ISLE OF WIGHT FIRE AUTHORITY

INTEGRATED RISK MANAGEMENT

2004/2005 ACTION PLAN

APPENDIX A

TITLE: Process and Methodologies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
A. ICT Strategy									
1A(a)	Reaffirm Strategy for FAIRMaP	To ensure that the existing approved Strategic Plan accommodates the requirements of the FAIRMaP.	ICT Strategy produced and approved by the Fire Authority.	Re-affirmed at Select Committee on 16 September 2003.	**The ICT Strategy is a policy document that sets out the criteria for ICT provision and use. FAIRMaP initiatives 1A(b) to (g) will be undertaken by the application of this criteria.**	**The costs of the ICT provision is itemised according to individual initiatives.**	**See individual initiatives**	**Decisions based on uncoordinated management information could be considered to be unsafe.** **Risk rating of 6** **Medium**	**If funding becomes available an integral ICT system will be installed within all areas of the Fire and Rescue Service.**
1A(b)	MIS – Communication interconnections	To enable fast efficient communication of non-mobilising information to and from fire stations. To ensure that operational and management information is transmitted to and from fire stations as quickly as possible for current data recording and analysis and to standardise communications across the Service.	Researched possible options based on perceived value-for-money solutions.	Stations connected for email, intranet and internet via telephone network. All stations provided with new computers, printers and relevant software. All station commanders and junior officers trained in use of Outlook.	**Review – including analysis of costs v. enhanced performance.**	**The cost of providing telephone links was £20,000. Revenue costs for telephone line usage are being incurred. Computers, printers and software totalling £11,000 we installed into each retained station office.**	**Increased efficiency in communications. No. of paper based systems no longer required (?)**	**N/A**	**Reduction in paper-based systems. Improved communications.**
1A(c)	MIS Data Collection Systems	It is critical that the Fire and Rescue Service is able to obtain accurate, timely and reliable data and information in order to satisfy the need for evidence based risk management.. Embedded systems will enable information interrogation and analysis.	Carried out some research into other FRS solutions. Received demonstrations from prospective suppliers.	None due to lack of funds.	**Delayed — carried forward to next year if funding available..**	**Costs: £30k (based on 2003/04 prices) capital plus revenue costs year on year.** **Savings: Efficiency, time – mistakes due to human-error.**	**No. of managers able (physically and skilled) to access data electronically:** **Yr 1 10** **Yr 2 20** **(after installation of system)**	**Decisions based on uncoordinated management information could be considered to be unsafe.** **Risk rating: 6** **Medium**	**Not known due to lack of funding.**

TITLE: Process and Methodologies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
1A(d)	MIS Data Analysis System	Strategic and accurate analysis of all data is vital for sound decision making currently and in the future. Systems should be electronic based and available to all managers in the quickest, most efficient way. Managers need to acquire skills in data interpretation and analysis.	Carried out some research into other FRS solutions. Received demonstrations from prospective suppliers.	None due to lack of funds.	**Delayed – carried forward to next year if funding available.**	**Part of the above expenditure. (No separate budgetary requests for this system)**	**No. of managers skilled in, and using analysis and interpretation of electronically delivered data:** **Yr 1 10** **Yr 2 20** **(after installation of system)**	**Inability to correctly analyse data for forecasting and assessing risks could lead to unsafe decision making.** **Risk rating 6** **Medium**	**Not known due to lack of funding.**
1A(e)	MIS – Reporting Systems	To have reliable, accurate and robust systems for the reporting, monitoring and evaluating of all aspects of the service delivery.	Carried out some research into other FRS solutions. Received demonstrations from prospective suppliers as part of the ICT project.	None due to lack of funds	**Delayed – carried forward to next year if funding available.**	**Indicative costs for system to include collection, analysis and reporting is £30k plus revenue on-costs.**	**No. of managers able to receive electronically produced and delivered reports.** **Yr 1 10** **Yr 2 20** **(after installation of system)**	**Managers will not be adequately informed to be able to assess the effectiveness/results of their decision making.** **Risk Rating: 4** **Low**	**Not known due to lack of funding.**
1A(g)	An Operational Management System incorporating Geographical Information (GIS)	An operational information system that communicates fast and accurate information to the appliance at the time it is needed, information that contains hazards/risks can be stored on the system, map reference areas – tools to control the incident.		Some research into available systems.	**Delayed – carried forward to next year if funding available.**	**Indicative costs for a robust GIS would be in the region of £80k.** **The savings are from increased efficiency and lowering the risks associated with incident command.**	**No. of front line appliances/vehicles able to receive dynamic operational information:** **Yr 1 10** **Yr 2 18 (all fleet)**	**The risks that already exist related to incidents will be lowered by access to dynamic information and could result in the saving of lives. Reputation could suffer due to inability to keep up with technology in line with other UK Fire and Rescue Services.**	**Cannot be forecast until funding situation has been clarified.**

