



## ISLE OF WIGHT FIRE AND RESCUE AUTHORITY

*"WORKING TOGETHER TO MAKE THE ISLAND SAFER"*

# SERVICE IMPROVEMENT AND CHANGE MANAGEMENT PLAN

**2006 – 2009**

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## **FOREWORD BY THE PORTFOLIO HOLDER FOR SAFER COMMUNITIES, CLLR BARRY ABRAHAM; AND BRIGADE MANAGER, PAUL STREET**

The Fire and Rescue Service in England and Wales has faced many challenges and changes in the past eighteen months and we have been part of this monumental period of change and development.

The remit of the Service has been refocused nationally and is defined clearly in the new National Framework 2006/08 and the Fire and Rescue Services Act 2004. Within these documents, national requirements and targets are outlined. We have used these drivers in developing our plans and initiatives which we believe are important to the communities of the Island.


The Service has faced a new assessment regime through the Audit Commission's Comprehensive Performance Assessment (CPA) and has had to develop approaches to improvement planning by building upon strengths and addressing areas of weakness.

This Service Improvement and Change Management Plan has been produced in response to the CPA undertaken by the Audit Commission in April 2005 and seeks to summarise the detail of the various action plans and strategies in place, to improve our Service over the next three years.

The objectives of this plan are to:

- consolidate and summarise all current improvement activity within the Isle of Wight Fire and Rescue Service
- put in place actions and capacity for any additional areas identified as needing improvement in the CPA report.
- provide a plan for the next three years, which identifies key outcomes that address strategic improvement areas; which links to existing projects and the strategic programme for change management and improvement for the Isle of Wight Council – 'Aim High'; has key actions which are underpinned by a performance measure; which is adequately funded, resourced and risk assessed and which will announce what success will look and feel like
- satisfy the Audit Commission, as our regulators and external auditors and other areas of support, monitoring and advice; that the improvement is underway, will deliver the desired outcomes and level of service to the public and community

We understand improving the Service is not about making lots of changes quickly. This is a long term process of sustainable improvement and one that we are committed to. Our Service is one of three 'priority improvement areas' within the Council. This requires us and our stakeholders/partners to actively contribute to improving, with the ultimate outcome being, to 'make the Island safer'.



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**Councillor Barry Abraham**  
**Portfolio Holder for Safer Communities**



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**Paul Street**  
**Brigade Manager**

## **STATEMENT OF COMMITMENT BY THE STRATEGIC MANAGEMENT TEAM**

Members of the SMT will seek to secure continuous improvement in its performance and in the exercise of all its functions, whether statutory or not, having regard to a combination of economy, efficiency and effectiveness. We are fully committed to establishing a culture in which individuals and groups take responsibility for the continuous improvement of the Service, provision of quality, value for money and focusing on the needs and aspirations of our communities.

This plan focuses on the identified priorities for the Authority and the tasks required to deliver the improvements which will make a positive contribution to our service delivery. Our areas for improvement are:-

- Key strategies to be revised and developed
- Stronger planning framework, to be inclusive of all stakeholders
- Improved officer/Member relationships and Member involvement in decision making
- Clarify staff areas of responsibility and Member involvement in decision making
- Increase level of effectiveness of Member challenge
- Produce Integrated Personal Development System (IPDS) implementation plan
- Improve strategic approach to Human Resources (HR) and absence management
- Improve workforce diversity, to reflect the community
- Enhance benchmarking opportunities
- Improve budget monitoring by Members
- Improve links between financial and business planning and produce a Medium Term Financial Plan (MTFP)
- Develop a strategic approach to procurement; partnership working; efficiency savings and income generation
- Develop strategies to support a balanced approach to service delivery

Leadership is vital to improving performance in a climate of greater accountability and continuous improvement and the SMT are determined to provide a clear purpose, promote long-term commitments and to ensuring that the public receive an effective service. Strong leadership will enable us to face the challenges ahead whilst engaging with the people who have to deliver on the objectives that have been agreed. The service is self-aware about its weaknesses and has a strong determination to move on from its problematic past.

The SMT will act as a focal point for such entities as the Staff Panel, to coordinate and support ongoing organisational development activities and integrating organisational development into employee communications, staff development, team working and other aspects of high performance workplaces.

## **SETTING THE SCENE FOR IMPROVEMENT AND CHANGE IN OUR FIRE AND RESCUE SERVICE**

The Fire and Rescue Service nationally, has been under a spotlight it has not experienced for decades and has faced challenges that it has had to endeavour to meet. The Isle of Wight Fire and Rescue Service (IWFRS) has recognised this environment and has worked to meet all aspects of the agenda. We feel that whilst we have made progress and some achievements, this is the start of a journey; one that we are committed to undertaking and seeing through, in order we yield the benefits and aspirations of both our Council and our Service.

### **Our Mission**

The people in the communities of the Island deserve the best possible public services and we believe that we play a key role in delivering these. In addition to supporting the longer term 'safer community' strategy of our Council, we have our own mission in terms of delivering a Fire and Rescue Service.

Our mission is – "***Working Together to make the Island Safer***"

We are proud of the service we provide to the people on the Island and are committed to developing and building upon what we have already achieved. Through strong leadership, effective partnership working, innovative approaches to solving issues we face and the continued support and efforts of our excellent workforce, we are confident that we will be successful in developing a Fire and Rescue Service that is able to build upon its strengths and improve its areas for development.

### **Our Strategic Priorities**

In support of our mission, we will ensure that we have the right people, with the right skills and resources, in the right place, at the right time, doing the right thing.

We will also ensure we are focused on national, regional and local issues either impacting or about to impact on the Authority and build upon what we have already achieved.

This focus is in turn supported, in our four key strategic priorities for the next three years, which are:-

- 1 To reduce the number and severity of fires, road traffic collisions and other emergency incidents occurring;**
- 2 To reduce the number of deaths and severity of injuries in fires, road traffic collisions and other emergency incidents;**
- 3 To safeguard the environment and heritage (both built and natural);**
- 4 To provide value for money**

These strategic priorities are at the forefront of our performance, as we strive to provide high quality services, both as an organisation and in partnership with others, to the people of the Island.

## Our Values

We are committed to our values, as these underpin the work of the Service. We have formally adopted four key values and these reflect not only the core values of the Fire and Rescue Service, but also contribute toward creating safer and stronger communities, which is an objective of the Council and part of its 'Strategic Outcomes'.

<p><b>Service to the Community</b></p> <p>We value service to the community by...</p> <ul style="list-style-type: none"> <li>• Working with all groups to reduce risk;</li> <li>• Treating everyone fairly and with respect;</li> <li>• Being answerable to those we serve; and</li> <li>• Striving for excellence in everything we do.</li> </ul>	<p><b>Diversity</b></p> <p>We value diversity in the Service and the community by...</p> <ul style="list-style-type: none"> <li>• Treating everyone fairly and with respect;</li> <li>• Providing varying solutions for different needs and expectations;</li> <li>• Promoting equal opportunities in employment and progression within the Service; and</li> <li>• Challenging prejudice and discrimination.</li> </ul>
<p><b>People</b></p> <p>We value all our employees by practising and promoting...</p> <ul style="list-style-type: none"> <li>• Fairness and respect;</li> <li>• Recognition of merit;</li> <li>• Honesty, integrity and mutual trust;</li> <li>• Personal development; and</li> <li>• Co-operative and inclusive working.</li> </ul>	<p><b>Improvement</b></p> <p>We value improvement at all levels of the Service by...</p> <ul style="list-style-type: none"> <li>• Accepting responsibility for our performance;</li> <li>• Being open minded;</li> <li>• Considering criticism thoughtfully;</li> <li>• Learning from our experience; and</li> <li>• Consulting others</li> </ul>

## Our Service

Whilst every Service is unique, our Service has faced significant challenges throughout this period. In December 2004, prior to our CPA inspection we were assessed through a Peer Review, which highlighted a number of areas of development. This initial assessment was reinforced through and reflected in, our CPA assessment. Our review was undertaken in April 2005 and our Fire and Rescue Service was judged as being 'poor'.

After our CPA assessment, there has of course been significant focus upon our Service during 2005. A Support Team from the Office of the Deputy Prime Minister (ODPM) was appointed to work with us to assess the progress we had made. The team was required to give advice to the Minister as to whether 'we had the will and wherewithal to achieve a satisfactory level of improvement under [our] own steam, or with the support resource available to [us]'. We continue and will continue, to work with the ODPM.

Whilst we have accepted the assessment, we were pleased to note that areas of strength were identified within the report and everyone associated with the Service, should be proud of these. We are working to develop these areas and strengthen them even further.

However, we have recognised that there are significant areas that we can improve upon; we have not stood still since that time. The Service is open to challenge and change, seeking continual and sustained improvement as we seek to serve the communities of the Island as a modern Fire and Rescue Service.

## Our Island

The Isle of Wight is a sparsely populated, predominantly rural area, with a resident population of approximately 133,000. Our data has shown that the age range of our communities is relatively elderly, with above the national average level of people aged fifty and above. These facts, in addition to the population having increased by 5.5% in the past ten years, which is a faster rate than the regional average, contribute to posing significant challenges for us delivering our services.

The Island has three prisons, with a population of approximately 1500 people, giving the Island the highest relative prison population in the United Kingdom.

The economy of the Isle of Wight is heavily dependent upon tourism and agriculture, although public services and manufacturing are important sources of employment for residents. The tourism industry has been estimated to be worth £134 million to the economy, with over 2.5 million visitors expected to visit the Island annually.

