Contents

• Introduction 3
• Operational Context 5
• Community Risk Management 9
• Prevention 11
• Protection 14
• Response 17
• Health and Safety 22
• Training and Development 24
• Call Management and Incident Support 27
INTRODUCTION

Welcome to Isle of Wight Fire and Rescue Service (IWFRS) Operational Self-Assessment.

Our vision for 2020 is clear:

- To be a high performing, low cost and valued organisation that contributes to making the Island a safe place to live, work and visit
- To be an employer of choice, providing clear career opportunities within a motivated workforce who are competent, confident, healthy and safe and who are representative of their communities
- To manage our resources based upon risk analysis, matching resources to risk and providing a balanced and appropriate level of emergency response across the Island
- Ensuring we are sufficiently resilient to be able to provide an emergency response under all reasonably foreseeable circumstances.

This self-assessment sets the scene for our peer review and describes the priority areas that IWFRS want the Peer Challenge team to focus on during their visit to help us achieve our vision. We aim to demonstrate clear outcomes of our activities but also aim to demonstrate the specific operational challenges associated with an Island Service with its own demographic, economic and environmental challenges.

The IWFRS has for some years been continuously improving and changing the perception of the disadvantages of a small, county service into major benefits. These include the more integrated approach we take within the Isle of Wight Council as a key player within the wider adult and children’s safeguarding area community safety. As has been seen in previous reviews, the IWFRS has suffered from a lack of confidence and culturally was an insular and introspective organisation. We believe this culture is drastically changing and this is enabling us to challenge ourselves through better benchmarking and sharing and learning with other organisations. We are more aware of our strengths than ever before and therefore we are keen for the Peer Challenge team to focus their time and energy entirely on learning and improvement for the IWFRS.

We have been acutely aware of the economic challenges for many years and have evidence of real innovation in meeting those challenges and this continues to this day with pragmatic and strong political engagement to support this improvement journey.
Through this self-assessment process, we have identified the following priorities that we would want the peer review team to focus on. These are not set out as KAA’s and may be somewhat of a different approach from other self-assessments. This does not diminish the importance we place on those other areas but recognises the value we wish to gain from this process. Also, in areas where we have undertaken other external reviews, it is felt better use of your valuable time is derived from a more focussed approach. By using the self-assessment as an integral part of the improvement process, we wish you to focus on the following:

- The IWFRS has prioritised an intelligence led approach to risk management. As such, we wish to focus on how effective we are at understanding that risk and ensuring our resources across prevention, protection and response are targeted most effectively to add most value.

- Given the decision to outsource our mobilisation and call management, we wish to take this opportunity to assess the effectiveness of the governance and operational and incident support activities.

- Given our priority on our staff and their development, we ask you to focus particularly on workforce development and how this supports our priorities.

We are justifiably proud of the improvement journey we have taken so far but are also acutely aware of the challenges ahead. Difficult decisions need to be taken and we welcome this opportunity to take stock, evaluate and continue the improvement journey we have started.
Operational Context

Isle of Wight Fire Authority

The Isle of Wight Fire Authority (IWFA) is the publicly accountable body responsible for managing the fire and rescue service on behalf of the community. The Authority is made up of 40 councilors from the various wards on the Island. The current political make up is Independent (20), Conservative (15), UKIP (2), Lib Dem (1) and Labour (2). A new administration was elected in May 2013 and a constitutional review is underway to review the governance arrangements. Currently operating a formal Cabinet system which is being reviewed at the time of this self assessment.

The Authority manages a 24 hour service to approximately 140,000 residents (which doubles in the summer holidays) and at the start of 2012/13 employed some:

- 195 operational staff
- 18 community safety and other support staff.

Staff operate out of:

- 10 Community Fire Stations
- 1 Community Safety Centre
- Headquarters
- Training facility.

The work of the Authority is carried out through meetings of the full Authority and committees responsible for Policy, Scrutiny and Performance and Overview and Governance and Constitution. Members are also involved in other specialist decision making meetings covering Risk Management, Performance, Member Training and Closure of Accounts.

Isle of Wight Fire and Rescue Service

The Service is part of the Economy and Environment Directorate of The Isle of Wight Council. The Service is managed by a Chief Fire Officer (CFO), a Deputy Chief Fire Officer (DCFO) with responsibility for Service Delivery and Performance, an Area Manager (AM) with responsibility for Operations and a Group Manager (GM) with responsibility for Community Risk Management. The Head of Emergency Management also reports directly to the CFO. These five roles make up the Strategic Management Team (SMT) which sings off internal policies, monitors Performance and Risk, and oversee the reports which are presented to the Authority.

The Service also has a Tactical Management Team (TMT) with the responsibility of analysing risk on a monthly basis and deploying resources as they see fit.
The detailed progress against the last Integrated Risk Management Plan (IRMP) 2010 – 2013 however it is important to understand where we have come from over the last 10 years. The Service was judged ‘Poor’ under the Comprehensive Performance Assessment (CPA) in 2005. Following this there was a change of management and the Direction of Travel for 2008 reported that the service was ‘Improving Well’. The Comprehensive Area Assessment (CAA) judgement given in 2009 stated the Service ‘Performs adequately overall’. This improving trend can be seen through a reduction to the number of incidents that we attend. Five years ago we were regularly attending more than 1,800 incidents a year; in 2010/11 we attended approximately 1,350 incidents.

