



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

**2009  
2014**

***ENSURING COMMUNITIES FEEL SAFER***





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## We welcome your comments

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It's your fire and rescue service, have your say!

If you live, work, or visit the Island your views on this plan are important to us. If you have any comments on this plan, or would like to receive further information about the service, please contact us at the following address or visit our website [www.iwfire.org](http://www.iwfire.org).

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*Councillor Barry Abraham, cabinet member for fire modernisation and Paul Street, chief fire officer*



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## Foreword

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We have great pleasure in presenting *ensuring communities feel safer*, our Integrated Risk Management Plan (IRMP) for 2009 to 2014. This plan builds on the good work already undertaken by the fire and rescue service to reduce risk and details the improvements that will be achieved over the next five years.

Since the last IRMP, your fire and rescue service has undergone vast transformational change where we have focused our activities towards those communities that are most vulnerable. We, as a service and a fire and rescue authority, recognise that continual improvement requires a shift in traditional emphasis of activities and a flexible workforce that is highly trained, well equipped and prepared to embrace the requirements of an ever-changing role.

Securing a safer community will not be achieved in isolation. We will continue to work in partnership, particularly with the public sector and voluntary organisations, in the south east region and nationally to reach the needs of all members of our community.

The main purpose of this IRMP is to ensure that we work together to prevent incidents occurring by protecting the natural and built environment to ensure they are safe from fire, or during a fire to provide quick and efficient means of escape, and that our response to incidents is fast.

The period ahead is one of change. Modernising the fire and rescue service will improve public safety and enhance efficiency and effectiveness. We are responsible for assessing risk and putting in place the right resources, for example fire stations and firefighters, to ensure our community remains safe. Modernising means securing additional investment and using our resources, such as firefighters and stations, differently to provide a service which meets the needs of the community we serve. Providing fire stations which are 'fit for purpose' and located in the right place along with maintaining adequate fire cover to meet the needs of our community are essential.

This IRMP outlines our strategic service objectives, over the next five years, which we will deliver to meet our aim of ensuring communities feel safer.



*Councillor Barry Abraham  
cabinet member for fire modernisation*



*Paul Street  
chief fire officer*



## What is an Integrated Risk Management Plan?

Each fire and rescue authority has to produce a strategic plan which reflects up-to-date risk information and explains how it intends to reduce those risks. It's about improving public safety, reducing the number of emergency incidents and saving lives.

Our plan explains how we will work towards ensuring communities feel safer.

This five year plan will be regularly reviewed and revised and is subject to an equality impact assessment which measures the effect on different groups in our communities, to prevent discrimination and promote equality to ensure everyone receives a quality service which meets their needs.

We have been collecting and analysing robust data for several years and can now identify areas and people who are most at risk. We believe that by working with our partners we can dramatically reduce those risks, but to do so we will also have to radically change the way we deliver our services.

The plan explains how we, in partnership with others, intend to reduce the risks within our community and workforce over the next five years. We have developed strategic service objectives under the headings of community, process, resource and people, as shown in Figure 1 – strategic objectives.

Figure 1 – Strategic Objectives



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## What does the Fire and Rescue Service do?

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The fire and rescue service responds to emergencies from ten fire stations, deploying a fleet of 16 fire engines and 11 specialist vehicles, enabling it to tackle significant risks across the Island; including a broader role in different types of rescue.

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The service headquarters in Newport accommodates personnel dedicated to:

- governance and improvement
- operations and resilience
- prevention and protection.

### **Governance and Improvement**

The service is continually driving improvement to raise standards and provide value for money. This function ensures that everything we do complies with statutory regulations and we strive to introduce best practice wherever appropriate. We work in areas such as audit and inspection, improvement planning, partnership and resource planning and finance and performance management.

### **Operations and Fire Resilience**

Ensures effective emergency response arrangements are in place to achieve public and firefighter safety, which relies on gathering risk information and making it readily available to operational crews.

### **Prevention and Protection**

This area is about improving the safety of people who work live and visit the island. Prevention is better than cure is certainly relevant to our work in preventing fires and other emergencies occurring. However, where there are fires in buildings we need to ensure that people inside have a safe means of escape and that the building is maintained to delay fire spread which, in turn, protects our firefighters. We achieve this through a combination of education, legislation and enforcement.

Newport fire station also incorporates the Fire Control Centre which handles 999 calls and workshops which maintain the emergency fleet. The Service Learning and Development Centre in Ryde is a purpose built training centre that provides practical and classroom based training for staff and partners.