Severance by the sea also poses the Service with significant challenges and is a cause of additional cost for Service provision for which we receive no additional funding.

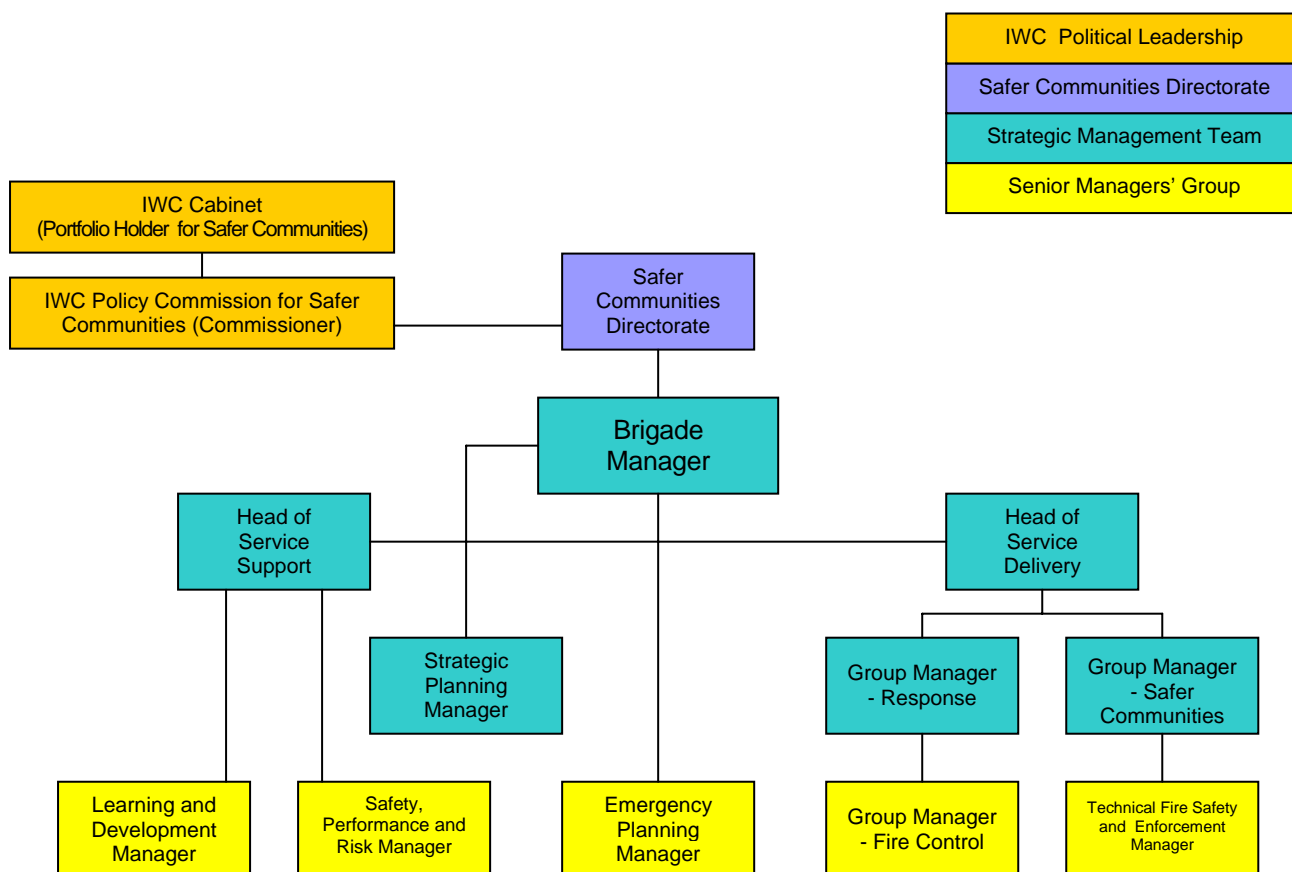
The Island landscape includes areas of natural beauty and ecological importance. Designated areas of outstanding natural beauty cover over 50% of the landmass and half of our coastline is designated as a Heritage Coast. Additionally, there are over 2000 listed buildings and 24 conservation areas. The concentration of these features is reflected in one of our improvement priorities being to protect our environment.

We deliver our operational response from ten stations, deploying a fleet of 16 pumping appliances and 11 special appliances, which enable us to tackle significant risks across the Island, including our broader role in different types of rescue. We employ 63 full time firefighters and 168 firefighters within the Retained Duty System (RDS). Additionally, 12 members of staff are employed within the fire control centre and there are 28 members of support staff.

## Our Leadership

We recognise that leadership throughout this challenging period has been and will be, critical in leading our Service to further improvement. We have refocused the resources we have available to us within our new management structure. This structure, shown below, has been in place since September 2005 and we believe it:

- Gives us clearer lines of communication within our Service;
- Clearly outlines areas of accountability and responsibility;
- Enables our managers to manage and we will support them in this;
- Helps us work more effectively in sharing information within the Service;
- Clearly sets out our commitment to '**prevention, protection and response**' as the pillars of our Service provision; and
- Aligns our structure with the Isle of Wight Council (IWC).



Our structure reflects the importance we place upon achieving both our statutory duties and meeting those priorities that we have identified as being important for our communities, stakeholders and partners. Our managers are committed to their roles and to driving sustained improvement within the Service.

We have designed our Improvement Plan around this management structure, as this will assist us in monitoring and managing our improvement. It clearly assigns responsibility and accountability for each key strategic outcome.

### Our Council

The Isle of Wight Council has implemented its 'Aim High' strategic programme for change management and improvement. The vision is to have a progressive Island, built on economic success, high standards and aspirations and a better quality of life for all. The Council's corporate objectives will be to:

- Drive the sustainable Regeneration and Development of the Island;
- Improve the health and well-being of Island communities;
- Create safer and stronger communities;
- Improve outcomes for children and young people;
- Be a high performing, cost-effective Council.

Whilst we contribute to every one of these objectives, clearly we can deliver an important contribution towards 'creating safer and stronger communities'. Everything we are undertaking is aligned to 'Aim High', by raising standards and creating opportunities.

## Our Partnerships

We are committed to working in partnership. We recognise we can provide high quality services through working together and can contribute to the objectives of our partners. Indeed we share many of these aims. We can develop our own capacity by working effectively with partners, but we need to ensure that these partnerships are successful.

The broader role of the Fire and Rescue Service enables us to work with a wide range of partners, in a number of sectors. We are contributing to the **Local Area Agreement (LAA)** pilot that is being developed on the Island. The basic aim of the **LAA** is to enable partners to work towards shared priorities in an effective way, for example, pooling our resources so they can be utilised efficiently.

We are already working with a number of partners, some statutory and some specific to either the needs of the Island or the Fire Service. Whilst our partnerships will principally improve our capacity to deliver community safety, they will also improve the value of the services we provide.

Some examples of partnership working:

- Safer Communities Partnership, through ...
- Injury Prevention Forum, which is chaired by our Brigade Manager
- Youth Offending Teams
- Primary Care Trust
- Voluntary Sector, for example, charities working with hard of hearing and deaf people
- Housing Associations, improving our ability to undertake home fire safety checks in properties occupied by more vulnerable people.

We are committed to working with other Fire and Rescue Services, sharing our experiences and good practices. We are open to learning from others and our staff have worked in a number of areas, for example, community safety initiatives, approaches to performance management, issues specific to the Retained Duty System and risk based training. We have arrangements with a number of Fire and Rescue Services and have collaborated on issues such as:

- Hampshire Fire and Rescue Service – we are working in partnership with a memorandum of understanding (MoU) – relating to an operational assistance agreement, learning and development issues and fire behaviour training.
- South East Fire and Rescue Services – Assessment and Development Centres
- Kent Fire and Rescue Service – Reviewing their arrangements so as to develop best practice in relation to co-responding and closer working with the Ambulance Service
- Surrey Fire and Rescue Service – mentoring for Brigade Management
- Devon Fire and Rescue Service – Implementation of best practice – review of RDS arrangements; sharing of electronic systems for data gathering (mobilising) and closer working with the Ambulance Service
- Cumbria Fire and Rescue Service – RDS availability system (RAPPEL) and Performance Management
- County Durham and Darlington Fire and Rescue Service – organisational structure and operational command

We will continue to look at innovative ways of working in partnership with other Fire and Rescue Services to enhance our capacity to deliver services to the people of the Island.

We also recognise the value of working in partnership with other emergency services and are working effectively with the following:

- Isle of Wight Ambulance Service – implementing a co-responder scheme and developing a co-working initiative whereby ambulance crews will make use of our fire and rescue stations and facilities;
- Hampshire Police – working to reduce road traffic collisions and fire investigation

## Our Approach

We are committed to improving the Service that we provide for our communities. We realise we cannot undertake this in isolation and have therefore drawn on many areas of support, monitoring and advice, such as:

- The Isle of Wight Council;
- The ODPM;
- Our Business Change Manager (BCM);
- The Audit Commission (Relationship Manager);
- Her Majesty's Fire Service Inspectorate (HMFSI);
- Improvement and Development Agency for Local Government (IDeA)
- Our people and their representative bodies;
- Our regional Fire and Rescue Services;
- Other Fire and Rescue Services, learning from their good practice;
- Feedback from our communities through consulting them on our *Community Safety and Risk Management Plan* (CSRMP); and customer surveys relating to Technical Fire Safety and Enforcement (TFS&E), Community Fire Safety (CFS) and operational feedback administered by Opinion Research Services (ORS); and
- The partners we work with.

