

HIGHLAND AND ISLANDS FIRE BOARD

Policy & Finance Working Group

15 January 2010

Agenda Item	
Report No	

SERVICE PLAN 2010 to 2012

Report by the Chief Fire Officer

Summary

The attached report is the draft service plan for the Highlands & Islands Fire & Rescue Service for 2010 to 2012.

Contents of the Plan

This document presents our aims and objectives for 2010/11 and the subsequent two years, set in the context of our strategic aims. Contained within this report there are details of:

- The service planning process
- The Service's mission statement and strategic aims
- The objectives to deliver the strategic aims
- The financial plan to support the Service Plan

Recommendation

Members are asked to approve the Highlands & Islands Fire & Rescue Service Plan for 2010 to 2012.

**DAVID WYNNE
CHIEF FIRE OFFICER**

8 January 2009

Highlands & Islands Fire & Rescue Service

Service Plan 2010/11 – 2012/13

FIFTH DRAFT

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1. Introduction

Highlands & Islands Fire & Rescue Service provides a fire, rescue and community safety service to an area which is equivalent to Belgium in size but with a total population of around 280,000 people. The population and the industrial infrastructure is spread across the large mainland area and numerous islands. Communications in some areas can be difficult and many communities have to be self sufficient, as emergency support may be a considerable distance away.

We protect and assist people who live and work in the area, and the many visitors who come to the Highlands and Islands throughout the year.

When emergencies occur speed of response is critical. We have the specialist skills and equipment needed to respond to fires, flooding, road traffic accidents, explosion hazards and many other life-threatening incidents that can occur without warning in daily life.

Our principal functions are protecting the community through promotion of safety initiatives, and safeguarding the lives and property of residents and visitors by responding promptly to emergencies.

Protecting the people and economy of an area as large as the Highlands and Islands can be a demanding challenge that requires an innovative and caring response. Our Service Planning process helps us to plan for, and deliver, an efficient and effective service to all the communities we serve throughout the Highlands and Islands.

2. Mission Statement

“Our Service is committed to working efficiently in partnership with key agencies to prevent and respond to emergencies throughout the Highlands and Islands. We will achieve this with high quality equipment and a competent workforce who are fully engaged with our communities.”

3. Our Aims

Our key strategic aims are:

Aim 1 - Prevention

Engaging with our communities to inform and educate people in how to reduce the risk of fires and other emergencies

Aim 2 - People

Providing the support for a well equipped, skilled, and motivated workforce whose composition and purpose reflects the risks and diversity in the communities we serve.

Aim 3 - Response

Planning and preparing for emergencies that may happen, and making a high-quality, effective and resilient response when emergencies arise

Aim 4 - Resource

Managing risk by using our resources flexibly, efficiently and effectively, ensuring value for money, demonstrating public accountability, and championing environmental responsibility.

4. Values

Operating in accordance with our values we ensure that safety, sustainability, partnership and diversity run through all our activities.

Our values are:

- ✓ Commitment to the Community
The Fire and Rescue Service is primarily staffed by members of the communities we serve. Our commitment to keep our communities safe should inform our actions every day.
- ✓ Commitment to excellence
To endeavour to excel in all aspects of the role and the Service.
- ✓ Integrity
Our staff conduct themselves in an honourable and honest manner.
- ✓ Respect
Of others and procedures.
- ✓ Responsibility
To support appropriate accountability throughout the Service.

5. Performance Management and Best Value

Performance Management

At the heart of our strategic planning and performance management framework is this Service Plan, which is intended to guide and focus key activities over a three-year period. The actions which will implement our Strategic Aims are captured in departmental plans for each financial year. These in turn are summarised in departmental targets recorded centrally on the Service's Initiative System and monitored by the Strategic Leadership Team (SLT) at regular intervals as part of the performance management cycle.

We aim to equip managers with the ability to make informed decisions on the short, medium

and long-term implications of different courses of action. This increases ownership of spending decisions, ensures tighter control of financial resources, and encourages better decision making.

The Service has been using a suite of key performance indicators covering a broad range of activities for several years. This is an approach based on continuous improvement, but there is more to do before performance management is fully embedded.

We have recently made significant improvements to the breadth and range of performance trend and analysis information extracted from our systems and published on our Intranet to assist staff in making informed decisions. Further development of these approaches is underway.

Best Value

We recognise the financial pressures which face all public bodies at the present time. We are committed to ensuring that the services we provide are as efficient and effective as possible, meeting the requirements for Best Value in the provision of those services.

Improving our business processes is a priority to us, and we are endeavouring to make awareness of cost effectiveness part of our organisational culture. We have introduced an efficiency register to record the savings we make through efficiency improvements, and have introduced devolved budgeting to improve accountability and ownership of the budgeting process.