Since 2004, the fire and rescue service has been able to collect and analyse data and use this to complement its approach to reducing risks. The extent of prevention and protection activities have increased year on year and emergency response standards have been refined and further improved. An example of this is the correlation between the number of home fire safety checks and a reduced number of fires in homes.

Further information on the fire and rescue service can be found at [www.iwfire.org](http://www.iwfire.org)

### **The Fire and Rescue Authority**

The fire and rescue authority consists of 40 elected councillors who are responsible for the fire and rescue service and, as such, must ensure that the best possible service is available to those who work, live and visit the Island.

*Further information on the Eco Island vision can be found at [www.eco-island.org.uk](http://www.eco-island.org.uk) and information on the Isle of Wight Council can be found at [www.iwight.com](http://www.iwight.com)*



In doing so they must take account of local risks, legal obligations, affordability, as well as value for money. The fire and rescue authority also has to take account of the issues relating to the Island being separated from the mainland.

These responsibilities are set out in the Fire and Rescue Services Act 2004, which broadly requires the provision, training and equipping of a fire and rescue service to carry out the following:

- Fire fighting
- Fire safety
- Rescuing people from road traffic collisions
- Emergency incidents (other than fires and road traffic collisions)

The fire and rescue service is responsible for emergency management for the Isle of Wight and is designated a Category 1 Responder under the Civil Contingencies Act 2004.

The fire and rescue authority is also responsible for enforcing fire safety law in public and commercial buildings through the Regulatory Reform (Fire Safety) Order 2005.

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## How we work in partnership?

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The Island Strategic Partnership has a vision to become a world renowned ‘Eco Island’, with a thriving economy and a real sense of pride, where residents and visitors enjoy healthy lives, feel safe and are treated with respect.

The Eco Island vision has five themes:

- Thriving Island
- Safe and well-kept Island
- Delivering better services
- Inspiring Island
- Healthy and supportive Island

The Isle of Wight Council has begun a process of delivering better services that will, over the lifetime of this plan, change the way we operate and deliver our service. The overall aim of a modern council is to ensure we provide excellent services to residents, businesses and visitors in the most efficient and cost effective way.

The fire and rescue service is committed to the ‘Eco Island’ and ‘modern council’ aims and contributes to a number of the National Indicators (NIs).

Table one shows how the service contributes to the NIs within the Island Strategic Partnership’s Local Area Agreement.

**Table 1 – Fire and rescue service contribution to the local area agreement**

	National Indicator	Examples of fire and rescue service contribution
NI5	Overall general satisfaction with local area.	Prevention of arson (abandoned cars, rubbish fires, fires in buildings) so as to improve local community environment.
NI19	Rate of proven re-offending by young offenders.	Working with young people, for example, LIFE Scheme.
NI47	People killed or seriously injured in road traffic accidents.	Road traffic collision prevention and response activities.
NI48	Children killed or seriously injured in road traffic accidents.	Road traffic collision prevention and response activities.



## How will we ensure communities feel safer?

The fire and rescue service has developed its strategic service objectives for 2009 to 2014 using the four perspectives – community, process, resource and people – found within a balanced scorecard. A balanced scorecard links performance to strategy and enables the service to measure its progress.

Table 2 – Strategic service objectives and outcomes

Community (CO)			Process (PR)		
Objective	Outcome		Objective	Outcome	
<b>CO1</b> Ensure communities feel safer	CO1.1	Increased community confidence in service.	<b>PR1</b> Community protection	PR1.1	Robust and effective understanding of community risks.
	CO1.2	Residents feel safer from the risks of fire in their home.		PR1.2	Services 'shaped' to meet and control community risks.
	CO1.3	People feel safer from the risks of fire in the workplace.	<b>PR2</b> Emergency response	PR2.1	Improved assessment and appropriate response to incidents.
	CO1.4	Visitors feel safer from the risks of fire in their accommodation.		PR2.2	Resilient service able to deliver against community risks.
	CO1.5	Residents and visitors feel confident with the service.		PR2.3	Continuation of core business under exceptional circumstances.
<b>CO2</b> Save lives and reduce injuries	CO2.1	Reduced deaths and injuries.	<b>PR3</b> Incident prevention	PR3.1	Enhanced understanding of community risks through shared information.
	CO2.2	Reduced fires, road traffic collisions and other emergencies.		PR3.2	Improved service delivery through shared resources.
	CO2.3	Improved prevention through education.			
<b>CO3</b> Protect the natural and built environment	CO3.1	Improved protection through enforcement.	<b>PR3</b> Incident prevention	PR3.2	Improved service delivery through shared resources.
	CO3.2	Reduced environmental incident impact.			
	CO3.3	Safeguard our natural and built heritage.			
	CO3.4	Reduced environmental impact from premises, vehicles and business processes.			
Resource (RE)			People (PE)		
Objective	Outcome		Objective	Outcome	
<b>RE1</b> Priorities drive resource allocation	RE1.1	Service delivery resourced to strategic service objectives.	<b>PE1</b> Competent and healthy workforce	PE1.1	Reduced accidents and injuries in the workplace.
	<b>RE2</b> Manage resources	RE2.1		Effective service that provides value for money.	PE1.2
RE2.2		Efficient governance and commissioning to deliver community outcomes.		PE1.3	Effective and efficient workforce.
RE2.3		Effective management of natural resources, physical assets and people.	<b>PE2</b> Match our workforce to our needs	PE2.1	Workforce delivers services to meet the needs of the community.

