



ISLE OF WIGHT FIRE AND RESCUE SERVICE

Service Plan 2009/10

VERSION 5.0 – March 2009

1. Introduction

1.1 The Service's key responsibilities are:

The Isle of Wight Fire and Rescue Service provides cover 24 hours a day, 365 days a year. We '*Prevent, Protect and Respond*' to secure a safe society by reducing the incidence of death, injury and damage to property from fire and other emergencies. We do this through our Community Safety team who work with the communities we serve by raising awareness of fire, road safety and preventative measures - which could make the difference between life and death. The Fire Service also works with local schools, businesses, residents and community groups across the Island to spread safety messages.

1.2 National Context

The remit of the Service is defined clearly in the National Framework 2006/08 and the Fire and Rescue Service Act 2004. Within these documents, national requirements and targets are outlined. We have used these and other drivers, such as the Civil Contingencies Act 2004 and the Emergencies Order, with regard to technical rescue and planning for terrorist events (New Dimensions) and civil disasters; in developing our plans and initiatives which we believe are important to the communities of the Island.

1.3 Local Context

The Isle of Wight Fire and Rescue Service is a department within the Isle of Wight Council's Environment and Neighbourhoods Directorate. The Service is accountable to the Fire and Rescue Authority to provide the statutory services required under the legislative acts.

The Fire and Rescue Service delivery is aimed at supporting the Eco-Island theme of 'a safe and well kept Island' and works with partners within the Safer Community block of the Local Area Agreement.

The Emergency Management Team provide an integrated service to support the Authorities responsibilities within the Civil Contingencies Act 2004. It is critical that the Fire and Rescue Service is aware of existing and emerging risks and that strategies are in place to manage these. This is carried out through a risk modelling programme which is supported by information and data from other sources.

The large increase in tourist numbers throughout the year and additional risks created by large events pose specific challenges in the allocation of resources, personnel, equipment, property and finance. Arrangements with neighbouring Fire and Rescue Services, Island partners and other emergency services are in place to enhance response capability and resilience.

The Fire and Rescue Service existing partnership, 'Co-Responders' with the Ambulance Service means those areas where the Ambulance Service might not meet its preferred attendance response times are supported by Fire and Rescue Service personnel.

2. Looking Back

Strategic Objective	Outcome	Success/Achievements	Issues	Lessons Learnt
We will provide prevention and protection services	The safety of people on the Isle of Wight will be improved through targeted prevention activities aimed at the most vulnerable within our community	Reduction in dwelling fires and injuries achieved through better targeting Delivered LIFE programmes which has resulted in improved school attendance.	Availability of data on vulnerable persons Funding for Home Fire Safety Advocate post Financial constraint in LIFE course	Set realistic target based on resources available.
	A robust risk management process will identify areas of highest risk and the necessary steps will be taken to ensure the continued safety of the public on the Island.	New response standards have been tested, developed and implemented and we are meeting these standards.	RDS availability Outside events Risk information available to crews on the scene. Validity and robustness of FSEC information in identifying high risk output areas.	Rappel could have been piloted to identify areas of weakness. Management of capacity to crew festival appliances. Management of up to date risk information on appliances.
	Specific local community risks will be targeted through the deployment of our resources.	Successful programme delivered to schools, called HEAD ON, which is being used as good practice by many other FRS's.	Lack of dedicated fire appliance Budget for HEAD ON cut	Single point of contact for partner agencies to liaise with
	We will continue to provide effective arrangement for receiving calls for assistance and for mobilising appropriate resources.	Improvement in mobilisation despite reduced RDS crew availability. Attendance to fires 95% achieved vs 93% target. Success in securing capital funding to ensure the resilience of our mobilising system, prior to moving over to RCC.	RDC retention RDS availability during weekdays 0800hrs – 1800hrs Outside events Outdated mobilising system Reliability of Rappel as a management information system	Rappel could have been piloted to identify areas of weakness To test emergency cover arrangements with Hants FRS.

Strategic Objective	Outcome	Success/Achievements	Issues	Lessons Learnt
<p>Our workforce will have development opportunities to ensure they have the necessary knowledge, skills and understanding to undertake their roles safely. By developing a more inclusive and diverse workforce, our service delivery will reflect our core values.</p>	<p>A workforce development strategy will be in place</p>	<p>Introduced a partnership through the Union Learning Partnership, which has enabled all staff the potential to access development opportunities.</p>	<p>Most PDR's completed, particular concerns relate to RDS stations.</p> <p>Interim ADC policy in place, further work required to clarify.</p> <p>Workforce development strategy yet to be put in place.</p>	<p>Management of PDR's to improve</p> <p>Investigate staggered PDR's for RDS staff.</p> <p>ADC Policy should have been clearer and delivered earlier to avoid confusion.</p>
	<p>Equality and Diversity will be mainstreamed in all levels of the Isle of Wight Fire and Rescue Service.</p>	<p>All staff have received corporate training in Equality and Diversity.</p> <p>All operational staff have received Level 1 deaf awareness training, funded by the Union Learning Partnership.</p> <p>We have established an FRS Equality Steering Group and we are on target to achieve Level 3 of the local government equality standard.</p>	<p>Corporate capacity affecting ability to deliver.</p>	<p>Closer working relationship needed with corporate to assist delivery, which will help our understanding of the issues.</p>
	<p>The health and safety culture in the Isle of Wight Fire and Rescue Service will continue to develop.</p>	<p>All managers now trained in Health and Safety.</p> <p>A revised workplace inspection system now introduced.</p> <p>Resources put in place to support Health and Safety.</p> <p>Strategic Health and Safety Review taken place, action plan now underway.</p> <p>Health and Safety Strategy and Performance Group now in place.</p>	<p>Strategic Health and Safety Review has identified a number of priority areas, such as, accident investigation procedure and operational incident monitoring.</p>	<p>Highlighted need to strengthen monitoring review process..</p>