We expect that the Service will be audited externally for Best Value by Audit Scotland during this planning cycle. We are considering the adoption of the Public Sector Improvement Framework (PSIF) as an internal self-assessment framework to help us identify our key strengths and to work on our areas for improvement, and will look at the staffing and other implications of adoption of the PSIF in the forthcoming year.

Medium Term Financial Strategy

Our revenue budget for 2010/11 is shown by department in Table 1 and by expenditure category in Table 2 below.

Over the next three years we forecast no growth in our revenue budget. To achieve a standstill budget we intend to make efficiencies which offset the effects of inflation and other increased costs that will occur, as indicated in Table 3.

We show our current capital budget projections for 2010/11 and 2011/12 in Table 4.

Table 1

Revenue Budget 2010/11 by Department

Department	Budget (£000)
Operations	12,989
Operational Support	3,502
CRM/IRMP	1,061
People Service	2,286
Corporate Services	2,045
Operational Expenditure	21,882
Pension Costs to be met by Service	236
Loan Charges	1,700
Revenue Budget	23,818

Table 2

Revenue Budget 2010/11 by Category

Category	Budget (£000)
Staff	18,301
Other	3,731
Fire Fighting at Sea	100
Capital Charges	1,700
Income	(14)
Revenue Budget	23,818

Table 3

Revenue Budgets For Future Years

	Budget 2011/12 (£000)	Budget 2012/13 (£000)
Prior Year Budget	23,818	23,818
Inflation	476	476
Efficiencies	(476)	(476)
Revenue Budget	23,818	23,818

Table 4

Draft Capital Budget 2010/11 and 2011/12

	Budget 2010/11 (£000)	Budget 2011/12 (£000)
Estimated Capital Grant	1,867	1,867
Estimated Capital Receipts Generated in Year	50	50
Transfer from Revenue	100	50
Usable Capital Receipts Reserve	-	50
Total Available Resources	2,017	2,017
Vehicles and Equipment	928	928
Communications and IT	220	200
Property and Site Acquisitions	250	300
Major Repairs	300	300
New Build Programme	250	300
Total Planned Expenditure	1,948	2,028
Estimated Over/(Under) Spend	(69)	11

6. Our Plans

We have already moved forward our planning cycle to integrate our service planning and budget planning processes more closely. We will keep under review the timing of the start of the planning and budget cycle, to ensure we allow suitable time for consultation with staff and other parties.



Aim 1: Prevention

Engaging with our communities to inform and educate people in how to reduce the risk of fires and other emergencies.




We will:

- focus our resources on people who are most at risk
- aim to reduce the number of accidental fires
- work with partners and community groups to promote positive activities and reduce the incidence of fires started deliberately
- enforce the Fire (Scotland) Act 2005

Home Fire Safety Checks Conducted

2007/08		5096
2008/09		4671
2009/10		5119 *

Dwelling Fires

2007/08		221
2008/09		173
2009/10		165 *

* Projected total

In 2010/11 we want to:

- carry out 5,000 home fire safety checks in the homes of people most at risk from fire
- reduce accidental fires in the home by 4%
- reduce primary fires by 2%
- undertake appropriate risk-based audits on high risk premises

We work hard to prevent fires and other emergencies from happening. It is the first of our strategic aims, and is at the very core of what we do. We put considerable resources

behind this work. Our firefighters and Community Safety Advocates work in the community carrying out home fire safety checks, fitting smoke alarms and assisting people in taking responsibility for their own safety.

Our Community Risk Management team is involved in several positive initiatives for young people. These include young driver awareness raising, staff participation outside working hours in activities supported by the Scottish Government's Cashback for Communities scheme, and our Young Firefighter Initiative.

Our fire prevention activities target people and places most at risk from fire, including older people, those living alone and those who may have more difficulty escaping from a fire.

We also recognise the substantially-increased fire risk that arises in our communities from persons under the influence of alcohol - a major cause of fire deaths and injuries in Scotland.¹

We have recently purchased the Experian Mosaic household classification system to assist us with risk modelling of our communities and to help us identify areas in which to target our home fire safety checks.

We work closely with Community Planning Partnership organisations in local government, the police and the NHS to implement the Scottish Government's fifteen National Objectives. We align our corporate objectives with the Government's National Objectives. In turn we contribute to the achievement of our four constituent local authorities' single outcome agreements. These specify the

¹ Scottish Government (2008) Discussion paper setting out our strategic approach to tackling alcohol misuse available at www.strathclydefire.org/pdfs/Scotland_Together_07_09_09.pdf

actions each authority will take to meet the National Objectives and improve the safety and security of our communities.

