funding.

We use the [national fire campaigns](#) as a basis for delivering messages relevant to our own communities. An example of this is our focus on fires involving cooking, which is a common cause of accidental fires in Island homes. Our prevention activity is tailored to meet the risk that our communities face and we will continue to analyse our incident data to ensure that we focus on those risks.

Changes to staff working arrangements will provide the opportunity to change the way we deliver our community safety activity. This will be part of a planning process that will balance the needs of our staff for training and development and the requirement to increase the amount of risk information that we are gathering.

There are over 6,000 commercial premises on the Island including prisons, hospital, care homes and businesses and we are responsible for enforcing Fire Safety legislation in all public and commercial buildings through the Regulatory Reform (Fire Safety) Order 2005.

We also safeguard the public at events through the Isle of Wight Act 1971, such as the Isle of Wight Festival and Bestival.

We will continue to develop our policies and procedures to achieve better regulation for the business community, especially in relation to fire safety law. In doing so we will work closely with our statutory and other partners to reduce the burden of regulation on businesses.

We will continue to engage with businesses to provide education and advice whilst taking appropriate enforcement action where there are serious problems.

Our operational data gathering programme provides pre-planned risk information for crews attending incidents. We will continue to gather information on premises that pose the greatest risk to fire-fighters, the community and the environment.

The benefit of Automatic Water Suppression Systems, for both life and building safety, is proven, and we will promote their use throughout the Island. This is not just in commercial or public buildings but also in relation to residential sprinklers.

The ability of automatic fire detection systems to provide early warning in the case of fire is well documented. Improvements in system design and our call challenge procedures have reduced our attendance at false alarms. We will seek to further enhance our procedures in light of national guidance.

We will maintain a 24/7 response capability to deal with complaints relating to protection fire safety.

#### **Fire and Rescue fact:**

Since 2011 fire safety officers have complete 554 audits of business premises and 299 building regulations and licensing consultations.

## Arson and Fire Investigation

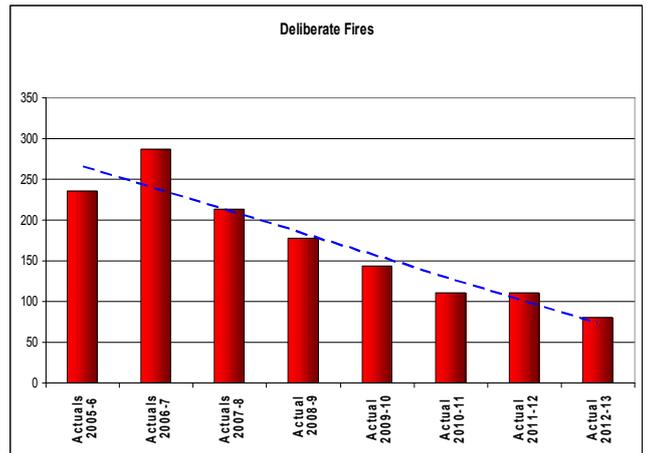
Arson is the deliberate setting of a fire to cause damage to property and is a criminal offence. The IWFRS has created a specialist Arson Task Force to tackle the affects of deliberate fire setting on the Island. A reduction in deliberate fires of 66% has been achieved from 2005 to 2012. This has been achieved through education, prevention, investigation and the detection of offenders, many of whom are then prosecuted by Police.

The team works in partnership with Hampshire Police to continue reducing the occurrence of arson on the Island.