The Service uses risk to drive all aspects of delivery. A number of different tools are used to build up a community risk profile on the Island. The governments Fire Service Emergency Cover Tool (FSEC) which uses a range of different data sources (historical fire data, demographic data, disposition of Fire Service resources etc.) was utilised to build a picture up of risk from fire and Road Traffic Collisions (RTC’s).
The Service currently has personnel working on five different duty systems so they can respond more flexibly to the risk and activity levels in different areas.

**Wholetime Duty System (WDS)** in the County town of Newport where there are the greatest density of risks, crews work 9 hour day and 15 hour night shifts to provide round the clock cover.

**Day Crewing** is a system which operates in Ryde area, with firefighters living six minutes of the station. They are on duty in the day but respond from home through a pager in the evening.

**Flexible Crewing** based at Ryde during the weekdays are used to support and ensure cover at key RDS stations. This system also allows for increased prevention and protection work to be carried out outside Station areas.

**On call** in all stations we have “on call” firefighters – employed on a Retained Duty System (RDS) who live or work within six minutes of the station and are alerted via a pager day and night.

**Flexible Duty System** a 3 level system of command ensuring availability of the Services officers at all times.

![Map of the area with different station locations and duty systems indicated.]
The Isle of Wight

The Island is a county of contrasts, with areas of comparative affluence, pockets of notable deprivation and some light industry. The biggest contributors to the economy are agriculture and tourism. The county covers an area of approximately 147 square miles.

The majority of the population is concentrated in the major areas of Newport, Ryde, the Bay and the West Wight.

A significant, and rising, proportion of the population in the Fire Authority area are over 65. In addition, the area offers a range of specific risks and challenges for the Service. The Newport area covers HMP Isle of Wight and the Island's main hospital. There are a number of heritage sites on the Island including Osborne House. The Island hosts a number of outside events such as Cowes week and in more recent years the Island has become a very popular venue for Festivals and hosts the Isle of Wight Festival and the Bestival every year.

The Island's infrastructure consists of a small section of dual carriageway with the remainder being A and B class roads. There is a small, single track railway which runs from Ryde Pier Head to Shanklin. The Island is served by 5 different ferry ports, 3 car ports running from Lymington to Yarmouth, Southampton to East Cowes and Portsmouth to Fishbourne. Passenger ferries run from Portsmouth to Ryde and Southampton to Cowes. There is one small operating airfield.

Councillor Phil Jordan
Cabinet Member for Fire

Steve Apter
Chief Fire Officer
Managing our community risk

The Service has an effective risk strategy which reflects the diverse nature of the community and identifies and prioritises those at risk. This is set out in the current IRMP 2012-15, Community Risk Profile Policy and draft Management of Risk Information Policy.

The Service considers a wide range of risks within its community not least because it serves an island with limited operational resources and delayed cross border assistance. The Isle of Wight (IoW) also has inherent challenges due to the nature of its inhabitants of which 32% are aged 60 or over, lower employment levels and deprivation levels higher than national averages as indicated in the Joint Strategic Needs Assessment (JSNA). Population varies due to tourism and events such as music festivals bring additional risks to the community and puts pressures on resources.

Understanding and providing for our residents

The IRMP is consulted and communicated within our community and is designed to reduce and manage risk to ensure that the people who live, work and visit feel safer. This is achieved by sharing risk data with partners to provide risk profiles that can be used to drive response, prevention and protection activities.

Our partners within council service areas include Community Wellbeing and Social care, Children and Young people’s services, Economy and Environment as well as partner agencies including the Police, Isle of Wight Primary Care Trust and others.

To be effective we must understand our communities and the key risks they face. By collecting robust information, both internally and externally, we are better able to identify who and what is at highest risk. We also identify those external risks that we have little control over that may affect us delivering our service.

The risk management process used is based on the Fire Service Emergency Cover (FSEC) guidance and toolkit. It shows where and who is most at risk from fire and other incidents on the island. It also helps to show the likelihood of future fires, this enables us to target our resources effectively and help to reduce incidents, deaths and injuries.

Other in-house software solutions further enhance risk profiling e.g. WINGS and Command Central.

The process the Service uses in managing community risk profiling is stated in the Community Risk Profile Policy.

Profiling has led to dividing the island into two areas known as localities. Each locality is further divided into specific geographical areas known as Census Lower Layer Super Output Areas. (SOA) The 2 localities are aligned to Hampshire Police areas and 10 safer neighbourhood areas aligned to the Island’s 10 fire station boundaries. The IOW has 89 SOA’s each one covering approx 1500 people.

Senior Management Team (SMT) assists in the production of the annual Community Risk Profile by undertaking a PESTLE analysis (Political, Economic, Social, Technological, Legislative, Environmental and Customer needs) as needed.
Tactical Management Team (TMT) comprises Newport and Ryde Locality Managers plus representatives from Intelligence and Risk, Prevention and Protection, and Training. It is chaired by the Head of Community Risk.

TMT is informed through the Risk Co-ordinating Group. This standing group meets monthly prior to TMT meetings and analyses incident data and ongoing activities from Prevention, Protection and Risk. From analysis and discussion strategies and initiatives are suggested and passed to TMT.

TMT’s looks at the community risk profile, identifies other risks and plans, monitors and prioritises risk reduction activities to be undertaken by Prevention, Protection and Locality Managers.

Engaging the community and partners

Risk from fire comes primarily from FSEC data which highlights vulnerable groups within the IOW community. Together with historical fire data this forms the basis of our preventative work in the form of the Home Fire Safety visit programme.

Completed inspections are recorded on the Home Fire Inspection Safety Check sheet (HoFISC) and have a direct link to reducing the risk profile in those areas checked.