TITLE: Process and Methodologies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
B. Integrating Strategies									
1B(a)	Fire Control Centre Best Value Review	To comply with Article 5 of Statutory Instrument 1999/3251, Fire Service Circular 9/1999 and 2/2001 and meet needs of Integrated Risk Management Planning. Continue to implement improvements in line with the strategy.		Implementation of improvement plan following Best Value Review (March 2001). Reaffirm call measuring.	**Shift to CFS work, Implementation of call handling times.**	**Some wage savings due to rank removal**	**Improved call handling. Successful implementation of integrated command and control system** **LBV F&R Op 8a, 8b, 8c**	**6** **Risk of improvements to service not being met** **Medium Risk**	**More shift of work to CS.** **ICCS implementation. Improved measurement of call handling times**
1B(b)	Procurement Best Value Review	To comply with Article 5 of Statutory Instrument 1999/3251. Fire Service Circular 9/1999 and 2/2001. Meet the needs of Integrated Risk Management Planning.		Link Fire and Rescue Procurement Strategy with IoW Council Strategy. Work forward to replacement of Fire Protective Clothing with consortiums.	**Implementation of Personal Protective Equipment (PPE). Full implementation of stores information Communications Technology (ICT).**	**Total care procurement £80,000 a year**	**Successful replacement of PPE for each firefighter**	**9** **Risk to firefighters if existing PPE if not replaced** **Medium Risk**	**Successful implementation of new PPE (total care) full implementation of stores ICT**
1B(c)	Community Safety Best Value Review	We will broaden the role of retained personnel to be more engaged with their community. Programme of education to all IoW Fire and Rescue personnel.		Continued programme of personnel education. Extend Home Fire Safety Checks to a wider community.	**Review of Community Safety targets. Ensure Public Service Agreement (PSA) targets are achieved. Target high-risk areas for Home Fire Safety checks.**		**Reduction in injuries and 0 fire deaths. Reduction in fires** **BV 142 i, ii, & iii BV 143 i & ii BV 143 b, c & d BV 146 LBV F&R OP 1 LBV F&R OP 2**	**9** **Risk of more fire deaths, injuries and fires occurring** **Medium Risk**	**Referrals from high risk targeting (including PSA)**

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Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
1B(d)	Health and Safety	Ensure existing approved Strategy integrates with Integrated Risk Management Planning. Health and Safety is one of the essential building blocks in achieving effective Risk Management		To achieve 50% improvement under HSE targets for all accidents by 2004.	**Further action required to meet 50% improvement under HSE targets.**	**Within existing budget.**	**LBV HS1 LBV HS2 LBV HS3 LBV HS4**	**6** **The consequences of not maintaining this strategy would be contra to legal requirements and result in poor safety management.** **Medium Risk**	**The promotion of a positive health and safety culture, has achieved more than a 50% improvement under one of the three HSE targets for 2004. The reduction target for the number or reportable accidents under RIDDOR was 15%, with an actual of 20%. The reduction target for the incidence rate of fatal and major injury accidents was 5% for zero accidents. The actual rate continues to be zero accidents. The reduction target for the incidence rate of cases of work related ill health was 10% for one case. The actual rate continues to be one case.**
1B(e)	Vehicles	Ensure Vehicle Replacement Programme meets the needs of Integrated Risk Management Plan. Continued replacement programme will limit the risk of vehicle breakdown.		Continued implementation of vehicle replacement policy. 1 Foam Salvage Tender 2 Water Tender Ladders	**Vehicle replacement policy to include 1 Water Tender Ladder 1 Water carrier**	**£275.000**	**Successful implementation and commissioning of new fleet** **BV 145c LBV F&R OP 5b & 5c**	**Not replacing our fleet will cause higher risk of mechanical breakdowns**	**Replacement of 1 Water tender ladder 1 Rescue tender**

