



# **Isle of Man Fire and Rescue Service**

***Shirveish Mooghey as Sauail Ellan Vannin***

***"Making the Island Safer"***

Service Delivery Plan

2019 - 2020

## ***Foreword***

The vision of the Isle of Man Fire and Rescue Service is "Making the Island Safer" which by its professional and dedicated work on a daily basis contributes to it 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 "Programme for Government 2016-2021" and its current strategic objectives which are:

An Inclusive and Caring Society  
An Island of Enterprise and Opportunity  
Financially Responsible Government

It is understood by the Department that the Service delivers a wide and varied number of functions in addition to its current legal requirements; work is now underway to introduce revised fire legislation to reflect the services that we now deliver to the community of our Island. The current consequence of this places a growing demand upon its staff and its revenue funding provision, the Service was considerably over budget at the end of the previous financial year. The Service is subject to constant change and challenge, particularly with external influences that we have to absorb with our existing staff. Additionally succession planning requires an inordinate amount of resource to ensure staffing levels are maintained. The Plan will allow the Service to complete and consolidate work that is in progress and to further develop where it is able to do so.

The contents of the plan have been divided into five main areas which support our 5 Year Strategic Plan.

**People Engagement** – The Service fully recognises that the successful delivery of its functions is highly dependent upon the professionalism, dedication, enthusiasm and commitment of its people. We will continue to work closely with our people at all levels of the Service to learn from their knowledge and experience to further improve how we deliver our service and endeavor to achieve our vision. It is acknowledged that this will only be possible if the Service's ethos, vision, values and behaviours are reflective of those of its people.

**Partnership Evolvement** – The Service prides itself on its ability to work collaboratively with all sectors of our community, it must continue this work where it can to reduce the demand on its services. In these difficult financial times collaborative working can be viewed as means of sharing resources to effectively meet the community's needs and expectations whilst at the same time working in a financially responsible manner. 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. It 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 recognises that any person at any time can become vulnerable for numerous reasons and circumstances; we understand that this vulnerability may be a long lasting situation or one that lasts for a matter of minutes. The role of the finite Community Safety team is where possible to identify those at most risk and to provide assistance by utilising staff members and the partners that we continue to work with.

**Delivering a high quality, effective and efficient service** – The Strategic Management Team is committed to providing support to all personnel involved in delivering the best possible service at the point of need. The Service does not ignore the fact that the ongoing financial position facing the Isle of Man Government in the short and medium term presents a constant challenge to the Service delivering its aims and objectives.

**Development** – We will continue to develop the Service where it is needed most, this means that we must target the areas that present the most risk. The development of our staff is most important primarily due to the challenges faced with succession planning. Additional revenue funding for training has been supported by Treasury to which I am grateful for, however future funding will be necessary to make this sustainable.

Finally, I am cognisant that the managerial and operational demands that are continually placed upon the Fire and Rescue Service may not produce the final outcomes as expeditiously as identified within each proposal, this position will not improve primarily due to resources available to me. Our people will continue to deliver our Service as a values and behaviours based organisation, however this is the reality of the position that my Service faces each day.

**Kevin Groom**

**Chief Fire Officer**

## People Engagement

Action Point ( <b>Priority</b> )	Reason	Forecast Benefit
<b>1.</b> To complete the implementation of the agreed set of values and behaviours for the Service through an internal Working Group that is representative of our Wholetime and On Call/Retained staff.	The values and behaviours must progressively underpin the selection of personnel at point of entry to the Service, and at promotion and retention to provide a common point of reference and direction for all staff.	<ol style="list-style-type: none"> <li>1. Our recruitment process can be tailored to employ people that share the Services values.</li> <li>2. Promotion process can be tailored to ensure the Services values are being embraced by its future leaders.</li> <li>3. Our values should help and influence the making of difficult decisions.</li> <li>4. Our values should help guide the behaviours of all our people.</li> </ol>
<b>2.</b> To ensure relevant Service Orders, Policies and Job Descriptions are reviewed and agreed before the introduction of the final clauses of Equality Act 2017 in conjunction with the Equality Advisor and the Office of Human Resources.	The final clauses contained within the Act will become law at the start of 2020.	<ol style="list-style-type: none"> <li>1. Clear and agreed policies are understood by all staff.</li> <li>2. The future impact of the Act is assessed.</li> <li>3. The Act may allow for certain exceptions relevant to the Service.</li> </ol>
<b>3.</b> To implement an appraisal system for Senior Officers and expand the use of development folders for Senior roles.	The development of our staff is important within a people qualities framework; it will provide a process for future career progression and development.	<ol style="list-style-type: none"> <li>1. Our staff will feel valued as part of the Service.</li> <li>2. Appropriate training will be provided where possible.</li> <li>3. Opportunities for secondments within the Service will be considered.</li> </ol>