Community Watch meetings enable emergency services to interact with representative groups from health, housing, social care as well as many voluntary organisations such as Age UK and Action on Hearing. Information feeds back to our Community Safety Team who facilitate Home Fire Safety Checks (HFSC) through their own staff or via Locality Managers and operational staff under their command.

In addition, Mosaic and the Vulnerable Localities Index which is a product of the JSNA are also included in this information gathering process.

Command Central is an innovative software application which the Service contributes data to, as do the Police with crime statistics. This is proving to be very useful in developing prevention strategies. Anti social behaviour and secondary fires that the Fire Service were not called to can now be analysed alongside fire data to deal with ‘hot spots’ and potential arson before it occurs.

The Community Safety Partnership is chaired by the CFO and sits over various sub-committees concerned with the health and safety of the IOW community. Examples of information from these groups include residents regarded as hoarders being made known to operational crews via the Joint Emergency Control Centre (JECC) who ensure the incident print out states the possibility of the address being subjected to excessive storage of contents. It also provides information to responding crews of persons at risk from threats of arson.

Working with partner agencies has also led to continuation of Local Intervention Fire Education (LIFE) courses. These are aimed at young people recognised as potential offenders. Life courses allow participants to experience fire service activities within a disciplined structured format which may be lacking in their lives. Other schemes such as Firesetters and ‘Fire Kills’ are also run by the Service.
The Service chairs the Road Safety Strategy Group to enable closer working with partner agencies.

The prevention of killed and seriously injured on IOW roads is a major priority and as such is also a performance measure.

The Road Safety Dept of the IOW Council joined the Fire Service which allows for greater integration of community safety activities such as ‘Safe Drive Stay Alive’ and ‘Head On’, and are aimed at secondary school children who are about to learn to drive. Motor cycle training is also given through the Pre-rider awareness course as is cycling proficiency through the ‘Bikeability’ scheme.

**A safer island**

A small technical fire safety team work in association with operational personnel based at Ryde and Newport to carry out fire safety audits. All inspections are recorded on a Community Fire Risk Management Information System (CFRMIS) data-base which also flags up re inspections based on risk. To advance this system a more integrated data base for storage and access of technical fire safety, community safety and response risk data is being sought.

Low level risk premise inspections are carried out by the operational crews at Ryde and Newport stations that complete an Operational Fire Safety Audit Check (OFSAC). These visits generate a risk score which may flag a further inspection by a member of the Technical Fire Safety and Enforcement (TFSE) team. Information also feeds into risk data available for JECC- Mobilising Control and operational crews through inclusion on Mobile Data Terminals (MDT) also known as Tough books.

Where a premises due to its size, complexity or risk is identified an Operational Premises Risk Assessment (OPPRA) is carried out. This information is relayed if pertinent to JECC and gets uploaded onto MDT’s.

**An example of identifying risk to both operational firefighters and the IOW community was the mailshot to over 500 farms to enable us to update our records. This has led to a healthy return and allowed us to provide JECC with current contact details and upload plans and risk information to Tough books to assist operational crews.**

Operational crews also carry out street data gathering to gain information to update commercial building risk information held on CFRMIS.

Our ‘Model for Change’ project in early 2010 undertook risk profiling using FSEC to identify the effectiveness of current and future allocation of assets. Lack of operational cover in certain locations was identified as Newport Fire Station was the only guaranteed operational asset. Other risks identified were the lack of resources available for prevention and protection work. To meet this need Newport has increased watch strength from 8 to 10 and Ryde is now a Day Crewed station with 14 Day Crewed and 5 flexible crewed personnel.

The increased personnel resources have allowed risk areas identified by FSEC and MOSAIC to be more effectively protected and for prevention work to be carried out through Home Fire Safety visits, community safety events and fire safety audits on low risk premises.
Building on our success

A balanced scorecard approach has been established to measure performance and set annual targets based on risk and improvement of the previous year’s outcomes. These are reviewed and reported on a monthly basis by measure owners on the IW Council’s CORVU performance management tool and discussed in both Risk Co-ordinating group and TMT. Data accessed to inform their decisions include:

Mini-Service Board reports—a breakdown of fire incidents listing primary, secondary, deliberate or accidental within a calendar month.

Command Central, a data base of crime reports and fire incidents inputted by Police and Fire respectively.

For example, through this method a risk was identified at Frank James Hospital, East Cowes, a listed building currently unoccupied. A joint plan to deal with this risk was formulated involving a community group being given some fire safety training. IRM updated JECC with contact numbers and operational crews, made familiarisation visits. Plans obtained were uploaded to Tough books. Local Police also included the building in their patrols.

The Risk co-ordinating group also highlighted an increase in Southern Vectis bus fires. Meetings between the IRM manager and the company’s Transport Manager has led to mechanical components being changed, vehicles being fitted with suppression systems, operational crews visiting the depot and information to be made available on appliance MDT’s.

Locality Managers also report on preventative measures achieved by operational crews. E.g. Following the plastic recycling centre fire in Smethwick, West Midlands recycling premises on the Isle of Wight were highlighted leading to a site visit to update the risk information held on MDT’s.
PREVENTION

Ensuring the safety needs of the whole community are met

The Service maintains a positive focus on prevention throughout the Service activities and is directly linked to that outlined within the current IRMP. Prevention & Protection identifies Community Prevention as 1 of the 6 areas of work. Within this there are 6 themes clearly identified, which are: Home Fire Safety, Schools Education, Youth Engagement, Older People, Arson Reduction and Road Safety.

