



Fire and Rescue Service

Shirveish Mooghey as Sauail Ellan Vannin

“Making the Island Safer”

Service Delivery Plan

2015 -2016

Foreword

The vision of the Isle of Man Fire and Rescue Service is "Making the Island Safer" which by its continued professionalism and work on a daily basis contributes it to being a safe place to live, work and visit.

Our clear aim is to reduce the risk to our community; this aim is supported by our objectives of Preventing, Protecting and Responding.

The Service is a Division of the Department of Home Affairs; it is supportive of the Isle of Government strategic priorities which are:

- Protecting the Vulnerable Person
- Re-Balancing the Economy - creating a smaller and smarter Government
- Promoting Economic Development

It is acknowledged that the Service needs to develop and move forward however it is vital that our diminished establishment can continue to deliver the core functions of our Service. The Fire and Rescue Service has undergone a great deal of change over the last four years, this Service Delivery Plan aims to allow the Service to complete and consolidate work that is in progress. It also allows its personnel to take a breath and settle into new working practices that have been introduced to make the Service more efficient.

The contents of the plan have been divided into five main areas which support our strategic priorities as follows:

People Engagement – 96% of the Service's revenue budget is spent on staff which is a clear indication of how important the people within our organisation are to the successful delivery of our functions. It is therefore vital that the Service is able to embrace their enthusiasm, commitment and dedication if it is to succeed in delivering its vision. It is acknowledged that this will only be possible if the Service's ethos, vision and values are the same as its people.

Partnership Evolvement – The Service prides itself on its ability to work collaboratively with all sectors of our community. In these difficult financial times collaborative working can be viewed as means of sharing resources to save money. However, historically, the Fire and Rescue Service has always striven to work with a wide cross section of our community because it is seen as the best way of sharing expertise and experience for the benefit of all and allows the Service to better meet not only our statutory obligations but also what we consider to be our moral obligation to help those in need.

Protecting the Vulnerable Person – The Fire and Rescue Service does not accept any traditional definition of the term vulnerable person as our role is primarily to respond to those in need of our help due to a set of unforeseen circumstances that result in them being extremely vulnerable. We recognise that vulnerability may be a long lasting situation or one that lasts for matter of minutes. It is for this reason that the Service may consider any member of our community vulnerable at any given time. As a Service we are committed to helping anyone that needs our assistance at any time of the day or night.

Delivering a high quality, effective and efficient service – Everyone employed in the Fire and Rescue Service is steadfast in their commitment to delivering the best possible service they can. However the Service cannot ignore the fact that the financial constraints placed upon it means that it will be unable to continue to deliver all the services it would like to. If there are further cuts to our budget we will have to make difficult decisions about what we will no longer be able to do.

Development – We will continue to develop the Service where it is needed most. The financial constraints mean that it is not possible to develop the Service at the pace we would like. This means that we must target the areas that are in the greatest need. This year we will be prioritising the development of an improved on Island training facility and replacing Fire Stations that are no longer fit for purpose with modern stations that will allow us to work more collaboratively with our colleagues in the Ambulance Service.

Finally, I am cognisant that the challenges that are continually placed upon the Fire and Rescue Service may not produce the final outcomes as identified within each proposal. Our people will continue to deliver in the ethos of a "can do" organisation, however this is the reality of the position that my Service faces each day.

K. GROOM

Kevin Groom

Chief Fire Officer

People Engagement

Action Point (Priority)	Reason	Forecast Benefit	Lead Officer
1. To identify a set of values and behaviors for the Service that all members of staff are involved in creating.	It is important that all of the people employed within the Fire and Rescue Service can identify with a common set of values that recognises what is important to the Service	<ol style="list-style-type: none"> 1. Our recruitment process can be tailored to try and employ people that share the Services values. 2. Promotion process can be tailored to ensure the Services values are being embraced by its future leaders. 3. Our values should help and influence the making of difficult decisions. 4. Our values should help guide the behaviours of all our people. 	DO Bell
2. In consultation with the Joint Negotiating Committee agree a redundancy policy for the Service	The Service is no longer able to meet reductions in its budget by any means other than reducing its establishment. This may not always be possible by natural process, therefore staff should be made aware of the procedures that will be followed if redundancies need to be made.	<ol style="list-style-type: none"> 1. Personnel will be aware of how candidates for redundancy may be identified. 2. Best practice can be followed and procedures can be agreed before redundancies are required. 	CFO Groom

Partnership Evolvment

Action Point	Reason	Forecast Benefit	Lead Officer
Develop the Community Volunteer Scheme to support the staff within the Fire Safety Department and the Operational Department.	To support operational staff to deliver services across the Service due to a reduction in headcount.	<ol style="list-style-type: none"> 1. To allow for a more efficient use of uniformed staff. 2. To reduce the demand placed upon operational staff. 3. To allow the Service to reinstate previous schemes. 4. To allow the Service to expand on the services it provides. 	ADO Christian

Protecting the Vulnerable Person

Action Point	Reason	Forecast Benefit	Lead Officer
Whilst protecting the vulnerable person will always be at the heart of everything the Service does there are no new action points within this section of this Service Delivery Plan. This is because we will simply continue to do everything within our power to protect everyone who lives on or visits the Island.			