ISLE OF WIGHT FIRE & RESCUE SERVICE
ANNUAL COMMUNITY SAFETY ACTION PLAN

TITLE: Process and Methodologies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
1B(f)	Premises	Ensure premises location and use meet the needs of Integrated Risk Management Planning for the Island's Fire and Rescue Service		Implementation of Premises Approval Plan. Modernise Cowes Fire Station. Feasibility study to address replacement of Ventnor Fire Station.	**Build replacement Fire Station for Ventnor. Carry out major maintenance work on East Cowes Fire Station.**	**£750,000,000 to £1,000,000**	**Suitable premises for firefighters and appliances**	**4** **Risk of congestion to prevent crews parking & appliances turning out. Risk of further subsidence to E Cowes station** **Low Risk**	**Reviewed feasibility for E Cowes and Ventnor stns**
1B(g)	Integrated Personal Development System (IPDS) Training Needs Analysis (TNA)	IPDS is an over arching development strategy encompassing all Fire Service staff at every career stage. From point of attraction to service through to retirement. It allows staff to attain and maintain the level of competency require to fully meet the demands of their role as specified in the National Occupational Standards (NOS)		Place budget bid to Directors – September 2003 for Fire Service College Courses. Allocation of course dependent upon budget decision.	**Complete strategy for implementation of IPDS. Full implementation is dependent upon the outcome of the finance bid from the Council.**	**Including course cost plus travel** **Total Fire Service College cost £99,926.16** **TNA spending** **Rtnd wages £88,000 General budget£65,000**	**A better developed, safer more effective and proficient workforce delivering an improved quality of service to all our stakeholders**	**6** **Without trained and qualified personnel in functions, organisation will fail to meet obligations** **Medium Risk**	**Due to failure of budget bid, only able to fund part of proposed Fire Service College courses. Also reductions in general budget resulting few locally based training courses.**
1B(h)	Integrated Strategies – Community Safety	The focus of the Service is to move from Intervention to Prevention. Community Fire Safety Strategy will underpin the process through more focussed role in the area of Community Safety, working closer with the wider Community		Data collection and analysis of work carried out in the local community. Start Home Fire Safety checks.	**Develop targeting of high-risk areas. Form relevant partnerships within the Community Safety area.**		**Reduction in injuries & 0 fire deaths.** **BV 142 i, ii & iii** **BV 143 i & ii** **BV 143 B, C & D** **BV 146** **LBV F&R OP 1 & OP 2**	**9** **Risk of increased fire deaths, injuries and fire occurring** **Medium Risk**	**Successful targeting of HMOs and high risk areas**

TITLE: Prevention Strategies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
A. Community Safety									
2A(a)	Level of Commitment to Community Safety	Determine current levels by role of all staff by April 04	Data collection	Completed by April 04					
		Identify staff whose role could move to 100% prevention from intervention	Initiative sheet 2A(a) compiled	Completed					
		Identify a % increase of prevention work by role for all staff year on year by January 05			**Discuss with Function Heads % increase**	**More community safety work, less intervention efficiency**	**Decrease numbers of fire and injuries in line with PI's**	**2** **Low Risk**	**Implement increased %'s by 31 January 05**
		Risk Control Strategy Increase staff on prevention duties			**Progressively move FF to prevention from intervention as HR plan allows**	**Cost neutral**	**N/A**	**2** **Low Risk**	**4 of the 8 FF to be in prevention duties by 31 March 05**
		Risk Control Strategy Absence management protocols	Policy Proposal to BMT	Adoption of Council Absence Management Policy completed					
		Risk Control Strategy Maintain A1 retained at 22 unit availability by recruitment/split cover	Recruitment	Establishment completed	**Maintain level of establishment through W/T – retained duties**	**Cost neutral**	**22 Establishment**	**4** **Low Risk**	**Maintenance of establishment**
		Early Warning Mechanism Crew Management System		Development of system	**Consult staff and Representative Bodies, consider views and ideas, implement the system**	**Cost neutral**	**Ridership factor PI target achieved**	**6** **Medium Risk**	**Implement the system by 30 September 04**