Strategic Objective	Outcome	Success/Achievements	Issues	Lessons Learnt
We will continue to maintain our improving direction of travel.	The delivery of our core business will continue to support the aims and objectives of the South East Regional Management Board.	<p>Regional ways of working which has created capacity, within the areas of:-</p> <ul style="list-style-type: none"> Procurement Training Operations Development Prevention and Protection Improvement Equality and Diversity <p>Successful partnership established with Surrey FRS to develop MDT technology.</p>	<p>Capacity issues in attending and participating in RMB projects and workstreams.</p> <p>Costs associated with being an equal partner within RMB projects.</p>	<p>Clearer parameters to be set for attendees of RMB.</p> <p>Ensure effective management of workload.</p> <p>Assess time taken to deliver in light of limited resources.</p>
	We will continue to engage with and involve the community.	<p>Improved understanding of risks.</p> <p>More informed public through attending community events/groups.</p> <p>Reised profile and increased awareness of FRS activities.</p>	<p>A more structured approach to consulting and engaging required.</p> <p>Improved inclusion within corporate surveys needed to meet CAA requirements in ensuring we understand the community we serve.</p>	<p>Highlighted the need for a community engagement strategy.</p> <p>Enhance our working relationship with corporate communication and consultation team.</p>
	In accordance with the National Framework, compliance with the National Procurement Strategy for Fire and Rescue Service and FireBuy will occur.	Procured services through Firebuy which has improved efficiencies through economies of scale.	Weaknesses nationally with delivery from some areas of Firebuy.	Plan for delays of Firebuy project.
	All statutory obligations placed upon the Fire and Rescue Authority will be undertaken.	One of four FRS's which has managed to achieve the efficiency savings as highlighted as best practice within the 2008 Audit Commission's report 'Rising to the Challenge'.	<p>A developing understanding and engagement with the elected Members and Council Officers of the wider FRA role.</p> <p>Securing support for delivering Model for Change Project which will ensure the FRA continues to deliver its statutory duty.</p>	Enhance communication and information exchange with the FRA.

Strategic Objective	Outcome	Success/Achievements	Issues	Lessons Learnt
We will continue to maintain our improving direction of travel.	Fire and Rescue Service strategy will underpin the aims and objectives of the ECOmomy Island strategy.	All FRS policies are aligned to the ECO island strategy.	Level of FRS representation.	Identify and communicate our ability to deliver a meaningful contribution to the ECO Island.

3. Looking Forward

Strategic Service Objective (1): **Community – Ensure communities feel safer, save lives and reduce injuries and protect the built and natural environment**

Linking to Corporate Priority: Reduce crime and substance misuse
 Reduce anti social behaviour and disorder
 Reduce the fear of crime and increase public confidence,
 Enhance how our local areas look and feel, now and in the future

Associated Corporate Theme

An Inspired Island *A Healthy and Supportive Island* *A Thriving Island* *A Safe and Well Kept Island* *A Modern Council*
 Primary *Primary* *Primary* *Primary* *Primary*

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
Ensure communities feel safer	Fire and Rescue Service Act 2004; Fire and Rescue Services National Framework 2008/11; Local Government and involvement in Public Health Act 2007; Operational Assessment 2009	Increased community confidence in the Service Residents feel safer from the risks of fire in their home People feel safer from the risks of fire in the workplace Visitors feel safer from the risks of fire in their accommodation Residents and visitors feel confident with the service	Capital Grant Allocation – CLG; Capital Programme; FRS Budget; New Dimensions - CLG Grant; Partnership working with SWHA; Youth Inclusion Forum Funding	Inadequate response to emergency incidents resulting in increased community risk; Ineffective risk profiling resulting in work initiatives being targeted in the wrong areas; Lack of modernisation will lead to government intervention; Loss of our Natural and built environment; Operational personnel and communities would be subjected to greater risk; Services not 'shaped'	BVPI 142ii - Calls to primary fires attended per 10,000 population as Monthly PI; BVPI 142iii - Calls to accidental dwelling fires per 10,000 dwelling as Monthly PI; BVPI 149i - False alarms caused by automatic fire detection apparatus attended per 1,000 non domestic properties as Monthly PI; BVPI 206i - No of deliberate primary fires excluding vehicles per 10,000 population as Monthly PI; LBV OP 16A - Hampshire notified Code Black due to shortage of available appliances; LBV OP3K – % of time RDS appliances are off the fun due to crew shortage; LBV OP4A - RTC's attended – persons extricated; LBV OP6B - No of Co-responder calls attended in 8 minutes; N1 140 – Fair treatment by local services;	April 2010	Stuart May