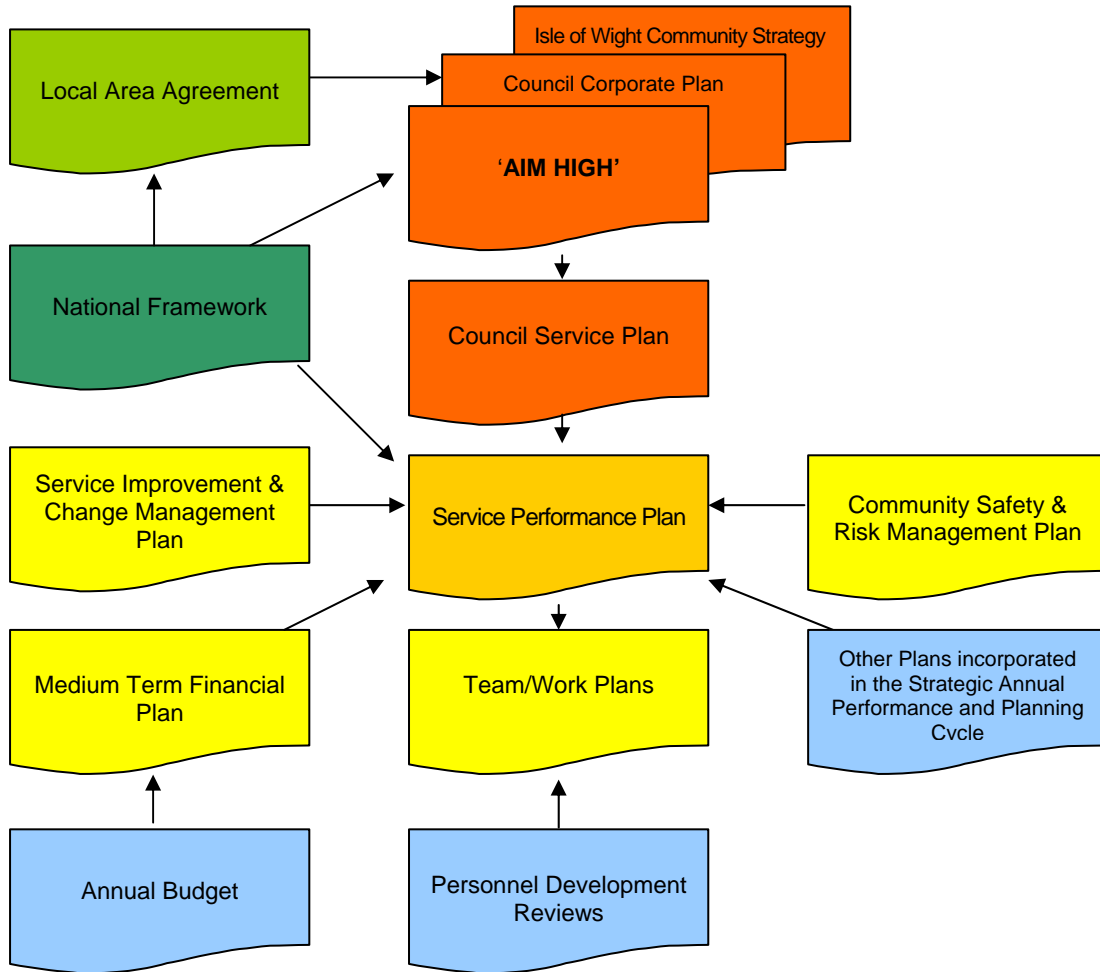
Working with each of these groups plays a valuable role in us developing and improving our Service and we recognise the contribution that they have and continue, to make in our improvement.

This is the first year of Service Improvement and Change Management Plan which will become an integral element of our strategic planning process from now on.

We are very clear about improvement in our Service being sustained and that we will not achieve everything quickly. We have aligned the period of our Improvement Plan with our three year Medium Term Financial Plan, which covers 2006 – 2009, as well as addressing more short and medium term milestones.

We have developed and strengthened our strategic planning cycle, aligning our internal processes with those of the Isle of Wight Council. We are now undertaking quarterly Strategic Planning Meetings in line with our Strategic Annual Performance and Planning Cycle (SAPPC), which are taking the form of evaluation days for the SMT, at which performance of the Service against our priorities are being evaluated. We have introduced a new calendar of meetings for both the SMT and Senior Managers' Group (SMG). The SMT will meet monthly and a Combined Management Forum (CMF), comprising SMT and SMG will also meet at monthly intervals. Both the SMT and the CMF meetings will alternate every two weeks. The minutes of each meeting are available for staff to view electronically.

We are ensuring that everything we do within the Service contributes towards the Isle of Wight Council's visions, aims and objectives. We have done this by creating a performance management framework, which demonstrates the "golden thread" connecting us with the Council. This will secure continuous improvement in the way in which we deliver our services, with regard to economy, efficiency and effectiveness.



## HOW WILL WE MONITOR OUR PROGRESS IN DELIVERING THIS PLAN?

We are committed to clearly demonstrate improvements in the outcomes of our service delivery. We are putting in place arrangements to monitor not only this Improvement Plan, but more importantly, our performance overall. This clearly reflects the development of our performance management framework, which is aligned with the CorVu Performance Management System, being implemented within the Council, including the Fire and Rescue Service.

We are monitoring progress made through both internal and external processes, ensuring that our staff, stakeholders, communities and partners are all informed of the progress and improvement we are making, as well as demonstrating the management of our performance.

The following is a summary of those arrangements:

### Internal

*CorVu* – Has been identified as the key to successfully driving economy, efficiency and effectiveness which ties performance metrics, initiatives and programs, budgeting and planning and risks to the Authority's strategic objectives.

The CorVu system is capable of demonstrating the link between the overall Council aims in Aim High departmental service plans, action plans, initiatives and links to Government objectives where appropriate.

CorVu is an integrated system which begins with strategic aims, linked to departmental objectives and initiatives and links these to measures and outcomes giving a clear 'golden thread'.

The link between tasks, initiatives and overall aims is important and any task which does not link to an objective can be highlighted, to review whether it should be stopped in favour of an activity which would make a contribution. This will ensure that resources are being used appropriately.

CorVu has a unique method of scoring each indicator to achieve a standard measure of performance, based on target and intervention levels set for each measure. This is called normalisation and provides a scale from 1 to 10 to show performance in a clear and consistent manner with colour coding. Weighting can be applied to any measure used for different objectives.

*Isle of Wight Council* – We are reporting progress to the Isle of Wight Council through our Commissioner and Cabinet Member, which is in addition to our quarterly reporting of performance against our key performance indicators (KPI's). We are providing update reports to the Isle of Wight Council, including obtaining approval of this plan, through the appropriate forum.

*Strategic Management Team* – The SMT receive quarterly update reports at their Strategic Planning and Performance meetings. Reports of progress against each of the key outcomes are received and should any remedial actions be required, the appropriate actions are agreed. All remedial action is reported to the appropriate task and project manager.

*Senior Managers' Group* – The SMG will receive reports from all teams, on progress against key plans. These reports are both submitted and monitored, at the level at which they are being delivered.

*Monitoring Board* – The Board will act as a distinct tier of improvement/recovery monitoring in addition to and separate from that of the Audit Commission. It will work with the Commission, whose auditors will provide a prime source of information on the Fire Service's progress.

The Board aims to ensure a co-ordinated approach to assisting with recovery. It will facilitate the careful and systematic co-ordination at all stages of all Government agencies and statutory bodies.

It is not intended for the board to have a public profile.

The purpose of monitoring progress of Fire and Rescue Services is to :-

- provide ongoing assessment by Government of progress in performing key functions
- consider options for Government action including, should it prove necessary to secure improvement, statutory intervention, in response to the Fire Service's progress
- maintain continued external pressure on the Service to improve its performance
- co-ordinate the actions of government and statutory bodies in relation to the Service's improvement and recovery

The objectives of the Monitoring Board meetings are to:-

- co-ordinate the response of Government and statutory bodies
- provide a forum for ensuring coherence between programmes and actions from different agencies aimed at recovery and improvement of Service performance
- review the Service's progress towards recovery, both since the previous meeting and overall
- consider any changes to the improvement/recovery plan agreed with the Service and any requests by the Service for additional capacity support
- assist the Support Team in considering whether to recommend to ODPM any additional action that Government might need to take in the light of monitoring; and
- to identify the exit strategy

The Board will produce a record of its proceedings.

The Board has no statutory authority. Those bodies represented on the Board, including the Fire and Rescue Service, the County Council, Government Departments and other agencies, will individually continue to exercise their statutory functions as before. The Board is intended to assist all participants in exercising their statutory functions, not to subsume those statutory functions. For this reason ODPM intends that the Board will operate so far as possible with the agreement of all parties involved.

There will continue to be regular bi-lateral relationships between the various parties contributing to Board proceedings. Developments in those relationships should be reported to the Board at the earliest opportunity.

This Monitoring Board is a Government body led by a Government adviser. It may call on other parties with knowledge of the authority to form its view, which is then used to advise the Fire and Rescue Service Improvement Team within the ODPM and ultimately Ministers.