### Fire and Rescue fact:

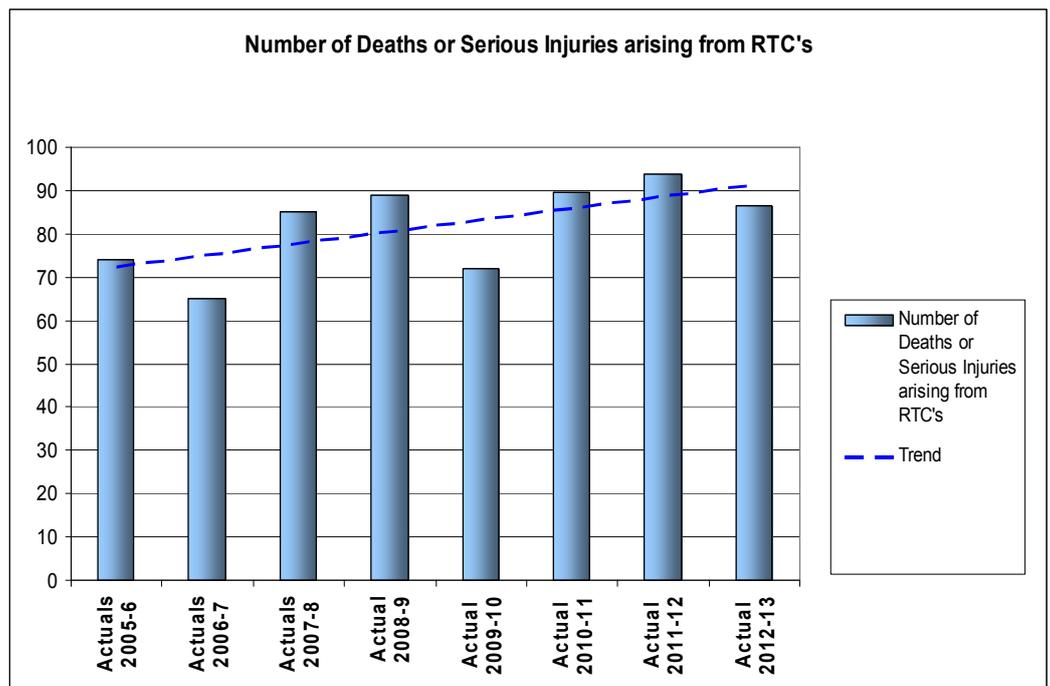
Safe Drive, Stay Alive and Head On have been seen by 4783 young people at 13 performances since 2011.

We have a legal requirement to investigate the cause of all fires and, where necessary, we use specialist fire investigation officers and Fire Investigation Search dogs if needed from the mainland. The results of fire investigations are used for prevention and education by identifying technical or human factors that may have contributed to the fire in the first place. Investigations on the Island have led to the identification of specific vulnerable groups, where fire safety advice should be targeted.



## Road Safety

We recognise the significant risk posed from road traffic collisions for those who travel on the Island. From 2005 to 2013 a total of 655 people were reported as killed or seriously injured in road collisions on the Island. This is a 16% increase.



Responding to this type of incident is part of our statutory duty and we also have a part to play in reducing the number of incidents and of those who are killed or injured. We particularly focus on young drivers, who are statistically at far greater risk (33% of all fatal casualties since 2005 were between 16 and 24 years old). We will continue to work with key partners in delivering road safety messages, for example by continuing to deliver Safe Drive Stay Alive and Head On are hard hitting events that explore the impacts and consequences of road accidents through the eyes of those who have been affected. Delivering a show of this standard to over 1,900 young people every year is a significant challenge that relies on the commitment of all of the partners involved. Academic research and the fact that this model has been adopted across the country are testimony to the effectiveness of this event.

Our challenge is to maintain the standards that our event has achieved and also to explore how to provide further advice and education to those who have attended. We will continue to seek the funding required to enable this event to continue.

### **Target Audience – Vulnerable People**

We have found that our target audience for our fire safety prevention work, who we feel are more vulnerable to the risk from fire, are often the hardest to reach. They may be single parent families, people affected by physical or mental impairment, people for whom English is not their first language, older people or the very young, for example.

We know other agencies will often work with these people and may be in a better position to pass on essential information to help keep them safe. There is much good practice already underway on the Island using partnership working to maximise the reach and effect of prevention work. Examples of this include work with the voluntary sector, such as Age Concern with home fire safety checks.

We want to keep expanding such schemes, where they provide value, to make best use of the time and limited resources available within each of the organisations.

### **Delivering localism to make the Island a better place to be**

We make a number of contributions to the Island over and above our core duties. We understand the value that we are able to add to our communities, working with partners to address issues that are not directly related to fire and rescue. The challenge that this presents us is to balance the expectations of our partners and the public to deliver a greater range of activity against the delivery of those core duties whilst ensuring that we continue to provide value for money.