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
				to meet community needs resulting in a lack of community confidence in the Service; Stakeholders unaware of the prevention, protection and response role to ensure communities are safe; Vulnerable citizens being put at greater risk	NI 189 – Flood and coastal erosion risk management; NI 19 - Rate of proven re-offending by young offenders; NI 196 – Improved street and environmental cleanliness – fly tipping; NI 33i - Deliberate primary fires per 10,000 population; NI 47 - People killed or seriously injured in road traffic accidents; NI 48 - Children killed or seriously injured in road traffic accidents; NI 49 - No of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks; NI 49ii - Fatalities in primary fires per 100,000 population; NI 49iii - No of injuries in primary fires per 100,000 population; NI 5 - Overall/general satisfaction with local area		
Saving lives and reduce injuries	Civil Contingencies Act 2004; Crime and Disorder Act 1998 (Section 17); Fire and Rescue Service Act 2004; Fire and Rescue Services (Emergencies)(Order) 2007; Fire and Rescue Services National Framework 2008/11; Health and Safety at Work;	Reduced deaths and injuries Reduced fires, road traffic collisions and other emergencies	Capital Grant Allocation – CLG; Capital Programme; FRS Budget; New Dimensions - CLG Grant; Partnership working with SWHA; Youth Inclusion Forum Funding	Inadequate response to emergency incidents resulting in increased community risk; Ineffective risk profiling resulting in work initiatives being targeted in the wrong areas; Lack of modernisation will lead to government intervention; Loss of our Natural and built environment; Operational personnel and communities would be subjected to greater risk; Services not 'shaped' to meet community	BVPI 142ii - Calls to primary fires attended per 10,000 population as Monthly PI; BVPI 142iii - Calls to accidental dwelling fires per 10,000 dwelling as Monthly PI; BVPI 149i - False alarms caused by automatic fire detection apparatus attended per 1,000 non domestic properties as Monthly PI; BVPI 206i - No of deliberate primary fires excluding vehicles per 10,000 population as Monthly PI; LBV OP 16A - Hampshire notified Code Black due to shortage of available appliances; LBV OP3K – % of time RDS appliances are off the fun due to crew shortage; LBV OP4A - RTC's attended – persons extricated; LBV OP6B - No of Co-responder calls attended in 8 minutes; N1 140 – Fair treatment by local services; NI 189 – Flood and coastal erosion risk	April 2010	Stuart May

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
	Health and Safety at Work Act 1974; National Indicator Set;			needs resulting in a lack of community confidence in the Service; Stakeholders unaware of the prevention, protection and response role to ensure communities are safe; Vulnerable citizens being put at greater risk	management; NI 19 - Rate of proven re-offending by young offenders; NI 196 – Improved street and environmental cleanliness – fly tipping; NI 33i - Deliberate primary fires per 10,000 population; NI 47 - People killed or seriously injured in road traffic accidents; NI 48 - Children killed or seriously injured in road traffic accidents; NI 49 - No of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks; NI 49ii - Fatalities in primary fires per 100,000 population; NI 49iii - No of injuries in primary fires per 100,000 population; NI 5 – Overall/general satisfaction with local area		
Protect the built and natural environment	Civil Contingencies Act 2004; Environment Act 1995; Fire and Rescue Service Act 2004; Operational Assessment 2009; Petroleum Act 1928 & 1936; Regulatory Reform (Fire Safety) Order 2005	Improved prevention and protection through enforcement and education Reduced environmental impact Natural and built heritage safeguarded Reduced environmental impact from premises, vehicles and business processes	Capital Grant Allocation – CLG; Capital Programme; FRS Budget; New Burdens Funding – CLG; New Dimensions - CLG Grant; Partnership working with SWHA; Regional Management Board Funding; Youth Inclusion Forum Funding	Detrimental effect on the environment; Failure to achieve value for money and whilst meeting citizen expectations; Inability to respond effectively to emergency calls resulting in increased risk to the community; Inadequate response to emergency incidents resulting in increased community risk; Ineffective risk profiling resulting in work initiatives being targeted in the wrong areas; Lack of modernisation	BVPI 142ii - Calls to primary fires attended per 10,000 population as Monthly PI; BVPI 142iii - Calls to accidental dwelling fires per 10,000 dwelling as Monthly PI; BVPI 149i - False alarms caused by automatic fire detection apparatus attended per 1,000 non domestic properties as Monthly PI; BVPI 206i - No of deliberate primary fires excluding vehicles per 10,000 population as Monthly PI; LBV OP 16A - Hampshire notified Code Black due to shortage of available appliances; LBV OP3K – % of time RDS appliances are off the fun due to crew shortage; LBV OP4A – RTC's attended – persons extricated; LBV OP6B - No of Co-responder calls attended in 8 minutes; N1 140 – Fair treatment by local services; NI 179 – Value for money – total net value of ongoing cash releasing value for money gains	April 2010	Steve Apter

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
				<p>will lead to government intervention; Loss of our Natural and built environment; Operational personnel and communities would be subjected to greater risk; Services not 'shaped' to meet community needs resulting in a lack of community confidence in the Service; Stakeholders unaware of the prevention, protection and response role to ensure communities are safe; Vulnerable citizens being put at greater risk</p>	<p>that have impacted since the start of the 2008-9 financial year; NI 185 – CO² reduction from Local Authority operations; NI 189 – Flood and coastal erosion risk management; NI 19 - Rate of proven re-offending by young offenders; NI 196 – Improved street and environmental cleanliness – fly tipping; NI 33i - Deliberate primary fires per 10,000 population; NI 47 – People killed or seriously injured in road traffic accidents; NI 48 – Children killed or seriously injured in road traffic accidents; NI 49 - No of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks; NI 49ii - Fatalities in primary fires per 100,000 population; NI 49iii – No of injuries in primary fires per 100,000 population; NI 5 – Overall/general satisfaction with local area.</p>		
<p>Influencing Activities/Dependencies:</p>							
<p>Ensuring communities feel safer requires an integrated partnership approach reliant upon robust intelligence and information.</p>							
<p>Saving lives and reducing injuries is dependant upon effective modernisation and an effective competent workforce based intelligence and risk management.</p>							
<p>Protecting the built and natural environment is dependant upon delivering the eco Island vision, regional FRS prioritisation of environment issues and the emerging FRS specific guidance and legislation.</p>							
<p>Priorities for learning and development in support of delivery of this service objective:</p>							
<p>Ensure that the relevant people develop a broader knowledge of the strategic partnership agenda, eg. The Local Area Agreement, ECO Island</p>							
<p>Ensure staff have specialist skills in line with National Occupational Standards.</p>							
<p>Ensure officers have the appropriate skills to attend and make decisions within partnership and regional workstreams.</p>							
<p>Ensure all personnel are developed in line with the national occupational standards and the risk within the community.</p>							