The membership consists of the Appointed Auditor, Audit Commission Relationship Manager, Business Change Manager, the Director of Practice, HM Fire Service Inspectorate Lead and representatives from other ODPM Divisions as appropriate.

In addition representatives of any other body considered to be of relevance, eg. representation for the Hampshire Fire Authority, Consultants working with the Authority.

*Modernisation Board* – Incorporated within the new governance arrangements as set out in Aim High, a Fire and Rescue Modernisation Board will be created.

The Board will oversee the work of the Service in responding to not only the CPA outcomes, but also the challenges set by Government.

Membership of the Board will include the Cabinet Member and Commissioner for Safer Communities, senior officers of the Council and other similar attendees as our initial roundtable.

Terms of reference will include:-

- project management of the development of the business case assessing collaboration with Hampshire Fire and Rescue Service
- project management of the delivery of key outcomes from above
- assurance that modernisation does not prejudice service delivery and improvement
- assurance that modernisation is undertaken within the context of performance management and improvement within the Safer Communities Directorate, the Council and Island wide public service delivery
- undertaking a programme of policy development, delivering strategic solutions to significant barriers to delivery of modernisation
- ensuring effective decision making through other parts of the Council's governance structures in order to enable delivery of outcomes
- monitoring and driving improvement of other stakeholders/partners in the delivery of modernisation

The Board will not contribute to the delivery and improvement of the operational aspect of the Fire and Rescue Service, or to the strategic or operational management of the Safer Communities Directorate.

The Board will not be a decision making body, but will recommend action and monitor delivery by other decision making parts of the governance structures. The Board will also be subject to quality assurance by the 'Aim High Improvement and Delivery Board'.

*Programme and Project Management* – we are committed to developing and improving our project management methodology, aligned to the methodology of the Council and are supporting our staff to be able to address this as part of their normal work. We have a consistent project initiation process, requiring detailed information to be prepared prior to a project being submitted to the SMT for approval. These projects are identified in a central log and reports will be given to the Strategic Planning Manager (SPM) on a monthly basis and further communicated to the Staff Panel and representative bodies.

## External

We fully appreciate and recognise that our progress against this plan will be the subject of intense external scrutiny and we welcome both the challenge and insight this will give us.

*Roundtable* – The Roundtable forum enables stakeholders in our improvement, to work together and support us in developing a robust plan that enables us to move in the right direction and achieve sustained improvement. Likely attendees will be the ODPM through our Support Team and our BCM, the Audit Commission, HMFSI, as well as senior politicians and officers of the Council.

*Audit Commission* – We are working with the Audit Commission, as the external auditors to the Isle of Wight Council and through our assigned Relationship Manager, to determine how best we can work together to approach some of the key tasks and outcomes in this plan and monitor progress against it. We will also be a full part of the process for the CPA assessment of the Isle of Wight Council.

*HMFSI* – We will continue to work with HMFSI in addressing any recommendations that may be raised from a review of operational performance.

## Consultation

We will consult openly with our staff, their representative bodies and our stakeholders, during the process of drafting this plan, prior to the Roundtable forum.

We do this with a view to maintaining total involvement and inclusion of our 'partners' in achieving progress, improvement and modernisation of our Service.

Areas to be considered during this consultation phase will include:-

- a clear consideration of how key actions have been phased over short, medium and long term
- a clear indication of the difference between actions and reviews and where actions can be undertaken, whilst a Service policy or strategy is being reviewed
- an outline of workload allocation to managers below the SMT (developing a cultural change, whilst ensuring overload does not arise in some areas)

## Outline of Key Milestones

We understand improving the Service is not about making lots of changes quickly – this is a long and sustained process and one that we are committed to. Achieving improvement requires us and those who we work with outside the Service, to actively contribute to improving the Service – the ultimate outcome being that we *'make the Island safer'*.

The key areas for improvement are supported and underpinned by detailed project plans. Completing these projects successfully will take different lengths of time and this is reflected within the plan.

We have identified dates for implementation of the key actions and these are likely to coincide with the frequency of our Monitoring and Modernisation Board meetings, being 2, 4, 6, 8, 10 and 12 months, from February 2006. These key milestones are outlined as follows:-

**Within 2 months, by 30 April 2006:**

Key Action	Key Outcome	Completed
Our Community Safety Strategy will have been reviewed, in line with us undertaking a Community Safety audit.	Our strategy for delivering community safety will be based around excellence in delivery and will be aligned completely with Aim High, our CSRMP and our LAA.	
Variance analysis reports will be prepared and reviewed by the SMT.	Our budget management will be more robust.	
Our partnership strategy will have been reviewed and implemented.	We will be working effectively in collaboration with other agencies.	
A Safety, Performance and Risk Manager will be appointed and the risk register reviewed and updated.	Risk Management will be an integral aspect of all planning we undertake.	

**Within 4 months, by 30 June 2006:**

Key Action	Key Outcome	Completed
We will have reviewed our MoU with the Environment Agency.	Our services will be fully delivered in accordance with our agreement and reviewed and revised annually by the SMT where appropriate.	

**Within 6 months, by 31 August 2006:**

Key Action	Key Outcome	Completed
Appropriate staff will have been trained to manage budgets.	Our staff will have been trained to manage budgets effectively.	
Completion of the Options Appraisal Project	Options for collaborative working with the Hampshire Fire and Rescue Service will be published.	

**Within 8 months, by 30 October 2006:**

Key Action	Key Outcome	Completed
We will have reviewed our People Management Strategy.	Our HR policies will be up to date and support development of our people.	

**Within 10 months, by 31 December 2006:**

Key Action	Key Outcome	Completed
We will have developed our response standards and reviewed our incident classification.	High quality services will continue to be delivered and the SMT will have considered options around fire cover.	
We will have reviewed and updated our MTFP.	Our service planning will be fully aligned, integrating financial, service and risk planning cycles.	

**Within 12 months, by 27 February 2007:**

Key Action	Key Outcome	Completed
We will have achieved cashable and non cashable savings.	We will have contributed to the IWC achieving targets for efficiency gains.	

**Funding the Plan**

As well as our Annual Budget there are several potential funding streams that will assist us in achieving our objectives. Examples of these are:

- Re-investment of efficiency savings to support the front line activities
- The Capacity Building Fund to support our improvements
- LPSA 2 pump-priming funds to support our initiatives under the LAA
- LPSA 1 reward money as a result of successfully achieving our targets
- The Youth Offending Team funding stream
- Outside agencies' contribution to partnership initiatives

These funding sources have been colour-coded according to their current status:

- Green – secured
- Amber – likely
- Red – uncertain

Contained within our application to the Capacity Building Fund, are two proposals for direct support not specifically identified within the plan.

Both proposals however will make a positive contribution to improvement of the Service by addressing:

- key strategies to be revised and developed
- stronger planning framework, to be inclusive of all stakeholders
- development of strategies to support a balanced approach to service delivery

**Potential Capacity Building Fund Bids within this plan are as follows:**

Service Areas	Key Actions	Existing Funding / Reinvestment Bid	New Funding required	ODPM Capacity Building Funding	Total Funding For project	Total funding for area	Criticality of additional funding for improvement
<b>Strategic Management</b>	Training and development of IWC members through seminars			£2k		£1k	Low
	Development for senior managers, through support in leadership skills, as an element of on-going training			£12k		£20k	Low
<b>Service Delivery: Safer Communities</b>	Implement a youth engagement unit	£14k	LPSA Joint bid			£14k	High
	Increase coverage of Home Fire Safety Checks	£90k				£90k	Medium
	Road Traffic Collision reductions	£20k				£20k	High
<b>Service Delivery: Response</b>	Co-responder scheme	£45k	£20k British Heart Foundation			£45k	High
	Review of fire cover		TBD				
<b>Strategic Planning</b>	Alignment of service planning processes	TBD					
	Integrate 'value for money' considerations into service planning	TBD					
	Develop budget management throughout the Service	TBD					
	Review and revision of approach to partnership working with other agencies	TBD					
	Enable sharing of good practice through working with other FRS				£15k	£10k	Low
<b>Service Support: Learning and Development</b>	Implement agreed approach to regional ADC	TBD					
	Develop strategic approach to HR (being costs of £65k for temp HR prof and £45k for a temporary co-ordinator)			£110k		£54k	Medium
	Implement national firefighter selection tests	TBD					
	Review of arrangements for the RDS firefighters	TBD					
	Implementation of rank to role	TBD					
	Implementation of IPDS ICT Project				£23k	£46k	Medium

Service Areas	Key Actions	Existing Funding / Reinvestment Bid	New Funding required	ODPM Capacity Building Funding	Total Funding For project	Total funding for area	Criticality of additional funding for improvement
<b>Service Improvement</b>	Facilitated annual IRMP consultation by utilising the Fire and Rescue Service's Consultation Associations' contractor ORS, to facilitate public and staff consultation. This has enabled us to produce credible qualitative and quantitative responses, on which we have based action planning for our Community Safety & Risk Management Plan			£20k			
	Peer review for CPA refresh carried out by IDeA, who are subsidising the delivery through the use of 9 pre-paid consultant days @ £800 per day and 4 Members peer days @ £300 per day. However, we will be meeting the cost of the expenses			£2k			
<b>Total required</b>		<b>£169k</b>	<b>£20K +</b>	<b>£184k</b>		<b>£320k</b>	High

## FORMAT OF ACTION PLANS

### SERVICE AREA: STRATEGIC MANAGEMENT

LEAD MEMBER: PORTFOLIO HOLDER FOR SAFER COMMUNITIES

RESPONSIBLE MANAGER: MEMBER OF STRATEGIC MANAGEMENT TEAM

Key Outcome (1)	Links (2)	Key actions with performance measure * where appropriate a specific Best Value Performance Indicator or Local Performance Indicator will be assigned	Target implementation date				Funding		Capacity		Risk (6)	What will success look and feel like?
			6	12	18	24+	£ (3)	Sources (4)	Type	Source (5)		
ref: (CPA paragraph reference 36, 37)	GM2 GM4	<ul style="list-style-type: none"> <li>Member challenge and scrutiny</li> <li>Working relationships; Fire Champion role to be more clearly defined.</li> </ul>	✓				£1k	<ul style="list-style-type: none"> <li>Capacity Building Fund (CBF) 1</li> </ul>	<ul style="list-style-type: none"> <li>Current skill base</li> <li>Supported by best practice</li> </ul>	<ul style="list-style-type: none"> <li>Internal</li> <li>Internal</li> </ul>	Med Med	Improved understanding leading to recognition and support for Fire Service's role in protecting community.