Home Fire Safety continues to underpin the Services approach to ensuring people feel safer in their homes. This area of work has shifted recently to a focus on promoting HFSC to those identified as being more vulnerable within the community. 41 of the 50 (82%) checks in October 2013 were to vulnerable households. This figure continues to increase month on month.

The CS department is small in numbers and it is essential that best use is made of available resources. We make best use of the web site and give details of our services. For those identified as requiring HFSC, staff from either of the 2 Wholetime fire stations at Newport or Ryde, CS staff or other partner agencies trained to carry out HFSC. Referrals are encouraged from our partners such as Age UK, Wighcare, Action on Hearing, Health Visitors or the recently introduced police initiative ‘Bobby scheme’ who have all received staff training and are equipped with the knowledge and understanding to identify fire risks within the home.

Partners in Prevention

The Service strives to engage with partner agencies, within the Local Authority and beyond, who have similar objectives towards risk and the vulnerable. CS covers fire specific areas and also those outside, such as road safety. The service is an integral part of the recently formed Community Watch group, a group representing agencies working towards a common goal. The Service has recognised that given the appropriate training and remit, other agencies can assist in both recognising fire risks and also increasing referrals for HFSC’s.

CASE STUDY - Community Watch programme

This was borne from a Police Sergeant’s frustration and concern over the number and range of vulnerable adults in society. Her Senior Officer brought together a meeting with the Community Safety Watch Manager and identified that we had the same issues i.e. a lack of information and difficulties talking to other agencies.

The Police then invited all parties with an interest from the public and private sectors to an initial meeting at Age UK’s Newport base giving an opportunity for all to meet and discuss their issues. Future meetings were to be held at Sandown Fire Station.

The group is focused at practitioner’s level to discuss best practice, exchange information and consider case studies. Any practitioner can attend and invite is by word of mouth.

The then High Sheriff helped connect to community support agencies and the blue lamp trust, a Police charity which gives free security checks, HFSC’s and carbon monoxide detection.

The Police secured funds to produce a practitioner’s leaflet to inform people and groups of what is out there to help them such as Age UK’s handyman service.
From our side our CS Watch Manager has given over 200 community workers training in the form of a 2hr HFSC awareness course with key learning points of the 4 referral methods.

The benefit of the Group has been an improved exchange of information and targeting. An example of this following a fire in a property doorbell the occupier showed signs of dementia, smoke alarm and electrical issues were identified. This was reported to CS who contacted Social Services and a joint visit identified serious fire risk and risk of electrocution which was actioned that day.

The Schools education programme This is been consistently delivered to primary age children in years 2 and 5, with an emphasis on individual safety and basic fire safety within the home. The schools education programme is managed and delivered predominately by the CS department with assistance again from operational personnel at either Ryde or Newport.

Youth engagement covers a full spectrum including developmental fire safety badge work with local Scout & Guide clubs to close working with those identified as firesetting. The CS department also offers the services of personnel to be involved with the United Kingdom Sailing Academy (UKSA) annual Duke of Edinburgh award scheme. The service provides an instructor from the CS department, who works alongside the other Department of Education facilitators.

A major area of youth engagement is through the LIFE course which we run 3 or 4 of during the financial year. This is an intense 1 week course being run by the Service with partners including police and ambulance and for the benefit of young people between 12 & 16 who have been identified by the strengthening families department of the local authority. Funding is currently through the Police Crime Commissioner.

The benefits to those young people attending the LIFE course are far reaching with some immediate positive impact on their confidence and self-belief, extending hopefully to longer term benefits towards life choices.

Working with older people is being achieved through close liaison with other partner agencies and close communication channels. Currently the Community Watch Group meets on a monthly basis at Sandown Fire Station. This group includes many important agencies dealing with the elderly, such as Age UK, Wightcare, Action on Hearing, Hampton Trust and the NHS. We have forged good understanding with these agencies and have completed appropriate HFSC training with their teams. This has increased the number of referrals to the CS department and better targeting for HFSC.

Arson reduction is approached from both community and enforcement areas of the service, with after the fire visits and/or inspections relevant to the property and type of fire. CS is active in arson attacks through Police referrals of persons under threat of attack. We give bespoke school education to individuals and young people at risk of offending and an established and well used Juvenile Firesetters scheme. The innovation of ‘Arson awareness’ boards, put up within a local area following incidents of arson, displaying the Crime Stoppers contact number for anonymous information.

Road Safety has become an increased area of work for the Service. The local authority’s road safety education team has become part of the Service and delivers its programmes working closely with our partners from the IoW Ambulance, NHS and Hampshire Constabulary Roads Policing Unit.
The process of reducing risk on the Islands roads requires Education, Enforcement and Engineering. To facilitate this there is a Road Safety forum where multi agency approaches are discussed and joint agency campaigns agreed. Through the local Road Safety forum we target campaigns such as education enforcement towards the use of mobile phones, wearing seat belts and other agreed initiatives.

We are active in the delivery of Pedestrian crossing to year 1 school pupils and road safety education at all levels within the primary and secondary schools. Delivery programs including the ‘Head-On’ delivered annually to Yr 10 at High school. ‘Safe Drive Stay Alive’ delivered to the sixth form age group annually.

We actively promote all Chief Fire Officers Association (CFOA) road safety awareness days as well as our own initiatives towards winter driving and other seasonal campaigns. We use the local bus stops for displaying road safety advice posters and utilise the web site.

CS also acts as the Driving Awareness training centre on behalf of Hampshire Constabulary, where we deliver training to those referred to us by the Police.