ISLE OF WIGHT FIRE & RESCUE SERVICE
ANNUAL COMMUNITY SAFETY ACTION PLAN

TITLE: Prevention Strategies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
2A(c)	Arson	In line with the Government's White Paper "Our Fire and Rescue Service" (2003) to reduce arson by 10%. Reduce the risk of harm to persons and property. Also reducing the cost of intervention to the Council and Community		Begin collection and analysis of relevant data.	**Continue with Arson Strategies. Continue with meetings on 3-monthly and 6-monthly basis with: Hampshire Arson Reduction Task Group Schools Arson Reduction Team**		**Reduction in arson:** **BV142 I & ii BV 146 BV 143 I & ii**	**9** **Risk of more arson fires. Risk of deaths and injuries** **Medium Risk**	**Revitalising of arson reduction meeting. More sharing of data**
2A(d)	Education and Awareness	To promote and enhance Fire Safety and contribute to the lifelong learning of members of the Community. Achieve Government Community Fire Safety and Health Targets. Carry out education to all ages of the community.			**Implement Education Polices in line with Community Fire Safety Strategy. Educate and inform young people through school visits and talks by CFS department**		**Reduction in fires, 0 death and reduction in injuries:** **BV142 i, ii, iii BV 143 i & ii BV 146 LBV F&R OP 1 & 2**	**9** **Risk of fire deaths, more injuries and more fires** **Medium Risk**	**Further education links with schools and other agencies. More use of personnel at campaigns**
2A(f)	Home Fire Safety Checks	Yearly statistics confirm that injuries and deaths from fire occur mainly within the domestic environment. Home Fire Safety Checks (HFSC) should be recognised as a core service provide by Isle of Wight Fire and Rescue Service. We intend to raise the public's awareness of the benefits of HFSC to 10% of dwellings each year		Continued training of all stations on Community Fire Safety. Leaflet drops and referral scheme to be operated over Island.	**Continued working with Housing Association, Education and fitting of smoke detectors to continue following a referral. Shift focus to identified high-risk areas.**	**£10,000 to £15,000** **For carrying out home fire safety checks**	**Reduction in fires, 0 death and reduction in injuries:** **BV142 i, ii, iii BV 143 i & ii BV 146 LBV F&R OP 1 & 2**	**9** **Risk of fire deaths, more injuries and more fires** **Medium Risk**	**Referrals targeted to high risk areas. This will include HMOs**

TITLE: Prevention Strategies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
2A(g)	Unwanted Fire Signals	To reduce the number of incidents of false or unwanted calls. Failure to reduce these calls will take up valuable time, which could be spent on saving lives in prevention. Reduction in false alarm calls will ensure better availability of Valuable resources when a real call for assistance is received.		Collection of relevant data, identifying Automatic Fire Alarm calls, which result in emergency incidents. Identify calls to which insufficient resources were sent in the initial pre-determined attendance (PDA)**.** Analyse data and develop appropriate mobilising/control policy by April 2004.	**To produce policy to reduce unwanted fire signals**		**Reduction in response to AFAs by call challenge**	**6** **Risk of increased road traffic accident to AFAs** **Risk of resources being in wrong place and not being available** **Medium Risk**	**Successful implementation of unwanted fire signals policies and procedures**
B. Statutory Fire Safety									
2B(a)	Regulatory Reform Order (RRO)	To comply with the forthcoming statutory duty on Fire Authorities to develop and maintain an enforcement programme. To ensure adequate fire precautions are in place in a wider range of premises than was previously the case.		Training of existing staff. Termination of certification process. Development of Policy Guidance/Directives.	**Collaboration with RRO Policy Development Working Group and Enforcement Sub Group.** **Receiving and analysing Policy Guidance/Directives from Working Group, Sub Groups and ODPM.** **Further development of policy and procedures to continue into 2004, along with planning for resource and training requirements and consequential financial effect.**	**Resource implications to be identified**		**9** **The consequences of non-compliance will be contra to legal requirements, placed on the Fire Authority.** **Medium Risk**	**RRO to become law in early 2005. Draughting of 'new' Brigade Policy and gaining policy approval. Undertaking regional training.**