Key:

- 1 Identify key outcomes that address strategic improvement areas
- 2 Link to existing project being addressed (all projects should have unique reference) OR link to priority of the Council OR links to other key outcome in Improvement Plan, for example, staff being clear about contribution to mission can be cross referenced to STRATEGIC PLANNING (links to key outcome around performance management)
  - Other SMT Improvement areas (Strategic Management, Safer Communities, Response, Strategic Planning, Learning and Development, Safety Performance & Risk)
  - Isle of Wight Council Service Plan areas (Service Plan A-F)
  - Community Safety and Risk Management Plan
  - Current projects (Leadership & Priorities 1-2, Governance & Management 1-8, People 1-6, Value for Money 1-9)
- 3 Budgetary requirement – must be costed where additional funds are being sought, or identified where resources are being met from existing budget
- 4 Source of funding – colour coded for status: **green - secured**, **amber - likely**, **red - uncertain**.
- 5 Source of additional capacity – for example, collaborative and partnership working
- 6 Risk of key actions not being delivered, based upon assessment of whether funds and capacity to deliver the actions are available

## **STRATEGIC MANAGEMENT**

LEAD MEMBER: BARRY ABRAHAM  
RESPONSIBLE MANAGER: PAUL STREET

Link to Key Strategic Priorities: To **reduce** the number and severity of **fires, road traffic collisions** and **other emergency incidents** occurring; to **reduce** the number of **deaths** and severity of **injuries** in fires, road traffic collisions and other emergency incidents; to **safeguard** the **environment** and **heritage** (both built and natural) and to provide **value for money**.

### **Context**

#### **SM 1**

##### **We will continue to develop effective officer – member relationships**

Our Fire and Rescue Service does not work in isolation: it is a full and important part of the Isle of Wight Council, sitting within the 'Safer Communities' directorate. We work closely with the Commissioner and Portfolio Holder for 'Safer Communities'. However, we recognise the importance of working with and supporting, all members of the Council. We believe that effectively working with these members will allow better quality decisions to be made for the Fire and Rescue Service.

We recognise we can not achieve this overnight: this is a long term priority to support the improvement of our Service, within which we will face many challenges, for example, members change responsibilities and positions after elections. We will continue to work with members, contributing to their overall learning and development, through seminars and briefing sessions on issues and challenges facing their Fire and Rescue Service. We will ensure that they are equipped to meet and answer questions from their local communities. We see our working together as a valuable partnership.

#### **SM 2**

##### **To implement an effective senior management structure, supporting delivery of the Isle of Wight Fire and Rescue mission**

#### **SM 3**

##### **Develop our senior managers to be able to effectively lead the Service**

We recognise that the fire and rescue Service needs clear leadership in order to be able to deliver its mission, priorities and sustained improvement. We have reviewed and revised our management structure in September 2005, which we designed to effectively address our statutory and national requirements and focus upon our local priorities. Moreover, we realise that the development of our managers is critical in being able to provide clear strategic leadership to our Service.

#### **SM4**

##### **To undertake a further and more in depth review (following an options appraisal) on the overall feasibility and extent of a Strategic Partnership between the Isle of Wight and Hampshire Fire and Rescue Services**

This review seeks to take forward the work produced by this Service, to meet the requirements of the ODPM, for further detailed analysis of possible merger options with Hampshire Fire and Rescue Service (HF&RS).

The Project Scope and Terms of Reference for this further review will identify in more detail, the financial, political and Service improvement implications of a fuller merger, as well as the possibility of Service Level Agreements with HF&RS.

Approval of this Terms of Reference and Scope will enable the Project Team to carry out a detailed analysis and an in-depth strategic study. The results will be presented in a comprehensive Business Case and Briefing Paper, which will clarify such areas as risk, cost and legal aspects, thus providing a possible way forward for both Fire Authorities. This will then allow our Fire Authority to work towards continuing modernisation and the formulation of a 'Round Table', for the Service Improvement and Change Management Plan (SICMP) to be monitored and supported by the Audit Commission and ODPM.

# STRATEGIC MANAGEMENT

LEAD MEMBER: BARRY ABRAHAM

RESPONSIBLE MANAGER: PAUL STREET

Key Outcome (1)	Links (2)	Key actions (with performance measure)	Target implementation date				Funding		Capacity		Risk	What will success feel and look like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Source (5)		
<b>SM 1: We will continue to develop effective manager – member relationships (CPA 36, 37)</b>		<ul style="list-style-type: none"> <li>Member development for IWC members, including seminars</li> <li>We will support our Senior Management through mentoring arrangements</li> </ul>		✓			£1k	CBF	Consultancy	IDeA	Med	<p>IWC members will feel they are well supported to be able to make effective and informed decisions.</p> <p>An annual Member survey will be carried out to inform the content and success of Member seminars.</p> <p>We will hold 2 seminars for Members in 2006 and receive positive feedback from participants. We will evaluate the mentoring arrangements we have established for Senior Management, through the Personal Development process.</p>
				✓			£300 per day	CBF	Consultancy	IDeA	Med	
<b>SM 2: Implement an effective senior management structure, supporting delivery of the IWFRS mission (CPA 24)</b>	P1	<ul style="list-style-type: none"> <li>Review existing structure</li> <li>Develop clear role maps for all senior managers</li> <li>Review and revise protocols for meetings</li> <li>Review structure for appropriateness</li> </ul>	✓					CBF			Med	<p>Effective senior management structure will ensure competent personnel can manage on a day to day basis and project business needs for the future.</p> <p>This will also enable the development of succession planning for future managers.</p>
<b>SM 3: Develop our senior managers to be able to effectively lead the Service.</b>		<ul style="list-style-type: none"> <li>Leadership skills courses</li> <li>Skill development</li> <li>BM to have regular appraisals – eg. Chief Executive</li> </ul>		✓			£20k	CBF	Consultancy	IDeA	Med	<p>Staff satisfaction and morale high. Public assurance that we provide an excellent service and are good value for money.</p>

Key Outcome (1)	Links (2)	Key actions (with performance measure)	Target implementation date				Funding		Capacity		Risk	What will success feel and look like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Source (5)		
<b>SM 4: To undertake a further and more in depth review (following an options appraisal) on the overall feasibility and extent of a Strategic Partnership between the Isle of Wight and Hampshire Fire and Rescue Services.</b>		<ul style="list-style-type: none"> <li>Produce project brief and gain formal sign off by, IWF&amp;RS/Authority and HF&amp;RS/Authority</li> </ul>	✓				Full cost to be determined By Project Manager	<p>Cost supported by both Authorities</p>	Consultancy	IDeA	Low	<p>The production of an end stage report, incorporating an updated business case which assesses merger/collaboration with HF&amp;RS.</p> <p>The Project will provide sufficient information, including a critical path, to enable a recommendation to be put forward on any proposals.</p>
		<ul style="list-style-type: none"> <li>Initiate the project and produce a project initiation document and sign off</li> </ul>	✓				Project Team Manager/ Co-ordinator - 3 months @ £8k		Temporary Support Staff	External	Low	
		<ul style="list-style-type: none"> <li>Agree project deliverables including business case and briefing paper for consideration at IWC Cabinet level</li> </ul>	✓				Project support - 6 months @ £7k				Low	
		<ul style="list-style-type: none"> <li>The Project Board to declare the project closed, only if it meets the quality criteria (within tolerances) and is acceptable to all members of the Board</li> </ul>	✓				BV support - 20 days @ £2k				Low	
		<ul style="list-style-type: none"> <li>Following closedown of the Project and the production of the Options Report, any decision by the Authority to carry out implementation of a chosen option will be through the production a post Project action plan</li> </ul>	✓				Manager support from both Authorities for the Project (full cost to be determined by the Project Manager)		Within existing resources	Internal	Med	

## **SERVICE DELIVERY: SAFER COMMUNITIES**

LEAD MEMBER: BARRY ABRAHAM  
RESPONSIBLE MANAGER: ALEC SOUTHCOTT

Link to Key Strategic Priorities: To **reduce** the number and severity of **fires, road traffic collisions** and **other emergency incidents** occurring; to **reduce** the number of **deaths** and severity of **injuries** in fires, road traffic collisions and other emergency incidents; to **safeguard** the **environment** and **heritage** (both built and natural) and to provide **value for money**.