We have trained 12 operational personnel as level 2 cycle instructors, who are actively engaged with the road safety department in delivering Bikeability training to the Island school children. This is DFT grant funded for 300+ students per year. The Service has performed well in this area and has increased the total number of students for 2013/14 to 350.

Alongside the CS activities for older persons the road safety department is active in delivering older driver training and better riding for motorcyclists.

Statistically both these areas perform well.

Making a difference

The Service is working to reduce both road risk and fire risk within the Isle of Wight community. All of our activities are targeted to have a positive impact upon risk. Performance indicators are reported monthly. Accurate data on accident, injury and death due to fire or road are recorded by the Service. The Prevention & Protection Manager monitors this data, using it to focus resources on areas of risk which would through targeted intervention reduce. HFSC’s are a key indicator and over recent months have shown an increase in vulnerable persons receiving HFSC. This would also be attributed to the partnership working in this area. Feedback forms are completed by those in receipt of a HFSC. Effective evaluation is apparent through any of the debrief processes and we are keen to explore better feedback opportunities through programmes such as Survey Monkey.

The service also utilises Police accident data as a reflection on current road traffic accidents and injuries or trends.

Following completion of a LIFE course debriefs are held with students initially and then the instructors. Learning points and student feedback are recorded for any future action.

The road safety programmes engage with large numbers of young people. Initial impact of an event is self evident by the responses coming from the students, but the use of a structured feedback avenue will allow for better analysis.
PROTECTION

Protecting the community and its people

The Community Risk Management (CRM) team meet fortnightly to update and cross-inform on outstanding deadlines and projects, this is then disseminated to their teams.

We have a risk based inspection programme focused primarily on life risk premises developed in line with IRMP guidance and informed by the risk based evidence profile.

Enforcement action carried out following the introduction of the Fire Safety Order has reduced risk levels in our high risk premises.

Our investment in electronic mobile audit recording provides accurate data on our CFRMIS system allowing us to produce a re-inspection programme based on risk using the relative risk score. The re-inspection frequency will consider the relationship between risks matched to capacity.

We have trained our operational response crews to undertake operational fire safety visits to low risk premises outside of the risk based inspection programme. This allows us to educate and inform business owners in a recognised sector deemed to be most likely at risk of non compliance.

We have implemented a simple two way exchange of information system between protection and response to inform and reduce risk. Operational crews have the option of referring cases directly to the Technical Fire Safety and Enforcement department.

This has proved a success on several occasions where crews have highlighted significant risk to TFSE. TFSE have subsequently visited to carry out enforcement activity to reduce the risk.

We sample a diverse range of premises types. Premises are inspected that have been identified as high risk to fire-fighters. We use our performance data such as the mini service board to direct protection activity and react to local and national trends with flexibility at the forefront of our approach.

We undertake both post-fire audits (After the Fire Inspections) and audits following repeated unwanted fire signals. We have adopted the CFOA Unwanted Fire Signals (UWFS) guidance and provided an open and transparent style in the recording of UWFS data.

This data is reported on by the TFSE Manager to the Risk Co-ordinating group and by the Prevention and Protection Manager at TMT.

Working with our partners and stakeholders in our protection activities

With wholetime and day crewed operational staff now carrying out Operational Fire Safety (OFSAC). The Service has reintroduced protection into delivery activity and increased awareness of the legislative requirements, whilst at the same time familiarising crews with the inherent risks in their locality. This also allows for increased risk information to be collected and input to our databases, giving us a more accurate risk profile. Through this OFSAC Inspection results inform and help populate the Inspection programme. Responses can range from no action, through to enforcement
The Data Management Information System used by the Service does not currently inform the three strands of the service simultaneously. The process is captured manually by a simple exchange of information from the TFSE Department or CS Department being passed to the Intelligence and Resource Management for it to be available to Operational crews on the fireground when required.

Both TFSE and CS data share and act upon issues that combine the respective responsibilities for the two departments working together for a mutually satisfactory outcome to concerns from brought from within and outside the Service.

We data share with a number of our key partners including Licensing, Building Control, Housing, and Planning. As being part of the Isle of Wight Council ensures data can be shared between these various departments quickly and efficiently.

The TFSE Manager now sits as part of the council’s newly developed ‘Responsible Authorities’ group for licensing. Data and intelligence is shared between departments to improve conditions for the public and a ‘Top 10’ of premises is highlighted to ensure those of ‘higher risk’ of licensing objective offences are dealt with by the relevant authority.

Local Businesses are consulted with and offered education and support to assist in meeting the requirements of the Fire Safety Order 2005. The TFSE Manager now sits on the HSE ‘Working Well Together’ Group to support improved industry and design standards. The various members of the group combined to offer a seminar to the Hotel and Leisure industry.

As part of Local resilience and risk management the TFSE Manager has links with persons responsible for larger risks that impact upon the services capabilities. Work is carried out by the Unwanted Fire Signals Advocate in and around the Hospital and Prisons along with some larger industrial employers, to ensure effective management of Automated Fire Alarms and Evacuations.

UWFS Advocate works closely with multiple repeat offender premises to drive down the number of UWFS calls.

Performance information is used to reduce repeat offenders of false alarms. This information is shared with the owners of “repeat offender” premises to highlight the numbers of repeat calls they cause. This has led to a reduction in our repeat offenders.

In December 2013 the TFSE Department will hold an educational seminar for all care homes on the Isle of Wight. Following the outcomes of the Rose Park Care Home Disaster and the subsequent Rule 43 recommendations issued from the coroner, the Service responded positively to educate and inform those responsible within this sector. The Inspecting Officers also added focus on Residential Care properties with additional Audits being issued.
Protection counts

Our enforcement officers ensure that we deliver a fair, consistent and proportionate service when carrying out enforcement in line with the Regulators Code. We focus on supporting the economy, particularly locally, however ensuring as a Fire and Rescue Service, local business and persons working within it are provided with a safe working environment in line with the legislative requirements of the Fire Safety Order.