Strategic Service Objective (2): Process – Community protection, emergency response and incident prevention

Linking to Corporate Priority: Reduce crime and substance misuse
 Reduce anti social behaviour and disorder
 Reduce the fear of crime and increase public confidence,
 Enhance how our local areas look and feel, now and in the future

Associated Corporate Themes:

An Inspired Island A Healthy and Supportive Island A Thriving Island A Safe and Well Kept Island A Modern Council
 Primary Primary Primary Primary Primary

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
Community Protection	Civil Contingencies Act 2004; Environment Act 1995; Fire and Rescue Service Act 2004; Fire and Rescue Services Equality and Diversity Strategy; Fire and Rescue Services National Framework 2008/11; Operational Assessment 2009	Robust and effective understanding of community risks Services 'shaped' to meet and control community risks	Capital Grant Allocation – CLG; Capital Programme; FRS Budget; New Burdens Funding – CLG; New Dimensions - CLG Grant; Partnership working with SWHA; Youth Inclusion Forum Funding	Inability to respond effectively to emergency calls resulting in increased risk to the community; Inadequate response to emergency incidents resulting in increased community risk ; Ineffective risk profiling resulting in work initiatives being targeted in the wrong areas; Lack of modernisation will lead to government intervention; Loss of our Natural	BVPI 142ii - Calls to primary fires attended per 10,000 population as Monthly PI; BVPI 142iii - Calls to accidental dwelling fires per 10,000 dwelling as Monthly PI; BVPI 149i - False alarms caused by automatic fire detection apparatus attended per 1,000 non domestic properties as Monthly PI; BVPI 206i - No of deliberate primary fires excluding vehicles per 10,000 population as Monthly PI; LBV OP 16A - Hampshire notified Code Black due to shortage of available appliances; LBV OP3K – % of time RDS appliances are off the fun due to crew shortage; LBV OP4A – RTC's attended – persons extricated;	April 2010	Stuart May

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
				and built environment; Operational personnel and communities would be subjected to greater risk; Services not 'shaped' to meet community needs resulting in a lack of community confidence in the Service; Vulnerable citizens being put at greater risk	LBV OP6B - No of Co-responder calls attended in 8 minutes; N1 140 – Fair treatment by local services; NI 189 – Flood and coastal erosion risk management; NI 19 - Rate of proven re-offending by young offenders; NI 196 – Improved street and environmental cleanliness – fly tipping; NI 33i - Deliberate primary fires per 10,000 population; NI 47 – People killed or seriously injured in road traffic accidents; NI 48 – Children killed or seriously injured in road traffic accidents; NI 49 - No of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks; NI 49ii - Fatalities in primary fires per 100,000 population; NI 49iii – No of injuries in primary fires per 100,000 population; NI 5 - Overall/general satisfaction with local area		
Emergency Response	Civil Contingencies Act 2004; Crime and Disorder Act 1998 (Section 17); Fire and Rescue Service Act 2004; Fire and Rescue Services (Emergencies)(Order) 2007; Fire and Rescue Services National Framework 2008/11; Health and Safety	Improved assessment and appropriate response to incidents Resilient service able to deliver against community risks Continuation of core business under exceptional circumstances	Capital Grant Allocation – CLG; Capital Programme; Consultancy Support - Improvement and Development Agency; FRS Budget; New Burdens Funding – CLG; New	An ineffective Service failing to meet its strategic objectives; leading to government intervention; Failure to achieve value for money and whilst meeting citizen expectations; Inability to respond effectively to emergency calls resulting in increased risk to the community; Inadequate response to emergency incidents	ABV SM1 - %age of ex-BVPI indicators achieving target; BVPI 142ii - Calls to primary fires attended per 10,000 population as Monthly PI; BVPI 142iii - Calls to accidental dwelling fires per 10,000 dwelling as Monthly PI; BVPI 149i - False alarms caused by automatic fire detection apparatus attended per 1,000 non domestic properties as Monthly PI; BVPI 206i - No of deliberate primary fires excluding vehicles per 10,000 population as Monthly PI; LBV OP16A - Hampshire notified Code Black due to shortage of available appliances;	April 2010	Steve Apter