Our Community Safety Strategy

We focus on:

- reducing accidental fires in people's homes
- targeting our work in areas where there is a higher likelihood that identified incident types will occur, and at people who have lifestyles most likely to lead to them being at risk.
- reducing deliberate fires
- auditing higher-risk non domestic premises for compliance with the Fire (Scotland) Act 2005

Fires in the home are largely caused by:

- careless use of cigarettes and smoking materials
- leaving cooking pans unattended
- faulty or careless use of electrical equipment
- leaving candles unattended

Our staff will:

- maintain the overall volume of our fire prevention activities, including home fire safety checks
- fit free smoke alarms, and specialist types of alarm where appropriate
- provide prevention activities across the Highlands and Islands, and increase activity in places most at risk using the risk profile information available to us
- target our activities at people in the community where specific lifestyle characteristics make them more vulnerable

We work in partnership with a wide range of organisations, including Local Government, the Police, the NHS, and community groups.

Most deliberate fires started out-doors are typically acts of anti-social behaviour where

rubbish, open land or abandoned vehicles are set alight in unmonitored spaces.

We will share intelligence and resources with our partner organisations wherever possible, and continue to develop joint approaches to addressing the societal causes of fire that we have identified.

Whilst we will continue to deliver Community Fire Safety advice and information, the Service will also consider the best use of our resources to maximise our capacity to save lives.

We will monitor our progress in achieving our Community Safety Strategy through our Performance Management Framework.

Improvements made

In 2009/2010 we:

- employed additional Community Safety staff to identify and target those most at risk in our communities
- developed key partnerships and strengthened our data and intelligence sharing protocols and procedures.

Our objectives for the coming year

During 2010/11 we will:

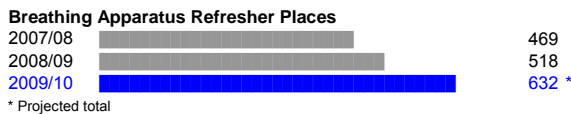
- 1.1 further develop our integrated risk management plan to develop protection, prevention and intervention strategies which will enhance safety within our communities
- 1.2 contribute to achieving Community Planning objectives, ensuring that the Service's corporate objectives are reflected in, and positively contribute to, our constituent authorities' Single Outcome Agreements
- 1.3 continue the enforcement of the Fire (Scotland) Act 2005 Part 3 for those premises presenting the highest risk to life.

Aim 2: People

Providing the support for a well equipped, skilled, and motivated workforce whose composition and purpose reflects the risks and diversity in the communities we serve.

We will:

- minimise the risk of accidents and near-misses
- create a positive and healthy workplace culture
- support good performance, management and leadership
- collaborate and co-operate with each other
- empower staff to take decisions at appropriate levels



In 2010/11 we want to:

- ensure that all operational firefighters are BA (Breathing Apparatus) refreshed within 24 months of their last course

People are our most important resource. Recruiting, training, motivating and keeping the right staff for the job is of vital importance to the Service, and to the safety of the communities we serve.

The Highlands and Islands area is geographically diverse, and although there are some urban areas with larger populations most of the communities we serve live in rural areas with low population density.

At present we have one whole-time station staffed by 77 full-time firefighters, 95 retained stations staffed by 1,088 retained firefighters, and 30 Community Response Units (CRUs) staffed by 116 retained crew members.

Because of the geography and rurality of our area we have the largest number of retained staff of any service in the UK. Retained staff usually have other jobs or roles to play in their home communities, and we rely upon their active commitment and participation to keep those communities safe.

It is a particular challenge for the Service to meet the training needs of retained staff without clashing with their main employment or other commitments.

We are looking at ways to deliver pre-course elements of the training needed on-line, to maximise the benefits gained from the face-to-face learning and assessment events offered by the Service.

We are also considering the establishment of a further training facility at an appropriate location to supplement the existing training facilities at Invergordon and Fort William.

The frontline work of our whole-time and retained firefighters is supported by a range of staff based at the Fire Control Centre, headquarters, our training centres, and our district offices. Ensuring that staff are skilled, motivated, trained and developed is a high priority.

We take steps to ensure that we promote equality across all of our activities. We want to make sure our workforce reflects the diversity of the communities of the Highlands and Islands. We recognise we have more to do before this is fully achieved.

We are committed to the introduction of the Single Status Agreement on pay for our support staff.