## Community

### **CO1: Ensure communities feel safer**

The fire and rescue service aims to ensure the community feels safer and will do this by reducing risk in the community so that people who live on, work on or visit the Island feel safer.

We are committed to community-focused service delivery, and having an in-depth understanding of needs and expectations enables us to design service delivery to meet those expectations.

Strategic leadership, through the Island Strategic Partnership, will strengthen partnership working by improving the services the community receives. The alignment of services provided by a number of agencies will address issues such as community safety, health and community cohesion. Work within the Crime and Disorder Reduction Partnership will continue to be instrumental in increasing community confidence.

### **CO2: Save lives and reduce injuries**

Every year there are more than 50,000 accidental house fires in the United Kingdom resulting in around 300 deaths and 11,000 people injured.

On the Isle of Wight there was an average of 82 accidental dwelling fires each year over the past three years, resulting in one death each year over the same period. Our injury figures are low – six in one year being the exception. In addition to this, we attended around 100 road traffic collisions each year.

The fire and rescue service will continue to work in partnership to help prevent deaths, injuries and damage to property and to strengthen resilience and capacity to deal with major emergencies. We will continue to proactively focus on fire prevention to protect the community from a wide range of risks, such as road accidents, floods and other civil emergencies.

### **CO3: Protect the natural and built environment**

By working with partners and engaging with the community we will protect the natural and built environment to ensure the Island's social, economic and environmental sustainability. For example, working relationships with the Environment Agency help to reduce or mitigate the impact of flooding. Firefighters understand how their actions at incidents can safeguard the environment, whilst at the same time undertaking their principal role of saving life.

The service is committed to contributing to the achievement of a low carbon economy by working with partners to reduce carbon emissions. It will support this by minimising the environmental impact from premises, vehicles and business processes.



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## Process

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### **PR1: Community protection**

The fire and rescue service will continue to enforce fire safety regulations for non-domestic premises, as well as auditing, providing advice and working with responsible persons to make improvements where necessary. Under its statutory duty to enforce the provisions of the Regulatory Reform (Fire Safety) Order 2005 we will ensure those responsible for fire safety understand their legal duty to carry out fire risk assessments and put in place the necessary fire precautions to reduce or control the risk.

Fire protection measures will continue to be critical in risk reduction. The service has an important role in protecting people in their homes and communities, through its expertise and influence in coordinating and co-operating with other partners in protection. This includes working with the council's building control department, as well as working with social housing providers to target the most vulnerable households with appropriate risk reduction strategies.

We will continue to promote a better understanding of how fire protection measures can reduce the risk to life and limit the detrimental impact of fire on the environment and the economy through its role in providing fire safety advice to the business community.

### **PR2: Emergency response**

Having in place effective emergency response arrangements is critical for both public and firefighter safety. The training and development of firefighters, the provision of accurate risk information and the balance between prevention, protection and response are essential components for an effective fire and rescue service.

The service has robust improvement planning processes, which includes self-assessment and peer review to provide crucial support in delivering improvement and embedding and sharing notable practice. Greater collaboration and joint working will increase the improvement of effectiveness and efficiency in the delivery of both response and prevention services.

Effective arrangements for gathering risk data will ensure information is readily available to operational crews. This includes an effective audit and review system to ensure that the information is current and in the required format.

We are, and will continue to be, proactive in reducing the number of false alarms, which will enable us to utilise our resources more effectively thus providing a more appropriate and better targeted response.

With our partners, the service will extend existing successful initiatives and develop new approaches to meet the needs of its community. For example the co-responder scheme is an innovative way of working with the Ambulance Service, which has saved many lives.