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
	at Work Act 1974; National Indicator Set; Operational Assessment 2009		Dimensions - CLG Grant	resulting in increased community risk ; Ineffective risk profiling resulting in work initiatives being targeted in the wrong areas; Lack of modernisation will lead to government intervention; Operational personnel and communities would be subjected to greater risk; Services not 'shaped' to meet community needs resulting in a lack of community confidence in the Service; Stakeholder disengagement and poor decision making resulting in an ineffective Service; Stakeholders unaware of the prevention, protection and response role to ensure communities are safe	LBV OP3K – % of time RDS appliances are off the fun due to crew shortage; LBV OP4A - RTC's attended – persons extricated; LBV OP6B - No of Co-responder calls attended in 8 minutes; LBV QU 2 - % of local measures achieving target; N1 140 – Fair treatment by local services; NI 179 – Value for money – total net value of ongoing cash releasing value for money gains that have impacted since the start of the 2008-9 financial year; NI 189 – Flood and coastal erosion risk management; NI 19 - Rate of proven re-offending by young offenders; NI 33 – Deliberate primary fires per 10,000 population; NI 47 - People killed or seriously injured in road traffic accidents; NI 48 – Children killed or seriously injured in road traffic accidents; NI 49 - No of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks; NI 49ii - Fatalities in primary fires per 100,000 population; NI 49iii - No of injuries in primary fires per 100,000 population; NI 5 - Overall/general satisfaction with local area		
Incident Prevention	Crime and Disorder Act 1998 (Section 17); Fire and Rescue Service Act 2004; Fire and Rescue Services Equality and Diversity;	Enhanced understanding of community risks through shared information Improved service delivery through shared resources	Consultancy Support - Improvement and Development Agency; FRS Budget; New	Inadequate response to emergency incidents resulting in increased community risk; Ineffective risk profiling resulting in work initiatives being targeted in the wrong	ABV SM1 - %age of ex-BVPI indicators achieving target; BVPI 142ii - Calls to primary fires attended per 10,000 population as Monthly PI; BVPI 142iii - Calls to accidental dwelling fires per 10,000 dwelling as Monthly PI; BVPI 206i - No of deliberate primary fires excluding vehicles per 10,000 population	April 2010	Stuart May

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
	Fire and Rescue Services Equality and Diversity Strategy; Fire and Rescue Services National Framework 2008/11; National Indicator Set		Dimensions - CLG Grant; Partnership working with SWHA; Youth Inclusion Forum Funding	areas; Operational personnel and communities would be subjected to greater risk; Services not 'shaped' to meet community needs resulting in a lack of community confidence in the Service; Stakeholder disengagement and poor decision making resulting in an ineffective Service; Stakeholders unaware of the prevention, protection and response role to ensure communities are safe; Vulnerable citizens being put at greater risk	as Monthly PI; LBV OP 16A - Hampshire notified Code Black due to shortage of available appliances; LBV OP3K – % of time RDS appliances are off the fun due to crew shortage; LBV OP4A - RTC's attended – persons extricated; LBV OP6B - No of Co-responder calls attended in 8 minutes; LBV QU 2 – % of local measures achieving target; N1 140 – Fair treatment by local services; NI 189 – Flood and coastal erosion risk management; NI 19 - Rate of proven re-offending by young offenders; NI 196 – Improved street and environmental cleanliness – fly tipping; NI 33i - Deliberate primary fires per 10,000 population; NI 47 - People killed or seriously injured in road traffic accidents; NI 48 - Children killed or seriously injured in road traffic accidents; NI 49 - No of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks; NI 49ii - Fatalities in primary fires per 100,000 population; NI 49iii - No of injuries in primary fires per 100,000 population; NI 5 – Overall/general satisfaction with local area		
<p>Influencing Activities/Dependencies:</p> <p>Community protection is dependant upon effective partnership working and the utilisation of robust community intelligence. Emergency response is dependant upon a multi agency assessment and response to incidents. Incident prevention is dependant upon understanding of community risks through shared information systems.</p>							

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
<p>Priorities for learning and development in support of delivery of this service objective:</p> <p>Ensure that the relevant people develop a broader knowledge of the strategic partnership agenda, eg. The Local Area Agreement.</p> <p>Ensure staff have specialist skills in line with National Occupational Standards.</p> <p>Ensure officers have the appropriate skills to attend and make decisions within partnership and regional workstreams.</p> <p>Ensure that the information observatory supports community risk profiling.</p> <p>Ensure staff have specialist skills in line with National Occupational Standards and the identified risk within the community.</p>							

Strategic Service Objective (3):

Resource – Priorities drive resource allocation and manage resources

Linking to Corporate Priority:

Putting the customer first
 Improving performance and value for money
 Improving our reputation with residents, visitors and local businesses
 Organisational development and improvement

Associated Corporate Themes:

- An Inspired Island*
 A Healthy and Supportive Island
 A Thriving Island
 A Safe and Well Kept Island
 A Modern Council
 Primary
 Primary
 Primary
 Primary
 Primary

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
Priorities drive resource allocation	Fire and Rescue Service Act 2004; Fire and Rescue Services National Framework 2008/11; National Indicator Set; Rising to the Challenge, Improving Fire Service Efficiency. Audit Commission Report 2008; Use of Resources 2008/09	Service delivery resourced to meet strategic service objectives	Capital Grant Allocation – CLG; Capital Programme; Consultancy Support - Improvement and Development Agency; FRS Budget	An ineffective Service failing to meet its strategic objectives; leading to government intervention; Failure to achieve value for money and whilst meeting citizen expectations; Ineffective risk profiling resulting in work initiatives being targeted in the wrong areas; Lack of modernisation will lead to government intervention; Operational personnel and communities	ABV SM1 - %age of ex-BVPI indicators achieving target; BVPI 142ii - Calls to primary fires attended per 10,000 population as Monthly PI; BVPI 142iii - Calls to accidental dwelling fires per 10,000 dwelling as Monthly PI; BVPI 206i - No of deliberate primary fires excluding vehicles per 10,000 population as Monthly PI; LBV OP 16A - Hampshire notified Code Black due to shortage of available appliances; LBV OP3K - % of time RDS appliances are off the fun due to crew shortage; LBV OP4A - RTC's attended – persons extricated; LBV QU 2 - % of local measures achieving target;	April 2010	Rob Polkinghorne