Improvements made

During 2009/10 we:

- appointed a Senior Human Resources Adviser to assist our human resources team
- developed and implemented a simplified on-line accident reporting form, with Fire Control staff acting as first point of contact for reporting of any incidents service-wide
- introduced advance reporting of staff who will need BA (Breathing Apparatus) refresher training, providing up to three months advance notice for staff whose BA qualification is coming to an end. This assists training managers who need priority lists, and also assists district and station staff in meeting BA refresh targets.
- trained 15 Urban Search and Rescue Technicians and 40 Specialist Search and Rescue Tool operators
- reviewed and improved the provision of advice and guidance for staff on Health and Safety issues

Our objectives for the coming year

During 2010/11 we will:

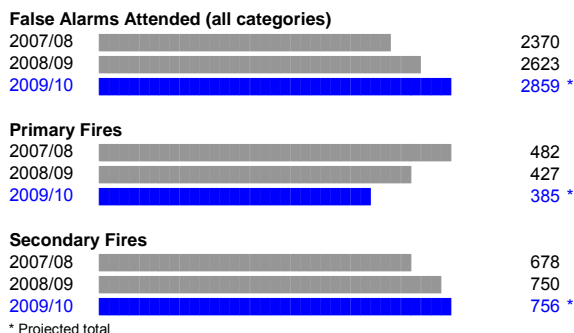
- 2.1 implement the single status scheme in line with the terms of reference agreed with unions for the support staff
- 2.2 review the structure of the Service to ensure that it continues to meet the needs of the communities we serve
- 2.3 ensure that all staff have the appropriate skills and competencies required to undertake their roles
- 2.4 review our communication strategy in light of potential developments of IT and other systems
- 2.5 ensure firefighter development opportunities meet operational needs

Aim 3: Response

Planning and preparing for emergencies that may happen, and making a high-quality, effective and resilient response when emergencies arise

We will:

- have clear plans, developed with partners where appropriate, to address identified risks
- arrive at emergencies as quickly as we can, with the right resources
- clearly define the quality of our response, and monitor our performance
- reduce false alarm calls arising from automated equipment



In 2010/11 we want to:

- reduce calls to false alarms due to automatic fire alarms in non-domestic properties by working with occupiers in those premises causing most concern

Fires and other emergencies will always happen so we must be ready to deal with them quickly and efficiently when they do. In order to plan an appropriate response we have to carefully consider where we locate our staff and appliances. We maintain fire stations strategically throughout the Highlands and Islands to make sure that emergency response is available 24 hours a day, every day of the year. This is the most visible part of our work and is what we are best known for.

Last year we made considerable progress in the implementation of the FSi Retained Availability System which replaces the use of crew tally boards in each fire station recording the availability or unavailability of crew members.

At the beginning of the year less than 20 stations were live on the system. By the end of the year 85 out of 95 retained stations had gone live and were using the system successfully to record their crew availability.

With the increasing use of the system, the Fire Control team now have greater responsibility for monitoring and responding to crew shortages to ensure that strategic fire cover is maintained and that incidents are safely resourced and supported.

Overall, the use of the Retained Availability System is a major step forward in ensuring that we know at all times the readiness of all our stations to respond to incidents as they occur.

We are currently reviewing the sustainability of our stations in line with our Integrated Risk Management Plan, to maximise the contribution each station makes to enhancing life safety and the wellbeing of local communities.

We attend around 5,000 incidents each year. Around 36% of these incidents are fires. We also attend incidents classed as special services, such as road traffic collisions, flooding incidents, and rescues of people who may be trapped.

Of particular concern is the number of automated false alarm calls the service receives. There were around 1,800 such incidents attended last year (around 36% of all incidents). Responding to false alarms takes away resources from prevention activities, and costs the service large sums of money each year.

Improvements made

During 2009/10 we:

- implemented the FSi Retained Availability system to show in real-time crew availability at stations
- began the implementation of the web-based national Incident Recording System (IRS). When fully implemented, we will be using the IRS to record the details of all incidents we attend. This replaces the previous manual system of reporting which was limited to primary fires only.
- implemented the Airwave Communications System, involving
 - a new radio and data system requiring significantly different national and local operating protocols
 - an upgrade to the mobilising system to allow for the reception of status changes, data messages and Automatic Vehicle Location Searching (AVLS)
 - new multi-layered fallback radio systems to ensure resilience
- completed a handover of statistical reporting from the Control team to the Performance Management team, enabling Control to concentrate on improving and adapting its IT systems.
- improved the resilience of Control Service delivery by
 - upgrading the telephone switchboard at standby Control
 - undertaking a review of options to improve the staffing levels for Control
 - procuring an upgrade to the mobilising system which provides greater functionality and has the capability to link with other Scottish Fire Control Services to ensure greater national resilience
- developed a joint Hazardous Materials and Environmental Protection Module combining Environmental Protection Equipment and the equipment previously carried on the Emergency Support Unit

Our objectives for the coming year

During 2010/11 we will:

- 3.1 develop approaches using the Firelink infrastructure to provide real-time risk information and updates for crews responding to incidents
- 3.2 continue to progress the IRMP Risk Review of the Service area. We will use the methodology developed for stage 1 of the Risk Review dealing with Capital Build Programme to progress to the next stage
- 3.3 further develop our operational assuredness, implementing the actions from the Improvement Plan resulting from the 2008 Assessment of Service Delivery
- 3.4 consider what actions we can take to reduce the number of automated false alarm calls, which may include reduced attendance except where there is a genuine emergency
- 3.5 develop our flooding capability by devising the appropriate operating protocols and procedures to support the additional equipment issued through the Scottish Resilience Programme (formerly New Dimensions) Water Capability Workstream
- 3.6 develop the appropriate Environmental Protection response to enhance local capability and contribute to Scottish and National resilience

Aim 4: Resource

Managing risk by using our resources flexibly, efficiently and effectively, ensuring value for money, demonstrating public accountability, and championing environmental responsibility.

We will:

- have robust control of our capacity and capability to meet objectives
- maximise the use of our resources and assets, achieving high productivity

In 2010/11 we want to:

- deliver a minimum of 2% in efficiency savings

We continuously aim to improve the way we use public money, and get better value for our expenditure. Our main physical resources include our buildings, vehicles, plant and equipment. Many of these - our fire stations and fire engines for example - represent considerable capital investments which require ongoing care and maintenance to ensure reliable and cost-effective operation. All physical assets have an expected lifespan and will be subject to replacement at some future date.

In the past year we created and filled a new post of Property Manager to take charge of the development and maintenance of our property and estate assets. We view the effective management of our major capital assets as of vital importance in ensuring that our operational capability matches the emergency risks which our communities face.

Asset management planning informs corporate decision making and feeds back into our capital investment planning.

We intend to develop an asset management policy and strategy to cover our major resources, including buildings, vehicle fleet and IT systems.

We will also develop an asset replacement plan which projects forward the lifespan of our existing resources and shows the expected replacement schedule and projected costs of replacement, matching investment to service development

In 2009/10 we reviewed our procurement procedures and funded a temporary post of Procurement Officer in conjunction with Highland Council. The postholder will review all aspects of our current procurement of supplies and service. We expect to secure further efficiencies as a result of improved procurement processes in due course.

We have made inroads in our drive to achieve best value, for example through the implementation of a comprehensive performance management framework for the service over the past three years, but there is more to be done. We are currently planning to start using the Public Service Improvement Framework (PSIF) as a self-assessment methodology to assist us with achieving best value throughout the organisation.

We have implemented an efficiency register to record efficiencies we make, both large and small. As an example of a large saving, we saved £140k by purchasing and refitting a number of second-hand appliances instead of buying new.

Other efficiency gains result from freeing staff time to do other tasks, by automating or eliminating tasks previously done manually. As an example of a small saving, we redesigned a form used by the Training Department to do away with the need for the form to be passed to two separate departments before payment approval, and this small change resulted in a reduction of manual processing which in turn resulted in a full-year efficiency gain of approx. £1,000 on an on-going basis.

The total for all efficiencies recorded last year was just under £0.5m.

During the year we reviewed and replaced our website. The new site has been developed with the aim of providing information for visitors in a more effective and efficient manner. The new-look site was launched in June, presenting information on the site in a clear, concise and consistent format.

Navigation throughout the site has been simplified and search facilities greatly improved enabling visitors to access the information they require quickly. Up to date information is key to the site through news items, latest incidents and safety campaign information.

Accessibility to the site has been improved and the site conforms to the Website Accessibility Guidelines 2.0 to Level AA.

Improvements made

During 2009/10 we:

- introduced devolved budgeting, as part of which we now provide detailed monthly expenditure reporting for all budget holders. This helps to improve accountability and assists with identifying efficiencies at all levels
- delivered efficiencies of approx. £0.5m by scrutinising large and small areas of expenditure and identifying where efficiencies could be made without detriment to the services provided
- appointed a specialist Property Manager to manage our Property and Estates services
- worked in partnership with Highland Council to prepare the specification and funding for a post of Procurement Co-ordinator
- replaced our existing web site with a new site that has greatly-improved navigation and searching facilities, and which complies with current website accessibility guidelines

Our objectives for the coming year

During 2010/11 we will:

- 4.1 devise an asset management strategy and policy
- 4.2 carry out a review of our IT infrastructure
- 4.3 Review the Service's operations to ensure that Best Value principles are being applied and implemented consistently
- 4.4 Identify efficiencies in line with Scottish Government priorities
- 4.5 Further explore options for shared services through partnership working
- 4.6 prepare for implementation of the Public Sector Improvement Framework (PSIF)
- 4.7 prepare for the next phase of the Retained Availability System (integration of the payroll components with the existing off-the-run system)

7. Our IRMP Action Plan

This Action Plan sets out our plans for improving the safety of our local communities over the coming year. This is the 6th Annual Action Plan to be produced and follows on from the overarching Integrated Risk Management Plan (IRMP) which was published in April 2005.