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## Manage risk within our communities

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**Ensuring that we provide a balanced, efficient, affordable and resilient fire and rescue service.**

### Protect the natural and built environment

To provide the best possible service to our community we must have a comprehensive understanding of the risks that we face and of what our communities expect from us. We have a number of statutory duties to fulfil and want to be certain that the way we meet those duties is in line with your expectations.

The Island also has many buildings that are deemed to be of special architectural or historical interest. These buildings may also house items of importance, such as artwork or documents and we develop plans with those responsible for these buildings to ensure that we are able to respond appropriately to incidents that threaten these buildings or their contents.

The need for us to be able to provide the appropriate response to the various types of commercial premises on the Island is apparent, and we will continue to gather the information we require and to plan our response with businesses where appropriate.

The Island has a prized landscape, including beaches woodlands and heathland. The availability of open spaces for leisure and agriculture all contribute to the Islands environment and economy.

With this landscape comes the risk of wildfire, and we have experienced severe fires at several important sites in the past. These fires can have a devastating effect on animals and plant life, taking years to regenerate if not lost completely. We continue to develop strong partnerships across the region to increase the range and scale of the prevention work that we do but also to ensure that we have the capacity and capability to respond to what are often our largest incidents.

We respond to life safety incidents in or on the water, with specially trained water rescue operators. Whilst responding to flooding is not part of our statutory duty, we have the capability to assist partner agencies at wide scale flooding, with a range of specialist equipment available.

To deal with specialist type incidents we have a number of 'special appliances' that we operate. These are vehicles that are designed for a specific purpose, and include our Aerial Ladder Platforms. These vehicles are currently crewed by firefighters who would otherwise be on a fire engine. This means that if a special appliance is needed we lose the use of the fire engine that the crew have come from. We will review the location of our special appliances and explore alternative methods for crewing them, particularly when an immediate response is not vital.

We have been clear in stating that not all of our fire stations are in the right locations; they have not changed for several decades and as a consequence do not necessarily match the risk or the needs of a modern fire and rescue service.

We want to provide a more balanced level of emergency cover and prevention activity across the Island. At the moment we do not do this as effectively as we would wish and we have identified areas where we need to improve.



Achieving a more balanced level of emergency response cover is not just about spreading our resources evenly, as this would not take into account factors such as population density, predicted development and volume of incidents. Another significant element of our planning is the need to ensure that we are able to respond effectively to road vehicle collisions, as this is a significant cause of death and injury on the Island. The distribution of this type of incident is wide-spread and provides the counterbalance to positioning all of our resources around population clusters. The optimum location of fire stations is therefore assessed based upon a complex set of factors, including travel times, historical incident data and risk assessment.

Using detailed research, emergency response ‘modelling’ and professional judgement we have developed a long-term strategy to change the deployment of our fire engines.

The Islands existing fire stations are located where they are for a variety of historical reasons. If we were able to start the fire and rescue service again many of these locations would change. Of course this is not practical or achievable. We are therefore looking at this issue in two distinct phases;

Firstly, improving how we deliver your fire and rescue service from our existing locations.

This means changing the way fire engines are crewed at our existing stations. Our ambition is to provide a balanced level of cover to ensure that you receive an appropriate response wherever you are on the Island and whatever your emergency is. Providing emergency response cover in this way also provides the capacity to increase the prevention activity in areas where we have not been able to deliver this to the levels we would wish.

### **The 2020 vision for fire engines**

The second phase is our longer term ambition to build new stations in more appropriate locations. This is dependent upon a number of factors, including site availability, planning restrictions and finance. We will also review the impact of any changes to fire cover that are made and will include that learning into future proposals. We want to be a flexible organisation that can adapt to change effectively, ensuring a suitable and sufficient service is always provided.

It will be this second phase of changes that provides the opportunity to improve our first fire engine response time to particular areas of the Island. Due to the complexity of the factors outlined above, we cannot be explicit about where we think our fire stations will be and we are mindful that other opportunities to change may arise. However our current aspirations include the following:

- A Day Crewed fire engine based in the Lake area. This would impact on the fire stations currently based at Sandown and Shanklin.
- A new fire station and Headquarters in the Newport area.
- A new fire station in the Ventnor area.