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
				would be subjected to greater risk; Services not 'shaped' to meet community needs resulting in a lack of community confidence in the Service	N1 140 – Fair treatment by local services; NI 179 – Value for money – total net value of ongoing cash releasing value for money gains that have impacted since the start of the 2008-9 financial year; NI 19 - Rate of proven re-offending by young offenders; NI 33 – Deliberate primary fires per 10,000 population; NI 47 – People killed or seriously injured in road traffic accidents; NI 48 - Children killed or seriously injured in road traffic accidents; NI 49 - No of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks; NI 5 - Overall/general satisfaction with local area		
Manage resources	Fire and Rescue Service Act 2004; Fire and Rescue Services National Framework 2008/11; National Indicator Set; Rising to the Challenge, Improving Fire Service Efficiency. Audit Commission Report 2008; Use of Resources 2008/09	Effective Service that provides value for money Efficient governance and commissioning to deliver community outcomes Effective management of natural resources, physical assets and people	Capital Grant Allocation – CLG; Capital Programme; Consultancy Support - Improvement and Development Agency; FRS Budget; New Burdens Funding – CLG; Regional Management Board Funding; Support - Learning Skills Council	An ineffective Service failing to meet its strategic objectives; leading to government intervention Detrimental effect on the environment Failure to achieve value for money and whilst meeting citizen expectations Inability to respond effectively to emergency calls resulting in increased risk to the community Incompetent workforce leading to risk to Fire and Rescue Service personnel and the community	ABV SM1 - %age of ex-BVPI indicators achieving target; BVPI 149i - False alarms caused by automatic fire detection apparatus attended per 1,000 non domestic properties as Monthly PI; LBV OP16A - Hampshire notified Code Black due to shortage of available appliances; LBV OP3K - % of time RDS appliances are off the fun due to crew shortage; LBV OP4A – RTC's attended – persons extricated; LBV QU 2 - % of local measures achieving target; NI 174 – Skills gaps in the current workforce reported by employers; NI 179 – Value for money – total net value of ongoing cash releasing value for money gains that have impacted since the start of the 2008-9 financial year;	April 2010	Rob Polkinghorne

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
				Lack of modernisation will lead to government intervention Stakeholder disengagement and poor decision making resulting in an ineffective Service	NI 185 – CO ² reduction from Local Authority operations; NI 33 – Deliberate primary fires per 10,000 population; NI 47 – People killed or seriously injured in road traffic accidents; NI 48 – Children killed or seriously injured in road traffic accidents; NI 49 - No of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks; NI 49ii – Fatalities in primary fires per 100,000 population; NI 49iii – No of injuries in primary fires per 100,000 population; NI 5 – Overall/general satisfaction with local area		
<p>Influencing Activities/Dependencies:</p> <p>Resource allocation, driven by priorities, is dependant upon the comprehensive spending review, ring-fencing of revenue support grant to FRS in line with Audit Commission recommendations and short to medium term budget adjustments within the current economic climate.</p>							
<p>Priorities for learning and development in support of delivery of this service objective:</p> <p>Ensure that the relevant people develop a broader knowledge of the strategic partnership agenda, eg. Shared resources. Ensure officers have the appropriate skills to attend and make decisions within regional workstreams. Ensure all officers develop a robust understanding of performance management. Raise elected Members awareness of FRS agenda.</p>							

Strategic Service Objective (4): People – Competent and healthy workforce and match our workforce to our needs

Linking to Corporate Priority:

Supporting staff
 Improving performance and value for money
 Improving our reputation with residents, visitors and local businesses
 Organisational development and improvement

Associated Corporate Themes:

- An Inspired Island
 A Healthy and Supportive Island
 A Thriving Island
 A Safe and Well Kept Island
 A Modern Council
 Primary
 Primary
 Primary
 Primary
 Primary

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
Competent and healthy workforce	Fire and Rescue Service Act 2004; Fire and Rescue Services (Emergencies) (Order) 2007; Fire and Rescue Services National Framework 2008/11; Health and Safety at Work Act 1974; IPDS Code of Practice; Operational Assessment 2009	Reduced accidents and injuries in the workplace Healthier workforce Effective and efficient workforce Workforce delivers services to meet the needs of the community	Capital Grant Allocation – CLG; Capital Programme; Consultancy Support - Improvement and Development Agency; FRS Budget; New Dimensions - CLG Grant; Partnership working with SWHA; Support - Learning Skills Council;	An ineffective Service failing to meet its strategic objectives; leading to government intervention; Inadequate response to emergency incidents resulting in increased community risk; Incompetent workforce leading to risk to Fire and Rescue Service personnel and the community; Ineffective risk profiling resulting in work initiatives being targeted in the wrong areas; Lack of modernisation will lead to government	ABV SM1 - %age of ex-BVPI indicators achieving target; BVPI 142ii - Calls to primary fires attended per 10,000 population as Monthly PI; BVPI 149i - False alarms caused by automatic fire detection apparatus attended per 1,000 non domestic properties as Monthly PI; BVPI 206i - No of deliberate primary fires excluding vehicles per 10,000 population as Monthly PI; LBV OP 16A - Hampshire notified Code Black due to shortage of available appliances; LBV OP3K - % of time RDS appliances are off the fun due to crew shortage; LBV OP4A - RTC's attended – persons extricated; LBV OP6B - No of Co-responder calls attended in 8 minutes;	April 2010	Stuart May