## Partnership Evolvement

The Service will continue to work with our partners across the IOM Government and the private sector subject to staff availability and priority of risk identification.

## Protecting the Vulnerable Person

Whilst protecting the vulnerable person will always be at the heart of everything the Service does there no 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 ( <b>Priority</b> )	Reason	Forecast Benefit
<b>1.</b> Develop Business Cases for additional staff in the Operational Support Department to sustain and develop Service delivery.	The Service does not have sufficient staff to enable it to operate effectively and efficiently in accordance with a modern Fire and Rescue Service.	<ol style="list-style-type: none"> <li>1. To allow the Service to operate best practice</li> <li>2. To allow the Service to direct its resources where they are best placed based on accurate information.</li> <li>3. To allow the Service to investigate new and improved operating models.</li> <li>4. To ensure Service Orders and Policies are reviewed in a timely manner.</li> <li>5. To allow for the maintenance of Watch levels due to long term absence.</li> </ol>
<b>2.</b> Develop Business Cases for additional staff in the Fire Safety Department to sustain and develop Service delivery.	The Service does not have sufficient staff to enable it to operate effectively and efficiently in accordance with a modern Fire and Rescue Service.	<ol style="list-style-type: none"> <li>1. To ensure the Department has sufficient staff to comply with its legal requirements.</li> <li>2. To ensure sufficient resources are available to target the most vulnerable in our society.</li> <li>3. To ensure sufficient resources are available for the efficient implementation of new Fire Safety Legislation</li> <li>4. To allow for the maintenance of watch levels due to long term absence.</li> </ol>
<b>3.</b> Develop Business Cases for additional staff in the On Call/Retained Service to sustain and develop Service delivery.	The Service does not have sufficient staff to enable it to operate effectively and efficiently in accordance with a modern Fire and Rescue Service.	<ol style="list-style-type: none"> <li>1. To ensure there are sufficient resources available to effectively respond to all normal requirements.</li> <li>2. To ensure there are sufficient resources available to absorb possible deficiencies in crewing due to the introduction of the final clauses of the Equality Act 2017.</li> <li>3. To allow the Service to have sufficient staff to operate a structured incident command system at protracted incidents.</li> <li>4. To have sufficient staff for stations to operate with some personnel on reduced availability.</li> </ol>