Following a visit from a TFSE Inspecting officer, each premise is offered the opportunity to respond to the experience via an Audit questionnaire. Results are then collated and where necessary acted upon by the TFSE manager.

Quality Assurance is carried out in-house and forms an important part of the feedback process for inspecting officers. This provides forum a healthy environment for both challenge and suggestion are encouraged and ensures the department offers consistency in its auditing as well as a fair approach.

OFSAC Audits are quality assured by the Locality manager, and scrutinised by the TFSE Manager. Deficiencies are highlighted where necessary and the shortfalls serve to inform the training sessions of Operational Staff from TFSE Officers.
RESPONSE

As already shown throughout this self-assessment document, the Service is expert at being flexible with its finite resources, capacity is always an issue, but for us it’s about making the best use of our limited capacity at all times. Operationally we recognise the importance of regional and national partnership working, not only to identify best practice but also to increase capacity. One example of which is the increase in resilience and efficiency bought about by our formation of JECC with Surrey FRS.

Collaborative working

We are a strong supporter of the National Operational Guidance (NOG) Programme and the work that is currently being undertaken by the Collaborative Partnership (CP). In fact we are key members of this partnership, not only do we have an Officer seconded to the team, but also as members of ORRG we actively chair the Premise Risk Management group along with the South-East Health and Safety group.

At the time of writing it is recognised that change, including the demise of the Collaborative Partnership is a possibility. However, we also recognise that the continued implementation of New Ways of Working (NWOW) regarding incident types, and that work being undertaken by NOG can only benefit the Service, which is why this piece of work forms a major part of our Operational Team Plan (OTP) and our Response strategy. This strategy identifies three key areas that are currently being used to drive a number of pieces of work within the OTP, these areas being NWOW incident type mobilisation, response standards based on critical and non-critical incidents and crewing levels in accordance with these standards.

Planning our response

Operational response is supported by the production of the Operational Team Plan (OTP) which is developed prior to the Service’s annual budget setting day, to ensure that both physical and financial resources are in place for its delivery.

The plan, primarily based on risk reduction, has at its heart a number of prioritised key analyses. These include the production of an Operational Needs Analysis (ONA), a Learning Needs Analysis (LNA) and a H&S action plan. Development of the OTP usually takes place in January where the operational team managers get together at an awayday to consider the IRMP and annual business plan priorities. This is, however, only the start; each operational manager identifies and prioritises key work that needs to be carried out within their department. These are formulated firstly by reviewing last year’s OTP and community risk profile and then developed further based on professional judgement and best practice.

Together the team identify what they can deliver, not in isolation as department heads, but as a team working together, and then attempt to set deadlines for delivery. Fundamentally it is important that managers recognise that they have the ability to bring about change and improvement to the Service, this subtle development of the team and their leadership skills is another indicator of Service improvement, one of our IRMP 2020 outcomes.
For the OTP to be ready in a timely fashion, an operational calendar is now produced which identifies those dates across the year in which various meetings and actions are needed to take place. For example prior to the operational teams’ away day, the development of the Health and Safety action plan, Operational Needs Analysis and Learning Needs Analysis need to be underway. This can only be done once PDR’s and capital bids, to name but a few, have taken place.

**Focusing and prioritising**

We recognise that in the past we have tried to do everything and have not been as organised or focussed as we could be, certainly the reduction in resources have made us realise that we need to undertake things differently. Ops managers are now working together to deliver priorities in a more project managed environment and whilst this has been successful in the main, there are areas in which we have identified room for improvement. These include unrealistic expectations for delivery at the start of the awayday and also a better understanding of the need for flexibility to react to the emergence of unseen risks throughout the year. This is one reason why the annual awayday is now being brought forward to November in 2014 to plan for the following year (2015).

The Operational Team Plan has two main themes running through it, firstly the development of all priorities to be linked and driven by the best practice principles of New Ways of Working/National Operational Guidance work and secondly the continued development of our electronic PDR Pro advanced system to drive and maintain operational competence and safety. We recognise that we still have a long way to go in fully embedding this system, and the forthcoming Ops assurance module, but we can already see massive benefits of its full implementation to support those operational analyses mentioned earlier, as well as operational debriefs and incident monitoring.

Outcomes of debriefs are identified as part of the OTP, one example is the review of the Officers flexible duty system. It was identified at an incident debrief that the shortfall of Officers at weekends poses a potential health and safety risk due to continuous working at a prolonged fire.

Industrial action has bought out the best of our ability in maintaining business continuity and shown once again how adaptive we are in using our finite resources. Whilst we have tested our section 13/16 arrangements with Hampshire Fire, with success, it still remains more difficult for us to seek assistance from neighbouring Services than it does for other Fire Services, but just like them the availability of our on-call staff remains problematic throughout the year.

As mentioned in other areas of this assessment the Service now has the ability to move wholetime crews about to cover those on-call shortfalls in a much more flexible way, and the development of locality managers, with autonomy to move resources for operational response, is yet another area of Service improvement.
Taking Stock and looking forward

We are keen to look at new ways of responding to critical and non-critical incidents, we continue to purchase and employ the very latest equipment and methods of firefighting and rescue techniques such as Cobra, PPV and tactical ventilation, and as a result we are keen to explore how we can respond differently and efficiently using these methods. Cobra has already proved to be a valuable asset particularly whilst dealing with a number of timber framed building fires, its use has been recognised to potentially change the very way we deal with incidents and along with PPV our response to them.