Previous IRMP Action Plans have taken the Service a considerable way towards the Board's aim for the Fire Service of 'Helping make the Highlands and Islands a Safer and Better Place to Live'. As a Service we continually strive to ensure we have the most effective risk reduction strategies which place the right people, with the right skills, doing the right thing, at the right time.

Incorporating the IRMP Action Plan into the 3-Year Service Plan ties both plans closely together and encourages The Board and the Service to consider its effectiveness, efficiency and resilience using a Best Value approach to the use of our resources. The IRMP reports on a number of current live actions highlighting 'Improvements made' and proposes some new actions to improve service provision and increase the capacity to deliver safer communities over the next year.

The Service continues to work closely with key agencies and partners on areas of common concern, as such we rely on those living in local communities to work with us through close and meaningful engagement if we are to reduce the incidence of fire and other emergencies and to target and assist those who are most at risk.

Improvements made

During 2009/2010 we continued to progress the Risk Review of the Service area in accordance with the Board's Risk Review Framework. As part of this ongoing process we have developed solutions from the IRMP Sustainability Review and published Stage I, Stage II and Stage IIa reports as follows:

- Stage I - gathered evidence and performed a detailed analysis to identify our priority for the Services' current and future capital build programme
- Stage II - identified a number of stations presenting serious sustainability issues and recommendations for progression and improvement
- Stage IIa - identified all other stations and categorised them in terms of performance data. The principle aim is to enable stations, districts and area management to enhance performance as appropriate at station level. This will be supported through the provision of performance data utilising the Services' Performance Management framework.

Key to the Service wide IRMP Risk Review we have continued to develop how we provide effective prevention, education and information to our communities. During 2009/2010 we have been proactively seeking to identify those who are most vulnerable through close working with both partners in local communities and elected members. By the end of the year we estimate we will have:

- completed over 5000 FREE home fire safety checks (HFSC) in the homes of some of our most vulnerable residents. This will have been achieved by supporting our Wholetime, Retained and Community Response Unit personnel to visit homes and offer valuable safety advice within their own local communities
- developed the role of our Community Safety Advocate (CSA) Team, significantly increasing the HFSC we can deliver following the introduction of Single Person Visits (for the CSAs) thereby freeing up valuable resources while maintaining a quality service to residents
- fitted over 2500 smoke detectors, each having a ten year lifespan, while completing our HFSC. In addition, we will

have fitted over 1000 detectors in the homes of residents who are connected to the Telecare 'help' system

- continued to enhance community safety by responding to requests from partner organisations, delivering both training and presentations to communities of interest e.g. Age Concern, WRVS, Highland Strategic Working Group on Sensory Needs and Telecare, based upon identified risk
- worked closely in partnership with other organisations to promote road safety and crash reduction through the delivery of Driving Ambition - a multi agency education initiative aimed at pre-drivers within schools in Highland. Similar projects have been undertaken in Orkney, Shetland and the Western Isles. These initiatives have led to the development of an additional one day programme aimed at college students throughout the Service area. Each of these valued activities contributes significantly to reducing the number of life critical incidents occurring on our roads
- provided an extensive range of positive pro-social experiences for young people within our communities through the delivery of HI-FiReS, our youth engagement programme aimed at young people who are at risk of offending or lacking in self esteem or self confidence. These structured youth programmes have to date given a positive life experience to over 200 young people
- extended our participation in the Duke of Edinburgh Award for young people undertaking their Skills section of the Award. This programme is now being delivered in Fort William, Kinlochleven, Strontian, Foyers, Nairn, Wick and Mallaig
- contributed on a voluntary basis to the promotion of positive, pro-social behaviour by assisting with community events aimed at young people such as Blue Light Discos,

Street Football and Twilight Basketball hosted by local youth support organisations

- developed a partnership with Northern Constabulary to work with young people locally aimed at reducing the number of secondary fires in areas with known social problems. These initiatives have led to a 62% reduction of deliberate fires across the city of Inverness
- supported NHS Highland in community school programmes aimed at promoting drug and alcohol risk awareness seminars in Inverness and the Smoke Free Homes initiative in Highland
- promoted a number of successful targeted radio campaigns focusing on raising awareness to the dangers of fire while under the influence of alcohol. In addition, this included winter safety and the promotion of key safety messages during celebrations such as Bonfire Night, Diwali, Chinese New Year and Christmas
- extended the use of our portable TV/DVDs in public areas such as Doctors' Surgeries, Community Centres and Shopping venues to highlight the dangers of fire and alcohol and other associated safety messages. This system has been extensively shared with partner agencies through the Highland Service Point network
- developed a fire safety puppet show aimed at infants and families through partnership working with schools and the Out of Eden Arts Education Team. The final outcome from this project will result in a new safety resource for all schools in Scotland