Naturally if any of these aspirations move towards reality the appropriate process will be followed, which will include public consultation and we look forward to receiving your views on these issues in due course.

Using detailed research, emergency response ‘modelling’ and professional judgement, we have developed a long-term strategy to change the deployment of our fire engines.

## Supervision and specialist knowledge

Emergency response is not just provided by personnel based at fire stations, enhanced supervision and more specialist knowledge are also important in the safe and effective resolution of incidents. This may be officers to take command of larger or more complex emergencies or to undertake specialist roles such as fire investigation or the provision of hazardous materials advice. The staff who undertake these roles are the middle and senior managers of the Service.

To support the review of our management structure as outlined above we will work with neighbouring Fire and Rescue Services to scope how we can share these staff to support incidents effectively and improve efficiency. The ability to operate in this way will be enhanced through the work to introduce common operational procedures within the south east.

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## Our 2020 outcomes

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This plan has provided in depth detail regarding our vision and ambitions for the Isle of Wight Fire and Rescue Service. As you have read through the plan you will have seen the specific outcomes that we require for our priority areas. These outcomes all contribute to the achievement of our 2020 Outcomes as described at the start of this document.

**By 2020 we will have:**

### Outcome 1

**Revised and achieved our risk based response standards.**

We will be responding to incidents as quickly as possible, sending the most appropriate response. Our standard is based upon the arrival of fire engines with crews of five firefighters and applies across the Island. This does not mean that on occasions we will not crew fire engines with four firefighters, however this will only be to ensure our operational resilience is not compromised.

We will continually monitor our performance against our standard and report this performance on a regular basis.

### Outcome 2

**Matched resources to levels of risk.**

We will be ensuring the most efficient use of our resources increasing the capacity for training, risk information gathering and prevention work, in addition to providing an additional emergency response resource when required.

### Outcome 3

**Created capacity through more flexible working arrangements to further improve firefighter and community safety.**

We will continue to improve the training and development provided to our staff. This will address the issues presented by the reducing number of incidents and the increasing range and complexity of the incidents that do occur. The capacity created will also enable us to continue the development of our community safety activity, working with communities to make them safer.

Our staff will operate within a variety of shift patterns, offering the flexibility required by the Service whilst meeting the needs of individuals and encouraging as diverse a workforce as possible.

### Outcome 4

**Increased the use of volunteers to support our work with communities.**

Volunteers will support us across a number of activities, including identifying and supporting vulnerable groups and individuals. Volunteers will also continue to assist our emergency response, providing invaluable support to firefighters and those affected as a result of an emergency.





### **Outcome 5**

**Developed resilient response arrangements on the Island, for all calls for assistance.**

We will be responding to genuine emergencies, ensuring that public safety is never compromised. We will also be guiding people to the most appropriate solution to their situation if we are not required.

### **Outcome 6**

**Improved the provision and use of our assets including property with other partners.**

We will be operating from suitably located fire stations that provide an appropriate working environment. We will be sharing buildings with others where appropriate and offering improved access to the public and partners.

### **Outcome 7**

**Further developed our working arrangements with other key partners to help deliver an excellent service.**

Through increased partnership working we will be continuing to deliver a wide range of community safety activity, targeting those most vulnerable whilst offering advice and support to all in support of the wider Health and Well-Being agenda on the Island.