### **SC 1**

**We will deliver community safety initiatives that make a positive difference to the people of the Isle of Wight**

### **SC 2**

**The Service will work collaboratively to contribute to the broader social agenda**

As a Service we have always been committed to preventing incidents from occurring in the first place and have a long standing record of delivering community fire safety education and advice to the Isle of Wight.

However, our work in this area has continued and will continue to become broader and we are working in a broad range of partnerships, where previously we may not have had the opportunity. We are contributing towards shared priorities of our Service, the Isle of Wight Council and our partners. We will support our people in being able to participate fully in these areas.

### **SC 3**

**We will ensure that we work with business and commerce to enable the introduction of new fire safety legislation to be implemented in accordance with ODPM guidelines. The enforcement of this legislation will be in accordance with the regional enforcement concordat**

Better regulation is not just about making the rules themselves, it is about enforcing them in a constructive and consistent way.

Our aim is to advise and help the business community to satisfy the requirements of fire safety law in the most cost effective and sympathetic way.

As part of this process, the production of Fire Safety Policy Directives will provide guidance for Fire Safety Inspecting Officers, businesses and members of the public and are intended to clearly set out the aims, standards and values that will be applied.

The provision of Service policies and procedures regarding implementation and ongoing enforcement of the Regulatory Reform Order (RRO) as a statutory duty on the Fire Authority, is fundamental to providing a consistently high quality service to the commercial/business community of the Isle of Wight.

## SERVICE DELIVERY: SAFER COMMUNITIES

LEAD MEMBER: BARRY ABRAHAM

RESPONSIBLE MANAGER: ALEC SOUTHCOTT

Key Outcome (1)	Links (2)	Key actions (with performance measure)	Target implementation date				Funding		Capacity		Risk	What will success look and feel like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Source		
<b>SC 1: We will deliver community safety initiatives that make a positive difference to the people of the Isle of Wight (CPA 26, 27, 28, 74)</b>	SP1 SPL A SPL B	<ul style="list-style-type: none"> <li>Undertake a full community safety audit and implement findings</li> </ul>		✓			From within existing resources	Reinvestment bid		We have already re-located support staff to ensure administration of Home Fire Safety Checks is effective.	Med	A revised strategy for Excellence in Delivery.  Strategies will be aligned with Aim High, Local Area Agreements and Service Plan.
		<ul style="list-style-type: none"> <li>Review CS strategy, including development of, implementation and evaluation of all initiatives, in line with our overall planning framework</li> </ul>		✓		£90k	Reinvestment bid		Med			
	CSRMP	<ul style="list-style-type: none"> <li>Carry out a review of the IRMP and ensure measurable targets are included within the action plan</li> </ul>		✓			From within existing resources			High	An IRMP that is more reflective of our communities with SMART objectives and innovative approaches to utilising available capacity.	
	LAA	<ul style="list-style-type: none"> <li>Ensure the IRMP is aligned to the Local Area Agreement shared priorities.</li> </ul>		✓			From within existing resources			High		

Key Outcome (1)	Links (2)	Key actions (with performance measure)	Target implementation date				Funding		Capacity		Risk	What will success look and feel like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Source		
	Road Safety Strat.  Local Transport Plan	<ul style="list-style-type: none"> <li>Work with partner agencies in the reduction of road deaths and injuries. Measures aligned to IWC road safety targets.</li> </ul>		✓			£20k	Reinvestment bid	Partnership Working	Voluntary sector, other emergency services and IWC Road Safety Unit	Med	<p>IWFRS will be at the forefront of reducing incidents of RTC's by being innovative. Links to emerging National Fire and Rescue Road Safety priorities will be incorporated.</p> <p>We will contribute to the overall IWC reduction targets aligned with National Road Safety targets set out in the Local Transport Plan by 2010:-</p> <ul style="list-style-type: none"> <li>40% reduction in killed and seriously injured</li> <li>50% reduction in children killed and seriously injured</li> <li>10% reduction in slight casualty rates</li> </ul>
<b>SC 2: The Service will work collaboratively to contribute to the broader social agenda (CPA 28, 29)</b>	SP4 VFM7	<ul style="list-style-type: none"> <li>Engage with the voluntary sector to identify risk groups and explore alternative ways to deliver our Service</li> </ul>		✓			£14k Educationalist	Reinvestment bid		New post funded through LPSA Bid	High	Service delivery achieved through effective and meaningful partnerships with the voluntary sector. All partnerships will be formally assessed through the partnership protocols.
		<ul style="list-style-type: none"> <li>Implement a youth engagement unit to enable the Service to assist in the reduction of anti social behaviour</li> </ul>			✓		£150k	LPSA 2 joint Safer Communities Partnership bid	Youth Co-ordinator		High	To achieve an increase in capacity of 25% in Community Safety personnel by April 2007 through the development of a voluntary network.
	LP1	<ul style="list-style-type: none"> <li>Measure the number entering/leaving the programme</li> </ul>		✓				More flexible use of existing resources			Low	<p>Reduction in deliberate fires.</p> <p>Reduced school absenteeism.</p>

Key Outcome (1)	Links (2)	Key actions (with performance measure)	Target implementation date				Funding		Capacity		Risk	What will success look and feel like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Source		
<b>SC3: We will ensure that we work with business and commerce to enable the introduction of new fire safety legislation to be implemented in accordance with ODPM guidelines. The enforcement of this legislation will be in accordance with the Regional enforcement concordat.</b>		<ul style="list-style-type: none"> <li>A communications plan aligned to National and Regional communication tools will be delivered.</li> <li>Continue with close regional collaboration in ensuring delivery of the enforcement concordat</li> <li>Work with Safer Communities Partnership ('SCP') in a joint approach to enforcing licensing legislation</li> </ul>		✓			From within existing resources			High	We will deliver a service that works with business and commerce and offers a timely and professional service to enable them to comply with new statutory duties.	
			✓		✓		From within existing resources			High	<p>We will audit a minimum number of 25 risk premises per month, selected by user group. The percentage of risk level interrogation will be:</p> <ul style="list-style-type: none"> <li>High risk – 30%</li> <li>Medium risk – 10%</li> <li>Low risk – 6%</li> </ul> <p>An annual 20% audit of premises requiring initial risk rating, will continue on a rolling programme and will be in addition to the monthly audit of risk premises.</p> <p>We will deliver our services in a far more collaborative way and be more high profile within the SCP Joint Action Group.</p>	

## **SERVICE DELIVERY: RESPONSE**

LEAD MEMBER: BARRY ABRAHAM  
RESPONSIBLE MANAGER: ALEC SOUTHCOTT

Link to Key Strategic Priorities: To **reduce** the number and severity of **fires, road traffic collisions** and **other emergency incidents** occurring; to **reduce** the number of **deaths** and severity of **injuries** in fires, road traffic collisions and other emergency incidents; to **safeguard** the **environment** and **heritage** (both built and natural) and to provide **value for money**.

### **Context**

#### **RES 1**

**The Service will continue to provide high quality services to the people of the Isle of Wight in line with our mission, the Community Safety and Risk Management Plan and the National Framework**

#### **RES 2**

**We will continue to strengthen our relationships and deliver services, within our region**

Whilst we have embraced the community safety agenda, we still deliver a service that provides response when an incident does arise: we are committed to maintaining and improving upon the high standards we have already achieved. We will continue to support our staff in providing this service and work with other agencies, where appropriate, to deliver services in an innovative manner.

#### **RES 3**

**We will work to provide high quality services that improve our environment**

The environment of the Isle of Wight is unique. We are already working effectively to preserve and protect that environment and are looking at innovative ways that we can contribute to this, for example, developing the partnerships we have with the appropriate agencies and sharing general safety advice when we deliver community safety education.

# SERVICE DELIVERY: RESPONSE

LEAD MEMBER: BARRY ABRAHAM

RESPONSIBLE MANAGER: ALEC SOUTHCOTT

Key Outcome (1)	Links (2)	Key actions (with performance measure)	Target implementation date				Funding		Capacity		Risk	What will success look and feel like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Source		
<b>RES 1: IWFRS will continue to provide high quality services to the people of the Isle of Wight in line with our mission, the CSRMP and the National Framework (CPA 62, 63) (Overall link: VFM 3, 5 and 9)</b>	Op. Diag.	<ul style="list-style-type: none"> <li>Review, respond to and update the Operational Assurance diagnostic, working with HMFSI</li> </ul>		✓			None if national Airwaves system implemented	National core funding	Implementation of national system	National guidance and support	Low	<p>We will continue to deliver high quality services to our communities.</p> <p>We will achieve continual improvement on 2005 baselines for performance indicators and positive annual endorsement and reports from HMFSI.</p>
	MoU - IoW Ambulance /RMB Co-resp Group/ CSRMP	<ul style="list-style-type: none"> <li>Co-responder scheme</li> </ul>			✓		£45k for equipment and training	British Heart Foundation will fund 50% of cost of equipment. Balance to be met through IWC Reinvestment Bid	Good practice	Other FRS, including Kent / British Heart Foundation / IoW Ambulance Service	Med	<p>The people of the Island will receive high quality, effective emergency services.</p>
	CSRMP	<ul style="list-style-type: none"> <li>Develop 'Isle of Wight' response standards</li> </ul>	✓				To be determined	Efficiency Gains	Project Team	Within existing resources	Med	<p>High quality services will be provided, achieving value for money.</p> <p>Reports prepared and submitted for SMT consideration by December 2006, incorporating financial information and review of impact as, or when, any revised policy is introduced.</p>
		<ul style="list-style-type: none"> <li>Review of incident classification and speed and weight of response</li> </ul>	✓									
		<ul style="list-style-type: none"> <li>Crew/Appliance availability</li> </ul>		✓			Within existing budget		Resource availability system	RAPPEL	Low	<p>The Service will be able to respond quickly to identified resource shortfalls in the future and also track short term unplanned non-availability of both officers and appliances.</p>