The Ops team has much to do over the coming year including the upgrade of our command and control facilities and exploring the use of smaller response vehicles to non-critical incidents. Work is also underway to begin two projects to improve the availability of our on-call staff, including the introduction of an hourly based pay system and a project looking to extend the time allowed for turning in, without increasing the amount of time to actually attend an incident.

Case Study - RDS Review Group

The ‘RDS review’ is a stakeholder group from a cross-section of the Island’s RDS stations brought together to consult and discuss working practices and conditions of service. The group has been in existence for around 8 years with terms of reference and membership changing as the group has evolved. The Chair’s role has always been undertaken by a member of the middle management who acts as a conduit to the Senior Management Team. The Fire Brigades Union have a position within the group but more often elect to be consulted on with key outcomes.

The group meet on a monthly basis and after restructuring in March have streamlined to around five members for core meetings which is then expanded as and when required for wider discussion involving representation from all stations.

In line with a service priority of increasing the resilience and availability of the Retained crews the group have reviewed and amended the ‘Split cover’ policy. The outcome has reduced both the process undertaken to apply for a position and the length of commitment needed at an alternative station.

A larger and more complex policy review has been the retained availability policy which has been several years in draft form. With impact on all areas of the service and incorporating ‘working time’ legislation, two alternative draft policies are currently with the Fire Brigades Union with a view to simultaneous pilots being run in Spring of 2014.

These projects came about as a result of mobilising monitoring, a standing agenda on the Station Managers Forum (SMF) in which station managers are responsible for the performance of their station. SMF have recently taken over the responsibility for managing station plans, rather than TMT, in an effort to improve performance in a number of key areas including mobilising performance and sickness reporting.

Measuring and evaluating our response

During 2013, a number of station operational assessments were carried out, primarily based on basic drill and scenario assessments for each retained station and every wholetime watch, including day crewed and flexi crew staff. These assessments identified a number of issues which needed to be addressed which were fed back into the Operational Team Plan and Station Managers Forum.
A briefing note is being produced for SMT to consider the benefits and drawbacks of these assessments and to consider their continued use on a yearly basis.

The Service recognises that capacity is an issue and that only the highest priorities should be considered for achievement. We recognise that we are weak in the area of policy documentation and review, brought about partly because of the reduction in support staff. As a result of this, and as part of the OTP, consideration is being given to produce operational information firstly moving away from operations and training notes to developing equipment notes, derived from manufacturers' documentation in the main, and secondly by adopting regional operational policies as part of the NWOW implementation project. Operational staff continue to be flexible and highly skilled in the areas of response. The Service has introduced flexible crewing and for the first time a day crewed station both of which have seen improvements, such as full-time employment created from part time, improved response and resilience, increased operational and technical knowledge and much wider integration with our partners in delivering the prevention and protection and response agenda.

**Working with our response partners**

We work closely with the Isle of Wight Ambulance Service (IWAS) in sharing our assets such as shared use of our stations which in turn enables us to respond jointly, particularly in the areas of bariatric rescue and RTC. We are currently producing a service level agreement with IWAS to cover all areas of shared working none more so than co-responding, which has saved countless lives. Our co-responders are also trained to drive ambulances thereby enabling medics to work on patients whilst being transported to hospital. An agreement is also in place with IWAS to respond to all life critical incidents involving bariatric patients and to consider attendance at non-life critical bariatric incident; as such all personnel have received bariatric training and rescue sheets are stowed on all front-line appliances.

Road traffic collisions remain a high risk for the community, our wholetime operational response crews are trauma trained as 'first person on scene' and trauma packs are available on rescue pumps. Some personnel have received advanced trauma life support training and our involvement in UKRO and worldwide trauma competitions have added to their expertise, along with additional training with the South-east Ambulance Hazard Area Response Team (HART). Furthermore all front-line pumps have defibrillators to assist IWAS at critical incidents.

The Service has also provided specialist training in the area of working at height, all pumping appliances that do not have Level 2 rope packs have been supplied with working at height packs to enable personnel to work safely. A review of specialist response was carried out in 2009 whereby rope rescue and water rescue was reduced from a Level 3 response to a Level 2 response, due mainly to a review of risk levels and ability to respond. This led to a MOU being developed with the MCGA for a joint response to these types of incidents and an increase in our ability deal with these incidents safely.
National resilience continues to be supported by the Service in relation to high-volume pump and mass decontamination. The Service is proud to have deployed nationally and locally its high-volume pump and continues to work regionally in assisting Hampshire by being part of the PDA to a tank fire at Fawley refinery. Crews also support Hampshire Fire in deployment of their HVP whenever needed. The Service also has a bespoke vehicle to deal with mass decontamination; the vehicle enables the Service to deal with a mass decontamination incident during the first few hours prior to national support arriving from the mainland.

Competences of staff in these critical areas remain challenging and the Service has previously recognised this as part of its workforce development strategy. A review of the location of specialist vehicles led to re-disposition of some vehicles to address this in part. The development of training planners and the identification of training needs and assessment over a prolonged period also form the very basis of our competency system PDR Pro advanced. Overall we recognise that we have to be adaptive and flexible in operational response because of our finite resources but we also recognise that we are very experienced in doing so every single day. Being Island based and a small organisation means we are able to often deal with prevention, protection and response issues quickly and often by simply talking to each other.