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## Closing statement

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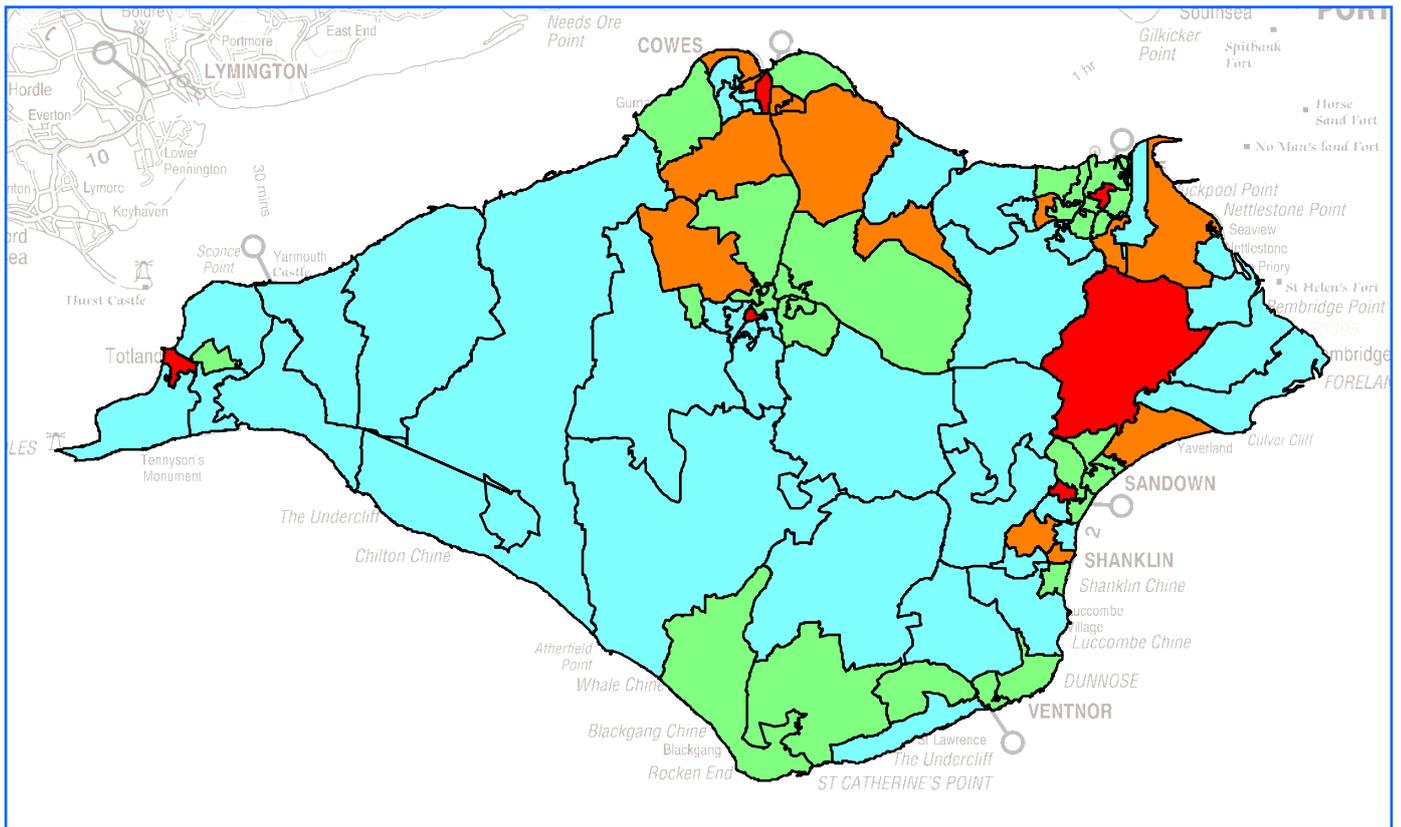
This Integrated Risk Management Plan has outlined the significant changes required to ensure that we are able to maintain the delivery of a quality fire and rescue service for the Island. The approval of the plan by the Fire and Rescue Authority provides me, as Chief Fire Officer, with the mandate to deliver these changes whilst remaining accountable for our ongoing performance.

I have the support of a Fire and Rescue Authority that recognises the challenges that we face and confidence in my staff who are ready and able to meet those challenges. We will also continue to listen to our stakeholders, ensuring that the views of all concerned are considered as we progress through our programme of change. The achievement of our own ambitions will contribute significantly to the wellbeing of the Isle of Wight and must be achieved through partnership, working with you, to make the Island safer.

**Steve Apter**  
**Chief Fire Officer**

We will continue to listen to our stakeholders, ensuring that the views of all concerned are considered as we progress through our programme of change.