<p><b>4.</b> Develop Business Cases for additional staff in Administrative Support to sustain and develop Service delivery.</p>	<p>The Service does not have sufficient support staff to enable it to operate effectively and efficiently in accordance with a modern Fire and Rescue Service.</p>	<ol style="list-style-type: none"> <li>1. To ensure there are sufficient support staff to enable front line personnel to target their work effectively.</li> <li>2. To enable statistics and data to be produced to ensure resources are channeled in the right directions and areas.</li> <li>3. To enable the transition from a paper based to an electronic Service in 3 years where possible to do so.</li> </ol>
<p><b>5.</b> To determine a suitable suite of Key Performance Indicators for the Service.</p>	<p>To enable the Service to be measured against meaningful indicators, ensuring the Island is receiving an effective Service.</p>	<ol style="list-style-type: none"> <li>1. To ensure our resources are correctly crewed and located to best serve the community.</li> <li>2. To enable the Service to improve in evidence based areas of work.</li> <li>3. To enable the Service to be measured against best practice.</li> </ol>
<p><b>6.</b> To research the financial impact of legislation which impacts the Service, and to seek Departmental support to ensure the Service complies with identified legislation.</p>	<p>The Service does not have sufficient staff and resources to enable it to effectively deal with and correctly implement applied legislation such as Applied GDPR.</p>	<ol style="list-style-type: none"> <li>1. To ensure the Service has sufficient resources available to comply with any applied legislation.</li> <li>2. To ensure a business case for additional funding where necessary is best utilised to prioritise the most significant and impactful legislation.</li> <li>3. To ensure the Service is able to be an employer where staff are valued and to provide dignified and suitable facilities.</li> </ol>
<p><b>7.</b> To further progress the introduction of a Fitness Policy for all staff that will support their health, safety and well-being whilst at work.</p>	<p>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.</p>	<ol style="list-style-type: none"> <li>1. A healthy and well-being workforce</li> <li>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.</li> <li>3. A reduction in sickness/injury absence.</li> </ol>

## Development and Growth

Action Point ( <b>Priority</b> )	Reason	Forecast Benefit
<b>1.</b> To develop a Strategic Plan based upon the current and future risks facing the Service in consideration of the outcomes of the DHA strategic review.	To identify the future direction of the Service.	<ol style="list-style-type: none"> <li>1. The strategic aims of the Service are recognised.</li> <li>2. The Annual Service Delivery Plan will enable the delivery of the strategy.</li> <li>3. The Plan will be flexible in recognition that a new Parliament will be in place in 2021.</li> </ol>
<b>2.</b> Review & Implementation of the Service Order 101 – Incident Command Policy	To align the SOP with the latest National Operational Guidance	<ol style="list-style-type: none"> <li>1. To align the SOP with NOG and UK training establishments</li> <li>2. To align with national documents such as JESIP</li> <li>3. To align with the Island Emergency Planning Manual</li> <li>4. To allow cross co-operation with other emergency services and responders.</li> </ol>
<b>3.</b> To develop an ICL 2 and ICL 3 assessment program for Senior Officers	To ensure that operational competency is maintained by Senior Incident Commanders	<ol style="list-style-type: none"> <li>1. Senior Officers will be continually developed in line with the National Incident Command model.</li> <li>2. The operation of an Incident Command system is consistent across the Service.</li> </ol>
<b>4.</b> To continue to work with the employee representatives through a Sub Committee Working Group of the Joint Negotiating Committee to agree and complete a revised set of Conditions of Service.	The current Conditions of Service no longer reflect accurately the role of the Service in the community. The document will need to comply with the Equality Act 2017.	<ol style="list-style-type: none"> <li>1. Standardisation and transparency of content;</li> <li>2. Compliance with Manx legislation and best practice;</li> <li>3. Equality in employment and employee relations, the removal of discrimination and the promotion of equality as a core principle that underpins service delivery;</li> <li>4. Promotion of the highest standards of health and safety at work consistent with providing a front-line, life-saving emergency service;</li> <li>5. The provision of a Fire and Rescue Service that can be adapted to meet the local needs of the community, employers and employees.</li> <li>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 recognised representative trade unions.</li> </ol>