TITLE: Intervention Strategies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
A Fire									
3A(a)	Partnerships	Develop working partnerships with other emergency services, providing inter-service and multi-agency plans to deal with major incidents. Develop a forum to provide practitioner an input into policy development. Involve the community/ stakeholders in tackling crime and promoting social cohesion and neighbourhood renewal.		Develop working partnerships with other emergency services.	**Continued development of partnerships.**		**More understanding of partnership needs to ensure efficient collective working arrangements, also to reduce number of incidents**	**4** **Without partnership support, the service will struggle to maintain initiatives** **Low Risk**	**Better understanding of the fire service role with crime and disorder** **Improved working with other emergency agencies regarding civil contingency and New Dimensions threat**
3A(f)	Working on or near Water	Fire Service activities will involve working in or near water. There is a public expectation for the Fire Service to attend incidents with a purpose of saving life or rendering humanitarian services. In response to these expectations the Fire Service is committed to providing an attendance when called upon. Not including working off shore or taking over work of the Coastguard or RNLI.		Complete guidance technical note. Undertake training of Fire personnel as necessary, this includes level 1 training of all personnel.	**Review of level 2 training. Produce memorandum of understanding with RNLI and HM Coastguard.** **BTO carrying out training requirements for level 1 & level 2 for stn A1**		**To ensure a safe system of work for water incidents or areas where working near water is deemed as a risk**	**9** **Risk of injury or drowning to personnel if controls, equipment, training and procedures are not put in place** **Medium Risk**	**Implementation of level 1 & level 2 training**

TITLE: Intervention Strategies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
C. Emergency/ Civil Contingency Planning									
3C(a)	Emergency/Civil Contingency Planning Partnership	Prepare for and facilitate an efficient interface between various services and agencies that are likely to respond to a major incident.		Develop initiative for more partnerships to facilitate efficient and effective interface between services and agencies.	**Six monthly tactical working group meetings. Further Fire personnel training with CCBRN and Incident Response Unit (IRU).**		**Training and competency to meet threat of large operational event. Successful understanding of joint agencies methods of working and agreed protocols**	**12** **Risks of injury and death to personnel and public** **High Risk**	**Continued effort to maintain and form new partnerships**
3C(b)	Level of Response including Supervisory	The initial response to a major emergency aims to deal with the first effects. Collaboration, co-ordination and communication are vital. Provide an Integrated Emergency Management approach (IEM)		IRU and forklift training for Fire Service personnel. Ensure through training that operational personnel understand capabilities of new appliance and equipment should an incident occur.	**Review of operational response procedure 2004. Continue to implement plan of response and risk assess response.**		**To meet operational event requirements and to ensure safety of public and personnel**	**12** **Risks of injury and deaths to public and personnel** **High Risk**	**To have plans in place to ensure smooth collaboration of response**
3C(c)	New Dimension	Office of Deputy Prime Minister (ODPM) requires that the Fire Service has the capability to deal with an incident. Ensure training and equipment, to deal with CCBRN incident. We will respond effectively to a range of terror attacks with a sustained response.		Develop initiative to ensure training, equipment and multi-service agency working is delivered. IRU to arrive between November-December 2003.	**Continue with Tactical Working Group through 6 monthly meetings. Continue with Officer awareness training.**		**Successful planning, procedures and protocols to reduce risks wherever possible**	**12** **Risks of injury and death to public and personnel** **High Risk**	**Protocols will have been reviewed.** **Local exercises completed.** **IRU on the run.** **Personnel trained**

ISLE OF WIGHT FIRE & RESCUE SERVICE
ANNUAL COMMUNITY SAFETY ACTION PLAN

TITLE: Social and Environmental Strategies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
B. Environ-mental									
4B(d)	Prevention of Environmental Impact of Intervention	Fire Service strategy to prevent or minimise occurrences that have an environmental impact, which meets the need of Integrated Risk Management Planning.		Develop initiative to ensure environmental impact is kept to a minimum.	**Continue to work and liaise with Environment Agency at local level.**		**To minimise loss and damage to the environment whilst ensuring the reputation and profile of the service**	**9** **Risk of damage and potential litigation to the service** **Medium Risk**	**Policy procedures to enable an understanding of each services needs**