As a Category 1 responder within The Civil Contingencies Act 2004, the service is required to assess, plan and advise in relation to emergencies. By working with our Emergency Management Team, and a range of partners such as the Environment Agency and Maritime Coastguard Agency and others within the Hampshire and Isle of Wight Local Resilience Forum, the service will strengthen its planning arrangements to provide an appropriate level of cover during any period of emergency, liaising as necessary with other relevant organisations. This will involve ensuring the availability of all necessary vehicles, equipment, training and support together with arrangements for raising public awareness and vigilance in respect of safety issues.





### **PR3: Incident prevention**

The service's prevention work directly contributes to the reduction in fire deaths and deliberate fires as well as reducing road traffic collisions.

The service has embraced the home safety check initiative and this continues to be a focus of our work. High importance is placed on the installation of smoke alarms, which has been instrumental in saving lives and continues to be a key role for the service. Fire prevention programmes will remain at the heart of our work and we will seek to influence community understanding and behaviours of, for example, the elderly, people with disabilities, people from ethnic minorities, those living in poor quality housing, drug and alcohol users and those involved in crime and disorder, to ensure the effectiveness of prevention programmes in reducing deaths and injuries. The service will also support local decision-making to ensure services are delivered that meet the needs of the community.

Deliberate fires continue to be a significant problem and the service will continue to work through the Crime and Disorder Reduction Partnership and the Arson Task Force in reducing arson and deliberate fires. Our work with young people on education and intervention contributes towards the Council's children and young people's strategy.

The fire and rescue service will actively promote the national Fire Kills campaign, which is a successful way of delivering fire prevention messages. This includes delivering the message at high profile events such as the Isle of Wight Festival, Bestival and Cowes Week.

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## Resource

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### **RE1: Priorities drive resource allocation**

The fire and rescue service manages its finances in order to deliver value for money. We will achieve this by efficient financial planning to deliver the service and ensure sound financial health. This involves engaging local communities and other stakeholders in the financial planning process to ensure the strategic service objectives drive resource allocation.

### **RE2: Manage resource**

The service will have an improved understanding of its costs and performance to maximise efficiency, resulting in reliable financial reporting which meets the needs of internal and external stakeholders.

We will promote and demonstrate the principles and value of robust governance arrangements to ensure services commissioned provide value for money and deliver effective outcomes for local people, particularly when working with our partners. Decisions will be based upon relevant and reliable information which will strengthen performance management. The appropriate allocation of resources is dependant upon effective risk management and sound systems of internal control, including internal audit, to ensure successful service delivery.

Managing natural resources, physical assets and people is critical to meet current and future needs. This will involve managing performance to reduce detrimental impact on the environment and working with partners to manage environmental risks effectively.





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## People

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### **PE1: Competent and healthy workforce**

In order to deliver services which meet the needs of the community, the service will recruit people with the right qualities and attributes and develop their skills by providing support. We will ensure they are valued, treated fairly, with respect and provided with equality of opportunity to progress.

We are fully committed to the national equality and diversity strategy and will continue to promote these principles. With strong leadership, service delivery, employment practice and dissemination of good practice, equality and diversity will be fully integrated into all aspects of the service.

It is recognised that healthy industrial relations are key to forming and sustaining a modern fire and rescue service. We achieve this by ensuring staff are represented and engaged in decision making and by communicating regularly with representative bodies on matters affecting its workforce.

Training and development will continue to be an integral part of ensuring the service has appropriately skilled staff to meet its strategic service objectives, whilst offering staff the opportunity to build their knowledge and skills. It will regularly review overall performance and competencies to optimise the effectiveness of its workforce. All of its staff will have clearly defined personal objectives, with performance regularly reviewed through constructive feedback.

Development programmes will take account of individual needs, learning styles and work-life balance and will include strengthening leadership at all levels and in all areas of the service.

The service will learn from incidents and events to improve systems of work and inform the training and development of staff.

### **PE2: Match our workforce to our needs**

Planning workforce requirements to meet and deliver services that meet community expectations is an essential element of the service's modernisation programme. It will take into account current and future factors through scenario planning to shape its workforce structures and requirements.

It is essential that the service provides for the wellbeing of its staff and that strategies take full account of the contribution made by part-time, flexible working and staff on retained duty systems. The service recognises that by improving recruitment and retention it will be more effective if its workforce reflects the make-up of the community.



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## What will be delivered?

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The fire and rescue service's strategic service objectives are delivered through a number of strategic programmes (SP). The strategic programmes, along with the activities to be undertaken, are described below:

### **SP1: Fire and Rescue Modernisation Project**

Modernising the fire and rescue service will improve public safety and enhance efficiency and effectiveness. It is responsible for assessing risk and putting in place the right resources, for example fire stations and firefighters, to ensure the community remains safe. Modernising means securing additional investment and using resources differently to provide a service which meets the needs of the community served. Providing fire stations which are fit for purpose and located in the right place along with maintaining adequate fire cover to meet the needs of the community are essential.