# Appendix 1—Community risk profile



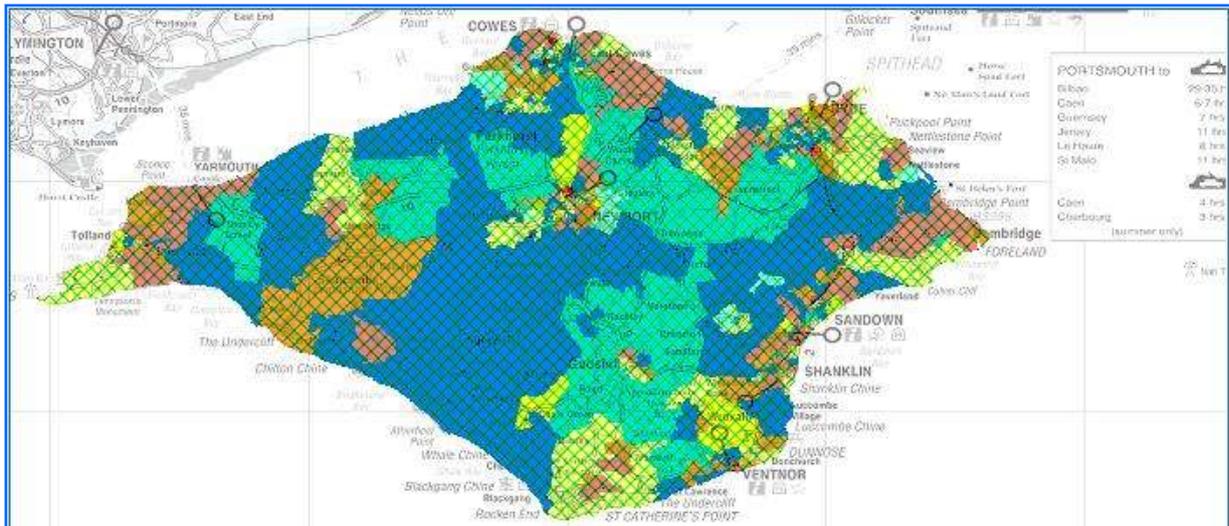
Dwelling Fire Rate (per SOA)							
Calculation	Description	Banding		Risk Category	Risk Score	Look up test	Score
		From =	To <				
Number of Dwelling Fires	<1 in 800	0.000000	0.001250	Low	2	0.003	8
	Number of Dwellings	Between 1 in 600 and 1 in 800	0.001250	0.001667	Lower Medium	4	
(Averaged over 3 years)	Between 1 in 400 and 1 in 600	0.001667	0.002600	Upper Medium	6		
	Between 1 in 300 and 1 in 400	0.002600	0.003334	Lower High	8		
	Between 1 in 200 and 1 in 300	0.003334	0.005000	Upper High	10		
	>1 in 200	0.005000	1.000000	Very High	12		



Dwelling Fire Casualty Rate (per SOA)							
Calculation	Description	Banding		Risk Category	Risk Score	Look up test	Score
		From =	To <				
<b>Number of Casualties/ Fatalities</b>  Number of Residents  (Averaged over 3 years)	<1 in 800	0.000000	0.002000	Low	2	0.0002858	6
	Between 1 in 600 and 1 in 800	0.002000	0.002858	Lower Medium	4		
	Between 1 in 400 and 1 in 600	0.002858	0.005000	Upper Medium	6		
	Between 1 in 300 and 1 in 400	0.005000	0.006680	Lower High	8		
	Between 1 in 200 and 1 in 300	0.006680	0.010000	Upper High	10		
	>1 in 1000	0.010000	1.000000	Very High	12		

FDR1 Non Dwelling Fire Rate (per SOA)							
Calculation	Description	Banding		Risk Category	Risk Score	Look up test	Score
		From =	To <				
<b>Frequency of FDR1 fires in buildings other than dwellings</b>  (3 year period)	Less than 2	0	2	Low	2	1	2
	2 to <3	2	3	Lower Medium	4		
	3 to <4	3	4	Upper Medium	6		
	4 to <6	4	6	Lower High	8		
	6 to <9	6	9	Upper High	10		
	9 or more	9	1000	Very High	12		

Index of Multiple Deprivation (per SOA)							
Calculation	Description	Banding		Risk Category	Risk Score	Look up test	Score
		From =	To <				
<b>IMP 2004 score most recent</b>	IMD2004 Score <11.25	0.00	11.25	Low	2	19.99	8
	IMD2004 Score 11.25 and <14.8	11.25	14.80	Lower Medium	4		
	IMD2004 Score 14.8 and <19.5	14.80	19.50	Upper Medium	6		
	IMD2004 Score 19.5 and <24.7	19.50	24.70	Lower High	8		
	IMD2004 Score 24.7 and <33.8	24.70	33.80	Upper High	10		
	IMD2004 Score >33.8	33.80	1000.00	Very High	12		