We have completed the preparatory work to ensure the Service is able to undertake the role of Enforcing Authority as required under the Fire (Scotland) Act 2005, Part 3. To enhance safety throughout the region we have

continued to implement the enforcement of the Act to those premises presenting the highest risk to life. As such, we have:

- developed a risk based audit regime for premises falling under the Act, which will enable our staff to prioritise their enforcement activities to those premises which present the highest potential risk
- provided several training events for stakeholders to assist them to comply with the Fire Scotland Act i.e. Care Premises Managers in Highland and Orkney, The Association of Assessors and other partner organisations etc.

Our objectives for the coming year

During 2010/11 we will:

- Continue to develop solutions from the Sustainability Review. The Service recognises that it must be capable of providing an effective response to emergency incidents, as such we will progress the Board's Risk Review Framework and publish IRMP Sustainability Review Stage III - examine the intervention capacity interaction between stations
- report the outcomes from the Sustainability Review to the Board
- update our risk modelling software with 2009/2010 data
- continue to gather evidence and undertake analysis to manage risk across our entire Service area
- continue to ensure we have an appropriate risk based intervention resource.

Through the continued application of the principles of IRMP the Service will further develop protection, prevention and intervention strategies which will enhance safety within our communities. Whilst we will continue to deliver Community Fire Safety education and information the Service will also

consider the best way in which our resources are allocated to maximise our capacity to save lives.

As such, we will:

- enhance community safety by the effective delivery of community safety information and education focusing on identified vulnerable groups
- based on identified risk, review the use of our resources and work with partner organisations to provide training for those working with vulnerable members of the community
- continue to develop our work aimed at providing positive experiences for young people within their communities.
- work with key partner agencies to progress our strategy to reduce unwanted fire calls.
- continue to promote the use of domestic fire suppression systems in the homes of vulnerable residents and in new build premises. Enforce the Fire (Scotland) Act Part 3

As enforcing authority for the Fire (Scotland) Act 2005 Part 3, the Service is required to sample high risk premises to ensure appropriate levels of fire safety are being provided by the responsible person.

As such we will:

- continue the enforcement of the Fire (Scotland) Act Part 3 for those premises presenting the highest risk to life
- continue to assist stakeholders in their duty to provide appropriate levels of fire safety based upon risk assessment



8. Appendix 1: The Scottish Government's 15 National Outcomes

National Outcome	HIFRS Strategic Objectives
1. We live in a Scotland that is the most attractive place for doing business in Europe.	
2. We realised our full economic potential with more and better employment opportunities for our people.	
3. We are better educated, more skilled and more successful, renowned for our research and innovation.	
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	
5. Our children have the best start in life and are ready to succeed.	
6. We live longer, healthier lives.	1.1, 1.2, 3.2
7. We have tackled the significant inequalities in Scottish society.	
8. We have improved the life chances for children, young people and families at risk.	1.1, 1.2, 3.2
9. We live our lives safe from crime, disorder and danger.	1.1, 1.2, 1.3, 2.2, 2.3, 2.5, 3.1, 3.2, 3.3
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.	1.1, 1.2, 3.2
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	
12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.	3.4, 3.5
13. We take pride in a strong, fair and inclusive national identity.	
14. We reduce the local and global environmental impact of our consumption and production.	3.5
15. Our public services are high quality, continually improving, efficient and responsive to local people's needs.	2.1, 2.2, 2.3, 2.4, 2.5, 3.3, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7

The services provided by Highlands & Islands Fire & Rescue Service make a contribution to many of the Scottish Government's National Outcomes. The Service is proud of the contribution it makes to the safety, security and wellbeing of the communities of the Highlands and Islands.

9. Appendix 2: Our objectives for 2010-12

The table below brings together all our objectives from the individual Aims in this Plan, and cross-references these to the Scottish Government's 15 National Outcomes.