### **SP2: Workforce Development Programme**

Development of the workforce enables quality services to be delivered by ensuring staff have the right skills, which results in reducing injuries and saving lives. Workforce development requires a flexible approach which challenges existing practise to ensure continuous improvement whilst creating a shared understanding of cultural values and behaviours. Staff will be given the opportunity to realise their potential, the service will support them by ensuring they are valued, treated fairly and with respect and provided with equality of opportunity to progress.

### **SP3: Community Engagement and Communication Programme**

Community engagement has been identified as a significant factor in building local trust in the fire and rescue service and this includes having a greater understanding of the needs and views of local communities, in shaping the service to meet community needs. The most effective way of communicating with local people is to move away from a 'one size fits all' approach. Different groups like to communicate in different ways – this can involve a mix of traditional methods and more innovative approaches. Some people will prefer direct contact, either face-to-face or over the phone. Others may prefer communicating using the web, text messaging, blogs and podcasts. Some may need very directly targeted communication because disability, culture, language or literacy may be a factor.

### **SP4: Intelligence and Risk Management Programme**

Information is gathered with partners, such as the police, ambulance service and primary care trust, to identify risks and provide intelligence to ensure an appropriate and informed emergency response. A detailed understanding of the community served and having that information to hand before arriving at an incident helps the service to reduce injuries, save lives, safeguard heritage, property and environment whilst ensuring firefighter safety. A new incident recording system will be introduced to strengthen our ability to identify incident trends which will enable us to reduce incidents and their effects.

### **SP5: Community Risk Profiling Programme**

Community information is collected and analysed to help identify the most vulnerable individuals, community groups and neighbourhoods and resources will be targeted to support those most at risk. Understanding and assessing the risks within communities enables the service to deliver safety programmes to reduce injuries and deaths.



### **SP6: Community Safety Programme**

The community safety programme targets the most vulnerable members of the community. Schemes around youth engagement, school education, supporting older people, reducing arson, road traffic collisions and home fire safety are the main focus of community safety education and promotion.

### **SP7: Community Protection Programme**

Fire safety and protection guidance is provided to businesses and the general public; enforcement and fire investigation activities ensure business premises remain safe. Protecting buildings and events, such as festivals, from the potential of fire and ensuring a means of escape are critical factors in ensuring community protection.

### **SP8: Response and Resilience Programme**

Monitoring the availability of firefighters and equipment is essential in ensuring effective response to incidents. Working with other emergency services regionally and nationally is vital to provide resilience against major threats, such as terrorism and flooding.

### **SP9: Mobilising and Communications Programme**

Responding effectively and efficiently, along with mobilising the right personnel and equipment, to deal with incidents is important in reducing deaths and injuries and safeguarding the community. The use of information and communication systems are critical in alerting firefighters and working with other emergency services.

### **SP10: Environmental and Sustainability Management Programme**

Protection of the natural and built environment to ensure the social, economic and environmental sustainability of the Island is supported by minimising the environmental impact from premises, vehicles and business processes. Improved knowledge and understanding of environmental issues will assist this.

### **SP11: Excellence Programme**

Excellence is about achieving results that satisfy stakeholders. Excellent organisations are agile, flexible and responsive as stakeholder needs and expectations change. Excellent organisations measure and anticipate the needs and expectations of their stakeholders through monitoring experiences and perceptions. Excellent organisations review the performance of other organisations for comparison. Information is also gathered from both current and future stakeholders which is used to set, implement and review policies, strategies, objectives, targets, measures and plans for the short, medium and longer term. The information gathered also helps to develop and achieve a balanced set of stakeholder results. The fire and rescue service aims to be excellent.

### **SP12: Equality and Diversity Programme**

The fire and rescue service has been recognised for its commitment and achievement within equality and diversity and has been awarded level three of the local government equality standard. We will ensure the service is best placed to meet the needs of the local community through identifying those at greatest risk within the community. The service will continue to work proactively to promote and implement its equality and diversity strategy to enhance the service it delivers.



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## How will we measure our performance?

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Our principles of performance management are straightforward – that is how process, resources and people are managed to deliver community outcomes. The fire and rescue service measures its performance using a balanced scorecard against national and local performance measures. Further information on performance management can be found in Appendix 2.

Over the period of this plan the service will manage its performance to ensure it is effectively working to ensure communities feel safer. To enable this to happen the service must have robust performance management systems and processes. Its approach to managing performance is based upon the 'plan-do-review-revise' cycle.