Key Outcome (1)	Links (2)	Key actions (with performance measure)	Target implementation date				Funding		Capacity		Risk	What will success look and feel like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Source		
	PID / Scope Review	<ul style="list-style-type: none"> <li>Ambulance Service co-working</li> </ul>		✓			Within existing budget		Within existing budget	Other FRS, including Kent / IoW Ambulance Service	Med	<p>High quality, collaborative services will be delivered.</p> <p>We will improve staff attitude, gaining feedback from the 2005 baseline assessment through annual ORS surveys and analyse incident response data.</p> <p>Performance in our key indicators will continue to improve within these timeframes.</p>
<b>RES 2: We will continue to strengthen our relationships and deliver services, within our region (overall link: SP5)</b>	SP3	<ul style="list-style-type: none"> <li>Contribution to RMB workstreams</li> <li>Civil Contingencies arrangements</li> <li>Pro-actively work in regional forums and working groups</li> <li>Consider formal working relationships with other FRS where appropriate, including Hampshire FRS</li> </ul>	✓				Within existing budgets		Within existing resources	Our current strategic management team	Low	We will provide high quality service for our communities, achieving value for money.
<b>RES 3: We will work to provide high quality services that improve our environment (overall link: SPC, VFM 8)</b>	MoU with Env. Agency	<ul style="list-style-type: none"> <li>Environmental Protection Partnership</li> </ul>	✓				Minor expenditure on misc. equipment	Costs of services reimbursed from polluter. Equipment provided by Environment Agency	Additional training for staff and time to deliver services	Current learning and development programmes and delivery is built into normal working routines	Low	We will provide collaborative services to enhance the environment.

## STRATEGIC PLANNING

LEAD MEMBER: BARRY ABRAHAM  
RESPONSIBLE MANAGER: JAN ALEXANDER

Link to Key Strategic Priorities: To **reduce** the number and severity of **fires, road traffic collisions** and **other emergency incidents** occurring; to **reduce** the number of **deaths** and severity of **injuries** in fires, road traffic collisions and other emergency incidents; to **safeguard** the **environment** and **heritage** (both built and natural) and to provide **value for money**.

### Context

#### SP 1

**Strategic planning will be undertaken on an integrated basis based around sound arrangements for risk and financial assessment and prioritisation, and clearly linked to performance management and evaluation**

#### SP 3

**Budget management will be robust and embedded throughout the Service**

Integrating the planning we undertake – financial, performance, risk and operational – into a coordinated strategic planning framework is the fundamental base for us to be able to use our resources effectively in delivering our services. Elements of this framework cannot be addressed in isolation, or by single members of staff – they must be part and parcel of our normal working routines. We recognise that we have not brought all our planning activities together in a single framework before and this is a key objective of the SMT. This will require us to align our planning processes with those of the Isle of Wight Council: we are committed to achieving this framework, supporting us in being able to use our resources effectively.

#### SP 2

**Value for money will be integral to all planning and decision making throughout the Service**

#### SP 4

**The Service will continue to work collaboratively and effectively with other agencies**

We constantly look for ways of delivering a Service that provides value for money for our communities. We are actively collaborating with partners to deliver our services in innovative ways and working with different Fire and Rescue Services to share experience and good practice. We will continue to do this. However, we will also continue to seek feedback from our communities and take in their views in determining how we can deliver a value for money service.

#### SP 5

**We will ensure that we are a robust organised Service, able to respond to changing circumstances and be resilient**

We recognise that the environment in which we deliver services has changed in recent years and we have to reflect that in the preparation we undertake for a wide range of scenarios. We are working in partnership with a wide range of agencies to ensure that we are in a good position to be able to address these challenges.

# STRATEGIC PLANNING

LEAD MEMBER: BARRY ABRAHAM

RESPONSIBLE MANAGER: JAN ALEXANDER

Key Outcome (1)	Links (2)	Key actions (with performance measure)	Target implementation date				Funding		Capacity		Risk	What will success look and feel like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Source		
<b>SP 1: Strategic planning will be undertaken on an integrated basis based around sound arrangements for risk and financial assessment and prioritisation, and clearly linked to performance management and evaluation (CPA 21, 22, 42)</b>	SP3	<ul style="list-style-type: none"> <li>Implement processes to align financial, service, risk and performance planning and management</li> </ul>	✓				Within current budget		Current skill base supported by sharing best practice	Internal	Low	A fully integrated planning structure that is aligned to resources.
<b>SP 2: Value for money will integral to all planning and decision making throughout the Service (CPA 43, 44, 45)</b>	VFM2  IWC 'Aim High – run a high perform Council'	<ul style="list-style-type: none"> <li>Demonstrate effective use of external funding through achieving additional funding</li> <li>We will contribute to the IOW aims for Council tax levels, through delivering efficiency savings</li> <li>Address IOW objectives of achieving efficiency savings through cashable and non-cashable benefits</li> </ul>		✓			Within current budget		Good practice	An awareness of all available funding applications	Low	<p>A service that adds value to the community through adequate funding.</p> <p>We will have secured £50k additional funding by December 2006.</p> <p>Achieved 2.5% pa efficiency saving in 2005/06, 2006/07 and 2007/08.</p> <p>Achieved allocated targets within specified IWC timeframes.</p>

Key Outcome (1)	Links (2)	Key actions (with performance measure)	Target implementation date				Funding		Capacity		Risk	What will success look and feel like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Source		
<b>SP 3: Budget management will be robust and embedded throughout the Service (CPA 41)</b>	GM3	<ul style="list-style-type: none"> <li>In house budgetary management strengthened</li> <li>Review budget headings and devolved budget</li> <li>Train and support staff</li> </ul>	✓				Within current budget		Use of corporate 'experts'	Council and sharing best practice from other organisations	Low	<p>We will have an integrated budget management system that is 'owned' and understood by all.</p> <p>Budget management will be a standing item on all SMT quarterly planning days.</p> <p>SMT meetings will include analysis of variances in the budget by March 2006.</p> <p>All identified staff will have received training and development in budget management by April 2006.</p>
<b>SP 4: The Service will continue to work collaboratively and effectively with other agencies (CPA 44)</b>	SC2 GM4	<ul style="list-style-type: none"> <li>Review existing partnership strategy</li> <li>Implement fully a revised strategy throughout the Service</li> <li>Evaluate all partnerships based upon the partnership strategy</li> </ul>	✓				Within current budget		Internal skill base and liaison with corporate 'experts'	Current staff	Low	<p>We will have a robust strategy that is integrated with all plans and that can evidence VFM.</p> <p>A revised partnership strategy will be approved by the SMT by March 2006.</p> <p>An annual evaluation report on all partnerships to the SMT from March 2006.</p> <p>A quarterly report will be submitted to the SMT as a standing agenda item from April 2006, including updates on VFM being achieved.</p>

Key Outcome (1)	Links (2)	Key actions (with performance measure)	Target implementation date				Funding		Capacity		Risk	What will success look and feel like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Source		
<b>SP5: We will ensure that we are a robust organised Service, able to respond to changing circumstances and be resilient (CPA 79)</b>	SPL E	<ul style="list-style-type: none"> <li>Flexibility in strategic diary to adjust to changing circumstances</li> </ul>	✓				£15k for ability to learn from experience and share good practice with other FRS and organisations	CBF	Awareness of national, regional and local emergency issues	Networking, seminars, conferences, meetings	Med	<p>A 'can do – will do' culture that everyone embraces and where staff feel well equipped to address the modernisation agenda.</p> <p>Priorities will be reviewed annually by the SMT and reported to IWC from December 2006.</p> <p>SMT members will attend or visit conferences /seminars/other organisations to learn from and share experience each year.</p> <p>Improved performance on staff survey from 2005 baseline will be achieved.</p>

## **SERVICE SUPPORT: LEARNING AND DEVELOPMENT**

LEAD MEMBER: BARRY ABRAHAM  
RESPONSIBLE MANAGER: GILES LOWE

Link to Key Strategic Priorities: To **reduce** the number and severity of **fires, road traffic collisions** and **other emergency incidents** occurring; to **reduce** the number of **deaths** and severity of **injuries** in fires, road traffic collisions and other emergency incidents; to **safeguard** the **environment** and **heritage** (both built and natural) and to provide **value for money**.

### **Context**

#### **LD 1**

**Develop a strategic approach to Human Resource (HR) Management**

#### **LD 2**

**Staff are clear about contributing to the Isle of Wight Fire and Rescue Service mission, priorities and objectives**

We recognise that our people are the most important resource we have and our approach to managing this resource must be effective. Our staff must be clear about the role they play in our Fire and Rescue Service and we recognise that this has not been as clear in the past as it could have been. This forms an intrinsic part of our performance management framework, as we aim for every action that is undertaken clearly contributes to our mission and improving the Service.

#### **LD 3**

**The Service will continue to value its staff and embrace its diversity**

The value of our people is that they bring different skills and experiences to their roles and we are looking to embrace that diversity. We are committed to treating our people fairly and equitably, whatever their role within the Service and for us to reflect that commitment in how we deal with people outside the Service.