Ref	Objective	Prevent	People	Respond	Resource
1.1	Further develop our integrated risk management plan to develop protection, prevention and intervention strategies which will enhance safety within our communities. National Outcomes: 6, 8, 9, 10	✓			
1.2	Contribute to achieving Community Planning objectives, ensuring that the Service's corporate objectives are reflected in and positively contribute to our constituent authorities' Single Outcome Agreements. National Outcomes: 6, 8, 9, 10	✓			
1.3	Continue the enforcement of the Fire (Scotland) Act 2005 Part 3 for those premises presenting the highest risk to life. National Outcomes: 9	✓			
2.1	Implement the Single Status scheme as per the terms of reference agreed with unions for the support staff. National Outcomes: 15		✓		
2.2	Review the structure of the Service to ensure that it continues to meet the needs of the communities we serve National Outcomes: 9, 15		✓		
2.3	Ensure that all staff have the appropriate skills required to undertake their roles National Outcomes: 9, 15		✓		
2.4	Review our communication strategy in light of potential developments of IT and other systems. National Outcomes: 15		✓		
2.5	Ensure firefighter development opportunities meet operational needs National Outcomes: 9, 15		✓		
3.1	Develop approaches using the Firelink infrastructure to provide real-time risk information and updates for crews responding to incidents National Outcomes: 9			✓	

Ref	Objective	Prevent	People	Respond	Resource
3.2	Continue to progress the IRMP Risk Review of the Service area. We will use the methodology developed for stage 1 of the Risk Review dealing with Capital Build Programme to progress to the next stage. National Outcomes: 6, 8, 9, 10			✓	
3.3	Consider what actions we can take to reduce the number of automated false alarm calls, which may include reduced attendance except where there is a genuine emergency. National Outcomes: 9, 15			✓	
3.4	Develop our flooding capability by devising the appropriate operating protocols and procedures to support the additional equipment issued through the Scottish Resilience Programme (formerly New Dimensions) Water Capability Workstream National Outcomes: 12			✓	
3.5	Develop the appropriate Environmental Protection response to enhance local capability and contribute to Scottish and National resilience. National Outcomes: 12, 14			✓	
4.1	Devise an asset management strategy and policy. National Outcomes: 15				✓
4.2	Carry out a review of our IT infrastructure. National Outcomes: 15				✓
4.3	Review the Service's operations to ensure that Best Value principles are being applied and implemented consistently. National Outcomes: 15				✓
4.4	Identify efficiencies in line with Scottish Government priorities. National Outcomes: 15				✓
4.5	Further explore options for shared services through partnership working. National Outcomes: 15				✓
4.6	Prepare for implementation of the Public Sector Improvement Framework (PSIF). National Outcomes: 15				✓
4.7	Prepare for the next phase of the Retained Availability System (integration of the payroll components with the existing off-the-run system) National Outcomes: 15				✓

10. Appendix 3: Highland and Islands Fire Board

In Scotland the duties performed by fire and rescue services are set out in legislation enacted by the Scottish Parliament. The current Act which determines the duties and obligations on fire and rescue services in Scotland is the *Fire (Scotland) Act 2005* ('the Act').

The Highland and Islands Fire Board is the legal Fire Authority constituted under the Act, and is a joint board representing the communities of the local government areas served by Highlands & Islands Fire & Rescue Service - the Highlands, the Western Isles, the Orkney Islands and the Shetland Isles.

The Board has overall responsibility for ensuring that the Service meets its obligations under the Act, the Fire Service Framework and the Local Government (Scotland) Act 2003.

The Board's principal activities are budget setting and policy adoption but it is also responsible for the management systems that ensure the effective and efficient delivery of fire and rescue services to our communities.

Members who serve on the Fire Board are all elected local councillors in their own right.

The Board meets on a quarterly basis. Papers for Board meetings are published on the Highland Council web site at the following address;

<http://www.highland.gov.uk/yourcouncil/committees/jointboards/highlandandislandsfireboard/>

11. Appendix 4: Glossary of Terms

AVLS	Automatic Vehicle Location Searching
BA	Breathing Apparatus
CRM	Community Risk Management
CRU	Community Response Unit
Firelink / Airwave	Single digital wide area communications system for the Fire and Rescue Service in Great Britain.
HIFRS	Highlands & Islands Fire & Rescue Service
IRMP	Integrated Risk Management Plan
IT	Information Technology
National Performance Framework	System adopted by the Scottish Government for improving the delivery of public services through outcome-based approaches
PI	Performance Indicator
PSIF	Public Sector Improvement Framework
SLT	Strategic Leadership Team
SOA	Single Outcome Agreement

12. Comments and Feedback

We would welcome any comments you may have about this Service Plan, or the way in which we deliver our services. If you would like to contact us about this Plan or about any other issues, please write to:

Head of Corporate Services
Highlands & Islands Fire & Rescue Service
16 Harbour Road
Longman West
INVERNESS
IV1 1TB

You can also contact us by phone, fax or e-mail as shown below:

Telephone: 01463 227000

Fax: 01463 236979

E-mail: enquiries@hifrs.org

Our web site www.hifrs.org contains useful information about the service and provides access to electronic copies of our published documents.