Performance planning brings strategic service objectives together and communicates them throughout the fire and rescue service. It has taken a coordinated approach to performance planning, with a clear cascade through each of the performance planning levels.

The service will use a range of performance tools to ensure continuous improvement. For example, the European Foundation for Quality Management (EFQM) Excellence Model has recently been adopted. The EFQM Excellence Model assesses capabilities and strengths in order to achieve excellence in the strategic service objectives.



# Appendix 1: Strategic Linkages

## Eco Island: Isle of Wight Council Sustainable Community Strategy

		A thriving Island			A healthy and supportive Island			A safe & well-kept Island		An inspiring Island		Delivering better services			
		Reduce carbon footprint	Increase inward investment	Protect the Island's natural environment	Increase life expectancy	Support vulnerable people and develop sustainable communities	Improve emotional health	Reduce crime and fear of crime	Clean streets and open spaces	Keep children and young people safe	Raise standards and increase skills	Enhance the council's reputation	Improve performance and value for money	Work consistently and cohesively with partners	Prioritise and rationalise resources
<b>Community</b>															
C01	Ensure communities feel safer										✓				
C02	Save lives and reduce injuries										✓				
C03	Protect the natural and built environment										✓				
<b>Process</b>															
PR1	Community protection										✓				
PR2	Emergency response										✓				
PR3	Incident prevention										✓				
<b>Resource</b>															
RE1	Priorities drive resources allocation														✓
RE2	Manage resources														✓
<b>People</b>															
PE1	Competent and healthy workforce											✓			
PE2	Match our workforce to our needs											✓			



**Fire and Rescue Service: Strategic Programmes**

		SP1 - Fire and Rescue Modernisation Project	SP2 - Workforce Development Programme	SP3 - Community Engagement and Communication Programme	SP4 - Intelligence and Risk Management Programme	SP5 - Community Risk Profiling Programme	SP6 - Community Safety Programme	SP7 - Community Protection Programme	SP8 - Response and Resilience Programme	SP9 - Mobilising and Communications Programme	SP10 - Environmental and Sustainability Management Programme	SP11 - Excellence Programme	SP12 - Equality and Diversity Programme
<b>Community</b>													
C01	Ensure communities feel safer	✓		✓	✓	✓	✓	✓	✓			✓	✓
C02	Save lives and reduce injuries	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
C03	Protect the natural and built environment	✓		✓	✓	✓	✓	✓	✓			✓	
<b>Process</b>													
PR1	Community protection	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓
PR2	Emergency response	✓		✓	✓	✓			✓			✓	✓
PR3	Incident prevention			✓	✓	✓	✓		✓			✓	✓
<b>Resource</b>													
RE1	Priorities drive resources allocation	✓		✓	✓	✓				✓		✓	✓
RE2	Manage resources	✓	✓								✓	✓	✓
<b>People</b>													
PE1	Competent and healthy workforce	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓
PE2	Match our workforce to our needs	✓		✓	✓	✓			✓	✓		✓	✓

## Appendix 2: Performance Measures

Objective & Weighting		Outcome
COMMUNITY	CO1 20% Ensure communities feel safer	CO1.1 Increased community confidence in service
		CO1.2 Residents feel safer from the risks of fire in their home
		CO1.3 People feel safer from the risks of fire in the workplace
		CO1.4 Visitors feel safer from the risks of fire in their accommodation
		CO1.5 Residents and visitors feel confidence with the service
	CO2 50% Save lives and reduce injuries	CO2.1 Reduce deaths and injuries
		CO2.2 Reduce fires, road traffic collisions and other emergencies
		CO2.3 Improved prevention through education
	CO3 30% Protect the natural and built environment	CO3.1 Improved protection through enforcement
		CO3.2 Reduced environmental incident impact
		CO3.3 Safeguard our natural and built heritage
		CO3.4 Reduced environmental impact from premises, vehicles and business premises