## SERVICE SUPPORT: LEARNING AND DEVELOPMENT

LEAD MEMBER: BARRY ABRAHAM

RESPONSIBLE MANAGER: GILES LOWE

Key Outcome (1)	Links (2)	Key actions (with performance measure or completion of linked and referenced action plan)	Target implementation date				Funding		Capacity		Risk	What will success feel and look like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Sources		
<b>LD 1: Develop a strategic approach to Human Resource Management (CPA 50, 38)</b> <b>(Overall links: P2, 3, 4, 5 and 6)</b>	HR Mgt Plan	<ul style="list-style-type: none"> <li>Review all existing HR policies to support preparation of a People Management Strategy, drawing on good practice and linked to Personal Development Review (PDR) process</li> </ul>		✓			Within existing budget  £20k	CBF	Temporary HR professional member of staff		Low	We will have a People Management Strategy in line with the regional plan, supported by up to date HR policies, in supporting our people.  The plan will be in place by December 2006 and reviewed annually thereafter.
	HR Mgt Plan and Integrated Personal Development System (IPDS) Dev't Plan	<ul style="list-style-type: none"> <li>Prepare and detailed IPDS plan and continually work towards its implementation</li> </ul>		✓			£46k	CBF	Project Manager	In house, IWC, other FRS, alternative suppliers	Low	Our people will be supported and developed through well managed and high quality learning and development.  The implementation plan will be prepared by December 2006.  We will maintain and seek to improve existing staff satisfaction levels through annual ORS surveys.
	ADC Policy	<ul style="list-style-type: none"> <li>Implement our agreed regional approach to Assessment and Development Centres, in line with Hampshire FRS</li> </ul>	✓				Within existing budget		Assessment Centres and Assessors	Agreement with regional FRS	Low	Our staff will have access to high quality facilities for development.  We will maintain and seek to improve feedback from staff in annual ORS surveys from 2005 baseline.

Key Outcome (1)	Links (2)	Key actions (with performance measure or completion of linked and referenced action plan)	Target implementation date				Funding		Capacity		Risk	What will success feel and look like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Sources		
	NFST Plan	<ul style="list-style-type: none"> <li>Implement National Firefighter Selection Tests</li> <li>Develop strategic approach to succession planning</li> <li>Review RDS arrangements, including evaluation and appropriateness, of average pay approach, using 2 stations as pilots</li> </ul>		✓			Efficiency savings within existing budget		Access to trainers	Regional FRS	Low / Med	<p>We will recruit firefighters into appropriate roles.</p> <p>With full implementation in line with ODPM timetable and guidance.</p>
	Regional HR Dev't Group Plan	<ul style="list-style-type: none"> <li>Consider duty systems for fulltime firefighters</li> <li>Implement Rank to Role</li> </ul>		✓			£34k	CBF	Admin Assistance	Devon FRS implementation of best practice	Med	<p>Our RDS firefighters are treated fairly and equitably.</p> <p>Feedback in annual ORS Surveys will improve annually from 2005 baseline assessment.</p> <p>We will have performance information on attendance and absence, recruitment and retention.</p>
				✓			Efficiency savings		Experience and good practice	Other FRS, national guidance	Low	Our full time firefighters will be able to work within a flexible and effective system.
				✓			Within existing budget		Training Facilities	As above for implementing IPDS	Med	<p>Our staff will be motivated though undertaking their roles within the service.</p> <p>There will be improvement in the annual staff survey feedback from ORS Survey.</p>
<b>LD 2: Staff are clear about contributing to the IWFRS mission, priorities and objectives (CPA 35)</b>	PSR2	<ul style="list-style-type: none"> <li>Maintain ongoing development of Personal Development Records</li> </ul>	✓				Within existing budget				Low	<p>We will be fully aware of training and development needs of our staff and staff will be clear on how they are contributing to the overall aims of the Service.</p> <p>We will maintain and improve our staff satisfaction levels from annual ORS surveys from the 2005 baseline.</p> <p>100% staff will have PDR in place by December 2007.</p>

Key Outcome (1)	Links (2)	Key actions (with performance measure or completion of linked and referenced action plan)	Target implementation date				Funding		Capacity		Risk	What will success feel and look like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Sources		
LD 3: The Service will continue to value its staff and embrace its diversity (CPA 51, 52) (Overall links: GM1 and 4)	Comms Strategy  IWC 'Aim High – run a high perform Council'	<ul style="list-style-type: none"> <li>Continue to develop and improve consultation and communication with our staff</li> <li>Meet expectations of the IWC change management programme</li> </ul>		✓		✓	Within existing budget		Access to specialised consultation resources	Already sourced and in place through ongoing relationship with ORS	Low	<p>Our staff will continue to feel that they are treated fairly and equitably.</p> <p>We will achieve staff satisfaction levels in line with IWC targets through annual ORS survey.</p>
		<ul style="list-style-type: none"> <li>Review absence management strategy and policy</li> <li>Review all equality and diversity policies</li> <li>Ensure all staff have received appropriate training and development</li> <li>Contribute positively to the IWC achieving its priorities around equality and diversity</li> </ul>					Within existing budget		Within existing work plans		Low	<p>The provision of a quality Service to all sectors of the Island community.</p> <p>There will be improvement in staff satisfaction in annual ORS survey on from 2005 baseline performance.</p>

## **SERVICE SUPPORT: SAFETY, PERFORMANCE AND RISK MANAGEMENT**

LEAD MEMBER: BARRY ABRAHAM  
RESPONSIBLE MANAGER: GILES LOWE

Link to Key Strategic Priorities: To **reduce** the number and severity of **fires, road traffic collisions** and **other emergency incidents** occurring; to **reduce** the number of **deaths** and severity of **injuries** in fires, road traffic collisions and other emergency incidents; to **safeguard** the **environment** and **heritage** (both built and natural) and to provide **value for money**.

### **Context**

#### **SPR 1**

**All decisions made will be based upon sound risk assessment, analysis and prioritisation**

Whilst we deliver an effective emergency response Service, our role has broadened in every sense, for example, our statutory duties and working in partnership to a greater extent than previously. We remain committed to providing high quality services, but understand that the supporting processes to be able to deliver those services are vital. Risk management and prioritisation of the actions we take are critical in us being able to provide value for money services – we do not have infinite resources at our disposal and we have to use them intelligently. We are looking to improve on our business risk assessment processes to support us in this.

#### **SPR 2**

**Performance Management will be an integral part of all actions undertaken throughout the Service**

We recognise fully the importance of having an effective performance management framework and processes within our Service and are clear that our activities in this area have not been co-ordinated in the past. However, we also recognise in that that developing a culture of performance management will not happen overnight. We will strive to develop an effective framework that supports our Service needs, working in conjunction with the Isle of Wight Council, but also to support our staff to be able to address performance management as an integral part of their roles.

## SERVICE SUPPORT: SAFETY, PERFORMANCE AND RISK MANAGEMENT

LEAD MEMBER: BARRY ABRAHAM

RESPONSIBLE MANAGER: GILES LOWE

Key Outcome (1)	Links (2)	Key actions (with performance measure)	Target implementation date				Funding		Capacity		Risk	What will success look and feel like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Source		
<b>SPR 1: All decision made will be based upon sound risk assessment, analysis and prioritisation (CPA 57, 58)</b>		<ul style="list-style-type: none"> <li>Review ownership of all strategic risks</li> <li>Continue to review policy, taking into account the IWC approach and good practice</li> <li>Develop and support staff, using good practice identified from other Services, for example, Nottingham FRS</li> </ul>		✓			Within existing budget		Utilisation of Council 'Risk 2003' system	IWC	Low	<p>All strategic risks and control measures will be identified and given ownership to assignees.</p> <p>Regular review will identify effectiveness of control measure utilising performance indicators where appropriate.</p> <p>There will be no surprises, all risks will be registered and managed.</p> <p>The Safety, Performance &amp; Risk Manager will be in post by December 2005.</p> <p>The risk register will be completely updated by February 2006 and reviewed by the SMT twice a year.</p>

Key Outcome (1)	Links (2)	Key actions (with performance measure)	Target implementation date				Funding		Capacity		Risk	What will success look and feel like?
			6	12	18	24 +	£ (3)	Sources (4)	Type	Source		
<b>SPR 2: Performance Management will be an integral part of all actions undertaken throughout the Service</b>	LD2 LP1 GM5 GM6 GM2	<ul style="list-style-type: none"> <li>Implement performance management framework, through the IWC's CorVu system, in conjunction with Performance Net, a performance management toolkit</li> <li>Full set of station and departmental plans, clearly linked, contributing to the IWC objectives, achieving the mission of the Service and developing our people</li> <li>Supporting and developing our people in embracing performance management (eg training, cultural audits)</li> </ul>		✓			Within existing budget		Utilisation of Performance Net toolkit system	ODPM; Other Fire and Rescue Services; Nottingham; Kent	Med	<p>All staff will understand performance management, monitoring information on performance indicators via PDR's and Team Plans.</p> <p>All staff will understand and be proactive in developing and achieving their individual station plans.</p> <p>All staff will understand and be proactive and motivated in achieving their personal development goals.</p> <p>All identified performance and risk managers will have received training and development by April 2007.</p> <p>Station/Departmental Plans will be piloted at 2 locations and evaluated by March 2007, with target roll out for 2007/08 financial year.</p>
					✓					Utilisation of Council Performance Management System - CorVu	IWC	