Delivering a high quality, effective and efficient service

Action Point (Priority)	Reason	Forecast Benefit	Lead Officer
1. Introduce a staff availability recording system for ensuring an adequate retained duty system across the Island.	The ability of the Service to accurately record the availability of its operational staff is vital to ensuring effective mobilisation of resources to operational incidents	<ol style="list-style-type: none"> 1. Ability to predict availability and monitor periods of difficulty 2. Ability for individuals to take personal responsibility for booking unavailable. 3. Ability to manage performance based on more accurate data. 4. Ability to pay individuals for the cover they provide. 5. Reduction in the workload for our colleagues in the Emergency Services Joint Control Room. 6. Reduction in the time spent on training nights completing booking off forms. 	DO Bell
2. To introduce a Fitness Policy for all staff that will support their health, safety and well-being whilst at work.	To ensure that all operational personnel are fit enough to carry out the most onerous and physically demanding aspects of their operational role without causing themselves injury.	<ol style="list-style-type: none"> 1. A healthy and well-being workforce 2. The ability to monitor operational personnel's fitness so that any reduction in their fitness levels can be rectified at the earliest possible opportunity. 3. A reduction in sickness/injury absence. 	DO Bell
3. Replace the Incident Command Unit with a vehicle that is fit for purpose and which may be utilised between the other emergency services.	It is vitally important that large or complex incidents are managed from a facility that allows an incident commander to collect the information that is needed to make the right decisions if they are to be concluded safely and efficiently. The current Incident Command Vehicle is no longer fit for this purpose.	<ol style="list-style-type: none"> 1. Improved ability to establish a command team. 2. Improved ability to conduct multi-agency briefings. 3. Improved ability to utilise modern technology whilst maintaining the ability to display essential information. 4. Ability to provide an incident management facility to other Government departments that are dealing with major incidents that do not need the emergency resources of the Fire and Rescue Service. 	ADO Quayle

Development

Action Point (Priority)	Reason	Forecast Benefit	Lead Officer
1. Complete the Live Fire Training facility project to enable Fire and Rescue staff to be trained on the Isle of Man.	The Service has a requirement to train its personnel in realistic conditions so that fire-fighters gain actual experience in heat, humidity and general fire conditions.	<ol style="list-style-type: none"> 1. To bring live fire refresher training in-line with national guidance of a 2 yearly frequency. 2. To keep operational crews on Island and therefore available for operational incidents. 3. To save approximately £50,000 in off-island training costs. 4. To provide a multi-functional training building. 5. To allow for possible future income generation. 	ADO Christian
2. Progress the combined fire and ambulance station project adjacent to the Isle of Man Airport	Due to the change in the urban population and industrial demographic in the south of the Island the current station is no longer situated in the most effective location. The current station lacks the welfare facilities required of a modern fire station and due to its age is becoming costly to heat and maintain.	<ol style="list-style-type: none"> 1. The recruitment catchment area for this station will almost double. 2. The new station will be able to incorporate an ambulance station thereby reducing Government's building stock. 3. The new building will be environmentally friendly and effective to run as it will be more energy efficient. 4. The old station will be able to be redeveloped, creating economic opportunities on the Island. 5. Increased opportunity for multi-agency training. 6. Improved collaborative working relationships between two emergency services. 	ADO Quayle
3. Progress the project to re-locate Port Erin Fire Station to the existing ambulance station at Cross Four Roads.	Port Erin fire station is no longer fit for purpose. It lacks the space required for the resources housed there and does not provide the welfare facilities required to allow the FRS to discharge its duty of care to its staff employed on the site. Currently shower facilities are provided at the Ambulance station which is located half a mile away.	<ol style="list-style-type: none"> 1. Provides a fire station that is fit for purpose. 2. Provides a more cost effective energy efficient station. 3. Releases a building that is over 60 years old for redevelopment thereby creating economic opportunities on the island. 4. Increase the recruitment catchment area for this station. 5. Redevelopment of an existing Government building will reduce building costs. 6. Improved staff morale on this station. 	ADO Quayle

Action Point (Priority)	Reason	Forecast Benefit	Lead Officer
<p>4. To progress the revised Conditions of Service that will replace a number of out of date documents appertaining to the Service.</p>	<p>The current Conditions of Service no longer reflect accurately the role of the Service in the community or the recent and proposed changes in Manx employment legislation.</p>	<ol style="list-style-type: none"> 1. Standardisation and transparency of content; 2. Compliance with Manx legislation and best practice; 3. Equality in employment and employee relations, the removal of discrimination and the promotion of equality as a core principle that underpins service delivery; 4. Promotion of the highest standards of health and safety at work consistent with providing a front-line, life-saving emergency service; 5. The provision of a Fire and Rescue Service that can be adapted to meet the local needs of the community, employers and employees. 6. Underpinning support for stable industrial relations being achieved by consultation and negotiation between the Department of Home Affairs as employer and Unite the Union and The Fire Brigade's Union as the recognized representative trade unions. 	<p>DCO Murtagh</p>