Description	Actual 06-07	Actual 07-08	Actual 08-09	Target 09-10	Target 10-11	Target 11-12	Weighting
Percentage of all Place Survey (section 2) respondents rating fairly or very satisfied	n/a	n/a	85%	80%	85%	90%	80%
Percentage of Place Survey (section 9) respondents who have received a service rating fairly or very satisfied	n/a	n/a	81%	80%	85%	90%	20%
Percentage of all Place Survey (section 2) respondents rating fairly or very satisfied	n/a	n/a	85%	80%	85%	90%	80%
Percentage of Place Survey (section 9) respondents who have received a service rating fairly or very satisfied	n/a	n/a	81%	80%	85%	90%	20%
Percentage of all Place Survey (section 2) respondents rating fairly or very satisfied	n/a	n/a	85%	80%	85%	90%	80%
Percentage of Place Survey (section 9) respondents who have received a service rating fairly or very satisfied	n/a	n/a	81%	80%	85%	90%	20%
Percentage of all Place Survey (section 2) respondents rating fairly or very satisfied	n/a	n/a	85%	80%	85%	90%	80%
Percentage of Place Survey (section 9) respondents who have received a service rating fairly or very satisfied	n/a	n/a	81%	80%	85%	90%	20%
Percentage of all Place Survey (section 2) respondents rating fairly or very satisfied	n/a	n/a	85%	80%	85%	90%	80%
Percentage of Place Survey (section 9) respondents who have received a service rating fairly or very satisfied	n/a	n/a	81%	80%	85%	90%	20%
Percentage of all Place Survey (section 2) respondents rating fairly or very satisfied	n/a	n/a	85%	80%	85%	90%	80%
Percentage of Place Survey (section 9) respondents who have received a service rating fairly or very satisfied	n/a	n/a	81%	80%	85%	90%	20%
ANI 49b Fatalities due to primary fires	2	2	2	0	0	0	25%
ANI 49c Injuries due to primary fires	10	5	11	10	8	7	25%
CS 11b RTC (Police data) – number of people killed or seriously injured in all RTCs (CFOA A4)	65	85	88	78	76	74	30%
CS 12b RTC (Police data) – number of people killed or seriously injured in RTCs involving drivers under 20	23	17	22	18	18	13	15%
CS 9 Number of Children under 16 killed or seriously injured in RTCs recorded by the police	7	11	11	8	7	6	5%
OP 4a RTCs attended – persons extricated (Code M21)	23	25	17	25	22	20	20%
OP 4b RTCs attended – vehicle made safe, first aid rendered or fuel washed away (Code M22)	69	76	63	55	50	45	20%
ANI 49a All primary fires attended	299	259	253	250	240	230	20%
ABV 142iii Accidental dwelling fires (CFOA D1)	82	76	87	81	75	70	40%
CS 4c Percentage of all year 2 KS1 students attending school fire safety talks in last full academic year	81%	88%	83%	90%	90%	90%	10%
CS 5c Percentage of all year 5 KS2 students attending school fire safety talks in last full academic year	n/a	97%	97%	98%	98%	98%	10%
ANI 33a Deliberate primary fires attended	108	87	78	75	70	65	40%
ANI 33b Deliberate secondary fires attended	179	126	102	120	110	100	40%
OP 9a False alarms (good intent) attended	258	180	159	155	150	145	20%
ABV 49i False alarms caused by automatic fire detection apparatus attended (CFOA A1)	488	434	405	400	395	390	80%
OP 9d Reduced pump attendance to automatic fire alarms where no fire confirmation or life risk	278	348	264	250	250	250	100%
ABV 207 Primary fires in non-domestic premises attended	67	64	55	65	60	55	100%
CFOA C7 Reduction of CO <sub>2</sub> NI 185 FRS only (kgms of CO <sub>2</sub> corrected for weather)	566479	520327	468487	450000	430000	410000	100%

## Appendix 2: Performance Measures (continued)

Objective & Weighting		Outcome
<b>PROCESS</b>	PR1 25% Community Protection	PR1.1 Robust and effective understanding of community risks
		PR1.2 Services shaped to meet and control community risks
	PR2 50% Emergency Response	PR2.1 Improved assessment and appropriate response to incidents
		PR2.2 Resilient and responsive service better able to meet our community needs
		PR2.3 Continuation of core business under exceptional circumstances
	PR3 25% Incident Prevention	PR3.1 Enhanced understanding of community risks through shared information
		PR3.2 Improved service delivery through shared resources