	<b>Very high rented and lone pensioners</b>
	<b>Very high rented</b>
	<b>Very high lone pensioners</b>
	<b>High rented and lone pensioners</b>
	<b>High rented</b>
	<b>High lone pensioners</b>
	<b>Medium rented and lone pensioners</b>
	<b>Medium rented</b>
	<b>Medium lone pensioners</b>
	<b>Low rented and lone pensioners</b>
	<b>Low rented</b>
	<b>Low lone pensioners</b>
	<b>Very low rented and lone pensioners</b>



## Appendix 2—Performance framework

SCORECARD	Objective	Performance Indicator	Strategic Lead	Measure Owner	Target	
COMMUNITY	Save lives and reduce injuries Remains set at 0	ANI 49b Fatalities due to Primary Fires	Head of Community Risk Management	Community Prevention and Protection Manager	0	
		ANI 49c Injuries due to Primary Fires	Head of Community Risk Management	Community Prevention and Protection Manager	5	
		CFOA A4 (CS 11b) RTC (Police data) - Number of people Killed or Seriously injured in all RTC's	Head of Community Risk Management	Community Prevention and Protection Manager	80	
		RTC (Police data) – Number of children killed or seriously injured in road traffic collisions (under 18 years of age)	Head of Community Risk Management	Community Prevention and Protection Manager	15	
	Protect the natural and built environment	ANI 49a All Primary Fires attended	Head of Community Risk Management	Community Prevention and Protection Manager	17	
		All Secondary Fires attended	Head of Community Risk Management	Community Prevention and Protection Manager		
PEOPLE	Competent and healthy workforce	CFOA A5 (HS 2a) RIDDOR accidents recorded in Accident Book – All Personnel	Head of Operations	Health and Safety Officer	4	
		CFOA A5 (HS 2b) Accidents resulting in injury with less than 7 days absence – All Personnel	Head of Operations	Workforce Planning Manager	12	
		CFOA C2 (ABV 12ii) Shifts lost due to sickness absence by all staff (not including retained)	Head of Operations	Workforce Planning Manager	6	
		HS 5 RDS Calendar Days lost due to sickness absence	Head of Operations	Workforce Planning Manager	15.2	
PROCESS	Community prevention and protection	CFOA A2 (OP 9) Malicious calls (attended and not attended)	Head of Community Risk Management	Technical Fire Safety and Enforcement Manager	3	
		CFOA C1 (BV 209iii) %age of fires attended in dwellings where no smoke alarm was fitted	Head of Community Risk Management	Technical Fire Safety and Enforcement Manager	25%	
		%age of fires attended in dwellings where smoke alarm was not working	Head of Community Risk Management	Community Prevention and Protection Manager		
		Number of properties with more than one attendance to false alarms caused by automatic fire detection apparatus - BV 149ii	Head of Operations	Technical Fire Safety and Enforcement Manager	63	
		Percentage of home fire safety checks completed for vulnerable households CXFOA B1 (CS2b)	Head of Operations	Community Prevention and Protection Manager	63%	
		Emergency Response	CFOA D2a (OP 3c) Percentage of incidents which met our response standards for fire cover - Attendance Time	Head of Operations	Intelligence and Risk Manager	80%
			CFOA D2b (OP 7c) Percentage of RTC Attendance achieving Response Standard.	Head of Operations	Intelligence and Risk Manager	80%
	Number of mobilising failures of available appliances	Head of Operations	Intelligence and Risk Manager			
RESOURCE	Deliver efficient and effective services	CFOA C5 (OP3k) Percentage of time RDS pumping appliances are available	Head of Operations	Intelligence and Risk Manager	85%	
		CFOA A3 Economic cost of fire £ million	Deputy Chief Fire Officer	Intelligence and Risk Manager		
		Economic cost of RTC £ million	Deputy Chief Fire Officer	Intelligence and Risk Manager		