TITLE: Support Strategies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
A. Support Services									
5A(a)	Information	It is critical that we are able to obtain, collect, record and access reliable information from all areas to satisfy the need for evidence based risk management, safe and efficient operations and strategic decision making. Accurate information must be promulgated to staff, councillors, partnerships and the community. Legislation eg Data Protection Act, Freedom of Information Act must also be complied with.		Research into Information Management Systems – e-Government funding received. Business Case prepared – Project Board initiated.	**Specification to be produced for supplier quotations.** **Internal procedures to be evaluated and re-engineered.** **Intranet/web site integration to be included in specification.**	**It is anticipated to achieve a robust Information Management System within existing funding of £50,000.** **There will be year-on-year revenue costs to be taken into account. Savings will be in officer time, storage space and efficiencies.**	**Reduction in paper files by 80%.** **Reduce time taken to respond to requests for information under Freedom of Information and Data Protection Acts from 1 month to 2 weeks.**	**Non-compliance with Data Protection Act.** **Risk rating: 6** **Medium**	**Improved access of information to the public. Electronic filing, retrieval and document management. Access to information by all Fire and Rescue Service sites/personnel (including working from home).**
5A(b)	Integrated Personal Development System (IPDS) – Development and Training (Support Staff)	IPDS to be introduced throughout the FRS including Support Staff. The continuous development of Support Staff is vital in order to keep up to date with changes in technology, legislation and skill base required to support he operational requirements of the Service.	IPDS criteria for support staff not available from ODPM.	Awaiting information from Fire Service College. Meanwhile, support staff development continued as at present.	**Collect, Analyse, Develop and Implement.** **Up to date PDP's. Development of Training Needs Analysis that meets the requirements of IPDS.**	**To embed this system within Support Services will mean higher training costs to take into account the development aspect of training for future positions.** **Gains to be made in recruitment – larger skill base available from prospective internal candidates for higher positions.**	**To be devised as part of the development process.**	**Staff retention.** **Insufficient skill base.** **Failure to meet change requirements.** **Risk Rating: 4** **Low**	**Staff feel valued, learn new skills and are confident in their current position.** **Staff aspire to improvement and work toward promotional opportunities.** **Higher focus from staff in on achieving organisational objectives.**

ISLE OF WIGHT FIRE & RESCUE SERVICE
ANNUAL COMMUNITY SAFETY ACTION PLAN

TITLE: Support Strategies

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5A(c) 5A(e)	Customer Service/Quality Service	As part of Modernising Agenda we have to provide 'Responsive Public Services – to the needs of the citizens'. Charter Mark awarded in 2002. Next assessment due in 2005. Integrated Risk Management Plans include enhanced customer service. Better quality information and services that match the need of the community.	Charter Mark re-assessed and awarded Feb 2002.	Action plan from assessment report.	**Produce Annual Report.**	**The costs are minimal – mainly process based.** **If this is not achieved costs will include reprinting of all stationery, leaflets etc.**	**To retain Charter Mark in 2005.**	**Loss of reputation. Adverse publicity** **Risk Rating: 4** **Low**	**Retention of Chartermark.**
5A(d)	Internal Communications	Good communication is critical to any support service. It should be fast, accurate, concise and relevant.		Staff survey undertaken.	**Staff Focus Groups taking place.** **Policy proposal and policy definition presented to BMT.** **Strategy produced.**	**At this stage no extra costs are envisaged.**	**Regular staff surveys.**	**Non-compliance with Audit Commission Verification Action Plan.** **Risk Rating: 4** **Low**	**Communications improved and information readily accessible to all personnel.**
5A(f)	Publications	During the process of FAIRMaP and beyond it is important that the public are informed about the service that is provided and what they should expect from the Fire and Rescue Service.		Review of existing publications. Redesign of website	**Produce Annual Report. Update publications during the FAIRMaP process to reflect changes in service.**	**Current budgets allow for updated information printing.**	**Customer survey and feedback from publications.**	**Risk Rating: 2** **Low**	**Well informed community. Information on safety advice and how to access services.**

TITLE: Support Strategies

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5A(g)	Administration	All aspects of the FRS require administration – mostly undertaken by support services staff. FAIRMaP could change the emphasis and quantity of administration. All Administrative systems must be current, relevant, efficient and well organised.		Planned review of administrative systems and procedures.	**Change to electronic information and document management.** **Review of resources.**	**Information Management System to be funded from e-government grant.** **Full costs of any reorganisation that could be required are not known until the review is carried out.**	**Retention of Charter Mark Measure of complaints Telephone call Time analysis IEG Statement**	**Risk Rating: 2** **Low**	**Seamless back-office systems providing support to frontline services.**
5A(i)	Procurement	Review of procedures for stores administration.			**Collect information and analyse. (Deferred for 1 year)**	**Not known until analysis has been completed.**	**Not known at this stage**	**Remote risk**	**An efficient, cost effective system for ordering, storing and distributing of consumables.**
C. Human Resources									
5C(a)	Attendance/Absence Management Policy	The overall aim of the Isle of Wight Fire and Rescue Service is to provide a high quality and cost effective service to all its internal and external customers. Management of sickness absence and consequently return to work through a fair and systematic framework aims to preserve a healthy workforce. Provide maximum service delivery and staff commitment by maintaining adequate and safe staffing levels.		Collection of data and information	**February 2004 collection of data and information. June 2004 analysis of available information. February 2005 implementation of policy.**	**Consultation underway on present full cover system & (National proposed system)**	**Number of riders available BV 145b**	**Retained availability of crews. Higher risk to crews with lower attendance**	**Expectation in accordance with BV 145**