Description	Actual 06-07	Actual 07-08	Actual 08-09	Target 09-10	Target 10-11	Target 11-12	Weighting
Cost benefit and risk analysis using FSEC to drive all areas of service delivery	15	10	14	18	18	18	100%
CS 1a Home fire safety checks completed	2371	1449	750	1200	1500	1800	10%
CS 2b Percentage of home fire safety checks completed for vulnerable households (CFOA B1)	37.6	42.2	72.5	75	80	80	50%
BV 209iii Percentage of fires attended in dwellings where no smoke alarm was fitted (CFOA C1)	28.7%	16.9%	27.9%	20	15	10	40%
Percentage of incidents which met our response standards for fire cover – attendance time (CFOA D2a)	86.7%	89.7%	91.2%	90%	95%	95%	50%
Percentage of RTC attendance achieving response standard (CFOA D2b)	82.7%	83.3%	82.6%	80%	85%	95%	50%
OP 16a Hampshire requested to standby - due to shortage of available appliances (code black or higher)	n/a	n/a	20	30	20	10	10%
OP 16b Duration of Hampshire standby – in hours (code black or higher)	n/a	n/a	33.0	40	30	20	20%
OP 6b Percentage of co-responder calls attended in eight minutes or fewer	n/a	80.3%	79.2%	80%	85%	85%	25%
Fire Control centre emergency call handling times – 90 seconds or fewer	89.5%	84.8%	83.1%	85%	90%	90%	25%
Malicious calls - attended and not attended (CFOA A2)	70	63	50	43	40	30	20%
Level achieved in business continuity planning (CFOA E1)	n/a	n/a	n/a	2	3	4	100%
CS 2b Percentage of home fire safety checks completed for vulnerable households (CFOA B1)	37.6	42.2	72.5	75	80	80	100%
ANI 33a Deliberate primary fires attended	108	87	78	75	70	65	40%
ANI 33b Deliberate secondary fires attended	179	126	102	120	110	100	40%

## Appendix 2: Performance Measures (continued)

Objective & Weighting		Outcome
<b>RESOURCE</b>	RE1 40%	RE1.1 Service delivery resourced to strategic service objectives
	Priorities Drive Resource Allocation	
	RE2 60%	RE2.1 Effective service that provides value for money
		RE2.2 Efficient governance and commissioning to deliver community outcomes
RE2.3 Effective management of natural resources, physical assets and people		
Manage Resources		

Objective & Weighting		Outcome
<b>PEOPLE</b>	PE1 100%	PE1.1 Reduced accidents and injuries in the workplace
		PE1.2 Healthier workforce
		PE1.3 Effective and efficient workforce
	Competent and Healthy Workforce	
PE2 100%	PE2.1 Workforce delivers services to meet the needs of the community	
Match our workforce to our needs		



Description	Actual 06-07	Actual 07-08	Actual 08-09	Target 09-10	Target 10-11	Target 11-12	Weighting
OP 3k Percentage of time RDS appliances are available (CFOA C5)	97.3%	95.9%	91.1%	90%	95%	97.5%	50%
Percentage of balanced scorecard measures with RAG status green	n/a	n/a	n/a	80%	80%	80%	50%
Economic cost of fire (CFOA A3) £million	2.4	2.4	2.4	n/a	n/a	n/a	100%
Percentage difference between forecast annual expenditure and budget is within tolerance limit set	-2.90%	-1.84%	-3.14%	-2.50%	-2%	-1.50%	100%
Water consumption cubic metres	1608	3310	2339	2300	2100	2100	25%
Gas consumption 1,000 Kw/Hr	1402	1373	1404	1350	1250	1250	25%
Electricity consumption 1,000 KwHr	299	329	263	260	250	250	25%
Amount of paper used in reams of A4	725	550	595	550	500	450	25%

Description	Actual 06-07	Actual 07-08	Actual 08-09	Target 09-10	Target 10-11	Target 11-12	Weighting
HS 2a RIDDOR Accidents recorded in accident book – all personnel (CFOA A5)	6	7	1	5	4	3	25%
HS 2b Accidents resulting in injury with fewer than three days' absence – all personnel (CFOA A5)	6	7	1	5	4	3	25%
HS 4b Near misses reported with serious risk	n/a	n/a	n/a	1	1	1	50%
ABV 12ii Shifts lost due to sickness absence by all staff, not including RDS (CFOA C2)	5.5	9.3	6.55	6	5.5	5	60%
HS 5 RDS Calendar days lost due to sickness absence	1764	2453	2185	2100	2000	1900	40%
TR 6 Fire service PDRs completed	n/a	n/a	72%	100%	100%	100%	40%
Trained operational staff competent in role from firefighter to area manager level (CFOA C6)	n/a	n/a	100%	95%	95%	95%	60%
Female firefighters as new entrants to the Fire and Rescue Service in an operational role (CFOA C3)	n/a	n/a	0	12	14	16	50%
Minority ethnic staff as new entrants to the Fire and Rescue Service in all roles (CFOA C4)	n/a	n/a	0	0.6	1.5	3	50%

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## We welcome your comments

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It's your fire and rescue service, have your say!

If you live, work, or visit the Island your views on this plan are important to us. If you have any comments on this plan, or would like to receive further information about the service, please contact us at the following address or visit our website [www.iwfire.org](http://www.iwfire.org).

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