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
			Youth Inclusion Forum Funding	intervention; Loss of our Natural and built environment; Operational personnel and communities would be subjected to greater risk; Services not 'shaped' to meet community needs resulting in a lack of community confidence in the Service; Stakeholders unaware of the prevention, protection and response role to ensure communities are safe; Vulnerable citizens being put at greater risk	LBV QU 2 - % of local measures achieving target; N1 140 – Fair treatment by local services; NI 174 – Skills gaps in the current workforce reported by employers; NI 19 - Rate of proven re-offending by young offenders; NI 196 – Improved street and environmental cleanliness – fly tipping; NI 33i - Deliberate primary fires per 10,000 population; NI 47 - People killed or seriously injured in road traffic accidents; NI 48 - Children killed or seriously injured in road traffic accidents; NI 49 - No of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks; NI 49ii - Fatalities in primary fires per 100,000 population; NI 49iii - No of injuries in primary fires per 100,000 population; NI 5 – Overall/general satisfaction with local area		
Match our workforce to our needs	Crime and Disorder Act 1998 (Section 17); Fire and Rescue Service Act 2004; Fire and Rescue Services (Emergencies)(Order) 2007; Fire and Rescue Services National Framework 2008/11; Health and Safety at Work Act 1974; IPDS Code of	Resilient and responsive Service better able to meet out community needs	Capital Grant Allocation - CLG Capital Programme; Consultancy Support - Improvement and Development Agency FRS Budget; New Burdens Funding - CLG New	An ineffective Service failing to meet its strategic objectives; leading to government intervention; Inability to respond effectively to emergency calls resulting in increased risk to the community; Inadequate response to emergency incidents resulting in increased community risk ; Ineffective risk profiling resulting in work	ABV SM1 - %age of ex-BVPI indicators achieving target; BVPI 142ii - Calls to primary fires attended per 10,000 population as Monthly PI; BVPI 142iii - Calls to accidental dwelling fires per 10,000 dwelling as Monthly PI; BVPI 149i - False alarms caused by automatic fire detection apparatus attended per 1,000 non domestic properties as Monthly PI; BVPI 206i - No of deliberate primary fires excluding vehicles per 10,000 population as Monthly PI; LBV OP 16A - Hampshire notified Code Black due to shortage of available	April 2010	Stuart May

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
	Practice; Operational Assessment 2009		Dimensions - CLG Grant	initiatives being targeted in the wrong areas; Lack of modernisation will lead to government intervention; Operational personnel and communities would be subjected to greater risk; Services not 'shaped' to meet community needs resulting in a lack of community confidence in the Service; Stakeholders unaware of the prevention, protection and response role to ensure communities are safe	appliances; LBV OP3K – % of time RDS appliances are off the fun due to crew shortage; LBV OP4A - RTC's attended – persons extricated; LBV OP6B - No of Co-responder calls attended in 8 minutes; LBV QU 2 - % of local measures achieving target; N1 140 – Fair treatment by local services; NI 189 – Flood and coastal erosion risk management; NI 19 - Rate of proven re-offending by young offenders; NI 33 – Deliberate primary fires per 10,000 population; NI 47 - People killed or seriously injured in road traffic accidents; NI 48 – Children killed or seriously injured in road traffic accidents; NI 49 - No of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks; NI 49ii - Fatalities in primary fires per 100,000 population; NI 49iii - No of injuries in primary fires per 100,000 population; NI 5 - Overall/general satisfaction with local area		
<p>Influencing Activities/Dependencies:</p> <p>Ensure performance management system identifies any learning and development gap within the workforce. Competent and healthy workforce is dependant upon a robust performance management system, which identifies learning and development needs within the workforce.</p>							
<p>Priorities for learning and development in support of delivery of this service objective:</p> <p>A risk based Training Needs Analysis will identify priorities for learning and development.</p>							

Strategic Service Objective (5):

Linking to Corporate Priority:

Associated Corporate Themes:

- An Inspired Island*
 A Healthy and Supportive Island
 A Thriving Island
 A Safe and Well Kept Island
 A Modern Council
 Primary
 Primary
 Primary
 Primary
 Primary

Outcome	Driver	Output	Finance/ Resources	Risks	Monitoring Method/ Performance Measures	Target Date	Lead Officer
Influencing Activities/Dependencies:							
Priorities for learning and development in support of delivery of this service objective:							

4. Corporate & Statutory Compliance

Area of Compliance and Signpost to Other Documents	Brief Description of Compliance	Evidence
Asset Management <ul style="list-style-type: none"> • Capital Strategy • Capital Code of Practice • Strategic Asset Management Plan • Capital Receipts Programme 2008-2011 	<ul style="list-style-type: none"> • Code of Practice for developing and managing capital programme followed. • Contribution to Service Asset Management Group 	
Audit <ul style="list-style-type: none"> • Annual Audit Plan 	<ul style="list-style-type: none"> • Activities related to Internal Audit and/or Audit Commission Action plans 	
Business Continuity <ul style="list-style-type: none"> • Civil Contingencies Act 2004 	<ul style="list-style-type: none"> • Ensure service has a completed Business Continuity Plan • Ensure quarterly update of contact details within plan • Ensure annual update of service Business Continuity Plan 	
Communications <ul style="list-style-type: none"> • Electronic Communications Policy • Media protocol • Print protocol • Code of recommended practice on local authority publicity • Corporate identity guide • Plain English guide • Accessibility guide 	<ul style="list-style-type: none"> • Ensure service compliance with media protocol. • Ensure service compliance with print protocol. • Cascade information relating to plain English and accessibility guidelines. • Ensure service compliance with corporate identity manual. • Ensure service compliance with local government codes of recommended practice on local authority publicity. 	
Community Safety <ul style="list-style-type: none"> • Crime and Disorder Act 1998 Section 17 	<ul style="list-style-type: none"> • To ensure that services delivered by IWC consider the implications on crime, disorder, substance misuse and anti-social behaviour adversely affecting the local environment. 	
Compliance and Procurement <ul style="list-style-type: none"> • Managing Risk - Policy & Strategy • Register of Interest Policy and Gifts and Hospitality Policy • Procurement Code • Anti Money Laundering Policy • Counter Fraud and Corruption 	<ul style="list-style-type: none"> • Ensure all significant service and project risks are managed and recorded on JCAD Risk. • All Service contracts registered on IWC Contracts database. • Ensure register of interests, gifts and hospitality are fully and properly completed, and maintained up to date. 	