<p><b>5.</b> To commission the Magirus Turntable Ladder into the Service.</p>	<p>The continued investment and improvement in fleet and technology to support service delivery.</p>	<ol style="list-style-type: none"> <li>1. To provide a suitable vehicle to meet the changing operational demands on the service such as bariatric rescues.</li> <li>2. To provide a vehicle which is more versatile than the current provision and has a greater operating range.</li> <li>3. To provide a vehicle that is better suited for the Islands road infrastructure and narrow streets.</li> <li>4. The new appliances will be more environmentally friendly and more efficient to run and maintain.</li> </ol>
<p><b>6.</b> To identify and design a replacement off-road fire appliance to replace the existing Pinzgauer fleet, ensuring that our infrastructure is fit for purpose and deliver a training package across the wholetime and on call/retained staff.</p>	<p>The Service is unable to support the current off-road capability due to a lack of manufacturers support.</p>	<ol style="list-style-type: none"> <li>1. New vehicles would have full manufacturers support.</li> <li>2. Spare parts would be readily available.</li> <li>3. The new appliances will be more environmentally friendly and more efficient to run and maintain.</li> <li>4. Vehicles would be specifically designed to meet current operational demands.</li> </ol>
<p><b>7.</b> To progress the proposed Emergency Services Blue Light Hub by membership of the Project Board and Working Group.</p>	<p>Douglas Fire Station is no longer fit for purpose. It lacks the space required for the resources housed there and is now deemed to be at a high risk of future flooding.</p>	<ol style="list-style-type: none"> <li>1. Provide a replacement facility that is fit for purpose.</li> <li>2. Releases a building and site for future development.</li> <li>3. The new facility may accommodate the 3 emergency services.</li> <li>4. Collaborative working will further contribute to the keeping the public safer.</li> <li>5. Opportunities for collaborative training and development of staff.</li> </ol>
<p><b>8.</b> To comply with the findings of the Training Facilities and Equipment Audit Report 2017.</p>	<p>To improve the recording and monitoring of essential equipment</p>	<ol style="list-style-type: none"> <li>1. Greater control of assets.</li> <li>2. A more comprehensive Business Continuity Plan.</li> <li>3. Clear job descriptions</li> </ol>



	and clearly define roles and responsibilities.	
<b>9.</b> To progress the introduction of a revised Fire Services Act.	To bring the current outdated legislation in line with our current delivery model.	<ol style="list-style-type: none"> <li>1. To align with our current service delivery model.</li> <li>2. To progress and allow for relevant development training.</li> <li>3. To improve the current Incident Command procedures relevant to the Service.</li> <li>4. To modernise both the operational aims of our work in line with modern legislation.</li> </ol>
<b>10.</b> To progress the introduction of new fire safety legislation.	To bring the current outdated legislation in line with our current delivery model.	<ol style="list-style-type: none"> <li>1. To align with our current service delivery model.</li> <li>2. To progress and allow for relevant development training.</li> <li>3. To modernise both the fire safety aims of our work in line with modern legislation.</li> <li>4. To ensure fire safety is fit for purpose on our Island.</li> </ol>
<b>11.</b> To develop an overarching Digital Strategy for the Service incorporating an information and storage handling database for both Operations and Fire Safety, including the ability for officers to work remotely.	Currently data is stored on different systems and in multiple formats. The new proposed solution would dramatically improve data accessibility and information sharing.	<ol style="list-style-type: none"> <li>1. To allow information to be entered once to a single file on one database, ensuring all relevant information can be easily retrieved and stored.</li> <li>2. Operational and Fire Safety staff will use the same system to record data, e.g. fire events, fire safety inspections which will allow for current information to be available across the Service.</li> <li>3. The proposed system will allow for data entry to become streamlined and introduce an improved level of efficiency and effectiveness.</li> </ol>
<b>12.</b> To develop the website iomfire.com	The current website does not provide the platform to fully interact with our stakeholders.	<ol style="list-style-type: none"> <li>1. To make the website the initial point of contact for enquiries.</li> <li>2. To integrate the website into the Service educational programme.</li> <li>3. To provide relevant information to our stakeholders.</li> <li>4. To allow social media to be accessed directly from the website.</li> </ol>

<p><b>13.</b>To implement best practice for staff wellbeing and welfare at operational incidents through suitable dignified and adequate facilities</p>	<p>The Service must ensure staff have adequate facilities and measures in place to ensure their wellbeing today and moving forward.</p>	<ol style="list-style-type: none"> <li>1. To ensure our staff as our most valuable asset are treated fairly</li> <li>2. To ensure we operate as a modern Fire and Rescue Service</li> <li>3. To ensure the wellbeing of our staff through suitable and sufficient decontamination</li> <li>4. To ensure partner agencies are provided with adequate facilities at incidents</li> </ol>