TITLE: Support Strategies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
5C(c)ii	Training Needs Analysis	Training Needs Analysis (TNA) is way of addressing and predicting training and development needs for all IWFRS personnel. Through TNA we can ensure that IPDS strategies are implemented. We will develop a 3 yearly TNA that will enable development issues to be structured in a pre-planned and assessed process.		Collection of data and information via FSC, and Regional CACFOA meetings	**Develop the issues and establish a TNA Project Board within the Human Resources Function. Implement the 3 yearly TNA.**	**Cost of TNA 2004/2005** **£431,000**	**Through performance review and audit, we aim to reduce the gap between expected levels of training and development and actuals**	**6** **Failure to carry out courses identified has adverse effect on efficiency of IWF&RS** **Low Risk**	**Due to budgetary restraints the TNA has been trimmed to fit, this will result in failure to complete a full training programme**
5C(d)	Investors in People (IIP)	Isle of Wight Fire and Rescue Service hold the IIP award and have for the last 7 years. To ensure personnel are trained to a high standard. To ensure that the training and development policy is robust and meets the needs of the service and community.		Preparing work for re-accreditation	**Working towards the next IIP assessment of June 2004.**		**By attaining and maintaining the award and the standards that it sets**	**4** **Without IIP the service loses a yardstick of good practice** **Low Risk**	**Re-validation and accreditation of IIP for the IWF&RS**

TITLE: Support Strategies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
D. Resources									
5D(c)	Vehicle Fleet – Deployment	Vehicle Fleet deployment may change as a result of any changes of intervention strategies. Presently there are two Aerial appliances at Newport Fire Station. Higher rise buildings are situated on the East of the Island. High levels of training are required for special appliances. Newport has a high number of special appliances. It is proposed to swap the Command Unit with the Turntable Ladder. The Command Unity requires little training compared to the turntable ladder.		Analyse the needs of the Island at present and future changes. Develop initiative to ensure fleet is deployed to the maximum efficiency.	**Re-assess PDA's in January 2004. Commence training at both Newport and Ryde Stations. Relocate vehicles August 2004. Gather further Risk Data before any movement of other vehicles.**		**Higher level of response to east coast towns**	**6** **The risk of not reviewing fleet deployment would mean that we may not always have our fleet in the best place to meet the needs of our community** **Low Risk**	**To ensure that the turntable ladder is re-deployed to Stn 4 Ryde**
5D(d)	Premises	Ensure that the Premises Asset Management Plans and premises strategies meet the needs of the IRMP requirements.	Premises Asset Plans implement needs of Asset Management Plan.	10 Year premises strategy, implement requirements as per premises strategies year on year.	**Modernise Cowes Fire Station. Feasibility study on replacement to Ventnor Fire Station.**	**£750,000 to £1,000,000**	**Building maintained to a high level**	**6** **Without investment in our buildings, standards of efficiency, reputation and profile will suffer**	**Feasibility to be carried out on Stn 2 costs and Stn 8**
5D(g)	Duty Systems	Flexible Duty System	Discussion of proposals with Managers and FBU	Implemented new duty system 1 January 04	**Review January 05**				
		Day Duty System		No action due to increased priority on FCC and A1 shift systems	**Discuss proposal by HR Function Manager to amend Training Instructors Allowances and duty allocations. Move to 05/06**				

ISLE OF WIGHT FIRE & RESCUE SERVICE
ANNUAL COMMUNITY SAFETY ACTION PLAN

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		Shift Duty System – FCC			FCO to submit proposals with alternatives. Discuss with staff by September 04. Implement by 1 January 05	Cost neutral	No increase in overtime. Maintain minimum staffing levels	High Risk to resilience of staffing and retention	Implement new system 1 January 05
		Shift Duty System – A1			Exploring the day duty crewing system. Collecting data				To be in a position to make a judgement with or without FSEC modelling