Area of Compliance and Signpost to Other Documents	Brief Description of Compliance	Evidence
<ul style="list-style-type: none"> • Strategy • Whistleblowing at Work Policy 		
<p>Data Quality</p> <ul style="list-style-type: none"> • Data Quality Policy & Strategy • Data Quality Action Plan • Data Quality Communications material • Data Quality Intranet Site 	<ul style="list-style-type: none"> • Ensure completion of Data Registers and measure pro formas. • Cascading of Data Quality Communications material. • Ensure completion and monitoring of Data Registers and measure pro formas. • Ensure that data received from 3rd parties is Accurate, Complete and Reliable or place caveats on it if it is not. Data Exchange Agreements should be sought where third parties supply data to the service 	
<p>Data Management</p> <ul style="list-style-type: none"> • Data Protection Policy • Access to Information Policy (FOI) 	<ul style="list-style-type: none"> • If relevant, formulate Data Sharing Agreements where information is shared between services and/or partners • Ensure all staff aware of responsibilities to manage information in accordance with departmental/corporate policies and relevant legislation. 	
<p>Equality & Diversity</p> <ul style="list-style-type: none"> • Equality and Diversity at Work policy • Gifts and Hospitality Policy • Whistleblowing at Work Policy • Dignity at Work Policy • Age Discrimination Policy • Organisational Change Policy 	<ul style="list-style-type: none"> • Completion of Impact Assessments and Action Plans (including Equality & Diversity targets) • Self Assessment against quality standards • All staff to complete compulsory Equality & Diversity training 	
<p>Financial Management</p> <ul style="list-style-type: none"> • Financial Management Code of Practice • Financial Procedure Rules • Accounting Code of Practice 	<ul style="list-style-type: none"> • Financial and budget management in accordance with Financial Management Code of Practice and Financial Procedure Rules. • Allocation of expenditure and income complies with Financial Management and Reporting Standards. 	
<p>Health & Safety</p> <ul style="list-style-type: none"> • Health & Safety Manual • Stress Policy • Smoke Free Policy 	<ul style="list-style-type: none"> • Updating of Directorate safety policy • Completion of H&S Risk Assessments • Review of Health & Safety training needs and training booked • Manager to complete mandatory health and safety training 	

Area of Compliance and Signpost to Other Documents	Brief Description of Compliance	Evidence
ICT <ul style="list-style-type: none"> • ICT Electronic Communications Policy • ICT Security Policy • ICT Hardware Policy • ICT Software Policy • ICT Standards Policy • ICT Telecommunication Policy • ICT Asset Disposal Policy • Portable File Storage Media Policy • ICT Mass Mailing Policy • ICT Policy and ICT Strategy • Information Security Policy • Protective Marking Policy 	<ul style="list-style-type: none"> • Ensure all ICT policies are understood and adhered to. 	
Investors in People Accreditation	<ul style="list-style-type: none"> • Completion of annual PDR's and 6 month review • 1:1 meetings for staff supervision undertaken • Team Meetings undertaken • Service & Directorate training plans completed • Evaluation of learning built in at all levels and investments and outcomes reviewed 	
Island Strategic Partnership <ul style="list-style-type: none"> • Community Strategy • IW Economic Strategy • National Indicator Set and Local Area Agreement 2 	<ul style="list-style-type: none"> • Completion of Partnership Map • Performance monitoring of LAA2 measures 	
Performance Management <ul style="list-style-type: none"> • Corporate Plan • Performance Management Framework 	<ul style="list-style-type: none"> • Ensure all service and project performance measures stored on the CorStrategy Performance Management system are updated regularly and within timescale for reporting purposes. • Ensure all issues and/or areas of concern are escalated from Mini Service Boards to Directorate Service Boards 	

Area of Compliance and Signpost to Other Documents	Brief Description of Compliance	Evidence
Project Management <ul style="list-style-type: none"> • Programme and Project Management Policy 	<ul style="list-style-type: none"> • Ensure appropriate planning documentation and resources are in place for all programmes and projects • Ensure submission of planning documentation to Programme Office for all Major programmes and projects • Ensure submission of monthly Highlight Reports to Programme Office for all Major programmes and projects 	
Sustainability <ul style="list-style-type: none"> • AONB Management Plan • Unitary Development Plan • Local Transport Plan • Agenda 21 Strategy • Carbon Management Plan 	<ul style="list-style-type: none"> • To provide the sustainability officer with information on recycling, renewable energy and CO2 reduction 	
Transformation	<ul style="list-style-type: none"> • Ensure your service has a Service Transformation Plan that is managed as a project and that is integrated with the overarching corporate programme • Ensure your service has a nominated Tier 3 (direct report to HoS) individual with accountability and capacity for the management and delivery of your Service Transformation Plan 	
Value For Money and Efficiency <ul style="list-style-type: none"> • VfM Strategy • Procurement Code and Contract Standing Orders • Project Management Guide • Value for Money intranet site • Partnership Code of Practice 	<ul style="list-style-type: none"> • Ensure benchmarking undertaken • Ensure Procurement Code followed • Ensure Project management guidance followed • Ensure value for money reviews undertaken • Collaborative working pursued • Partnerships governance 	