**Working within the Local Resilience Forum**

As a member of the Hampshire & Isle of Wight Local Resilience Forum (LRF) the IWFRS discharges the duties under the Civil Contingencies Act 2004 (CCA 2004), ensuring, amongst other themes, that risk is assessed, multi-agency plans are developed and exercised and that information is shared between Category 1 and Category 2 Responders.

Working within the LRF strengthens response arrangements for the Island and provides the link to the National Response Framework. The unique risks and capabilities of being on an island are recognised by the LRF through the Island Resilience Forum (IRF). A subgroup of the LRF, the IRF ensures that the statutory duties under the CCA 2004 that are coordinated on the Isle of Wight.

The work of the IRF includes the development of a multi-agency flood plan and a set of generic multi-agency response procedures which are frequently used during responses to adverse weather affecting the Island.

**The work of the Isle of Wight Council’s Emergency Management Team**

The Isle of Wight Council’s Emergency Management Team (EM) sits within the IWFRS, with the Council’s Resilience Manager reporting directly to the CFO.

With EM facilitating the work of the IRF this structure significantly enhances Island focussed multi-agency planning and responses to emergencies, as defined by the CCA 2004.

The position of EM within IWFRS enables a high degree of sharing of information and co-operation between the IWFRS and all areas the Council, when preparing for and responding to emergencies.
HEALTH & SAFETY
Planning our Safety

Health & Safety (H&S) policy planning and development involves senior management and middle/department managers in consultation with the union representative bodies. Policies are developed utilising current legislation and information provided from the regional H&S group.

Alongside review rationalising existing Service Health and Safety procedures to those of corporate, the H&S Action plan has been updated.


Service managers are trained to Institution of Occupational Safety and Health (IOSH) standards. The Health and Safety Advisor is trained to National Examination Board in Occupational Safety and Health (NEBOSH) General Certificate and is currently undertaking the NVQ 5/Diploma level.

Health and Safety is well established in the organisation and there is an overall positive health and safety culture within the Service and is to be maintained within the managers development tracts to meet the demands made from new and increasing workloads against existing practices and work routines in this financially challenging climate.

The Service supports Collaborative Partnership Standard Operating Procedures which are based upon risk assessment and aligned to National Generic Risk Assessments (GRA’s). The Partnership is assisted by members of the regional H&S group.

Welfare procedures are administered by the Corporate Human resources department.

Officer mobilising procedure is in place to ensure appropriate supervision and command is in place.

A new Corporate H&S manager is reviewing policy and priorities which links to our current action plan.

Accident and near misses reporting is monitored for severity and follow ups made by Health, Safety & Operational Quality Assurance (HSOQA) Officer. Accident statistics are to undergo annual review at strategic level and a more detailed look at practitioner’s level.

Supporting our workforce safety

Service policy on H&S Organisation details responsibilities to all staff at all levels. It also includes terms of reference for H&S Strategy and Performance Group and Practitioners Group.

The CFO is the chair of the H&S Strategy and Performance Group. The Head of Operations attends the corporate H&S Board providing the strategic link for corporate H&S. H&S is a standing agenda item at SMT meetings.

The Head of Operations holds a monthly Operations Group meeting which the HSOQA Officer also attends, so that information or process change derived from H&S meetings is passed to department/station managers. The Head of Operations is chair of the South East Region H&S practitioners group, the HSOQA Officer also attends. From this information can be exchanged or acquired around the region.
The HSOQA Officer attends the corporate practitioners Health and Safety Liaison Officers group on behalf of the Service.

H&S information is provided in a variety of ways:

- H&S notice boards are located in each workplace and provide access to Terms of Reference, locations of minutes of previous meetings and who are the current union H&S representatives.
- The Service has also introduced a safety bulletin system to replace the Ops Flash system within PDR Pro that ensures all users have access to the latest information and that they must read it.
- Updated Service information are communicated via Routine Notice and PDR pro

**Measuring up**

The Service reports on RIDDOR reportable accidents and non RIDDOR reportable accidents to personnel within the mini service board.

An annual review is required at strategic level and a more detailed look at practitioner’s level. However work is progressing at regional level to set and utilise regional comparators for accident statistics.

The Service is signed to the South East Regional protocol for auditing H&S. A peer review process where qualified H&S auditors from within the region visit and verify the host services H&S arrangements using Royal Society for the Prevention of Accidents (ROSPA) Quality Safety Audit process.

The audit protocol has been reviewed and the regions CFO’s are to re-sign the document so that services can compare against each other and with previous results.

The Service is scheduled for audit in 2015/16 and our HSOQA officer is leading an audit in Oxfordshire.

Incident monitoring has been reviewed by the HSOQA officer and a new policy implemented which will lead to a new automated Operational Assurance and monitoring area in PDR pro, covering all areas including Incident Command Support (ICS), H&S, operational procedures and equipment.

H&S workplace inspections are carried out alongside Union appointed reps and the premise Officer.

Senior managers have implemented a system of operational assessments. These have focused primarily on operational activities but are likely include elements of station audits.

The Service has a debriefing procedure, following large incidents and/or when an incident has a significant occurrence. Information is gathered from all concerned that attended the incident and action plan developed. This is then delivered to station/department managers to act upon.
LEARNING AND DEVELOPMENT

Learning and development linked to performance and risk reduction

The IWFRS is a risk based organisation that identifies and reduces risk on the Island through a combination of prevention, protection and response activities. This is evident within our Service Learning and Development Centre (SLDC) which is a small team dedicated to risk reduction by planning and delivery of core and specialist training for our workforce. The SLDC team are supported by partnerships as well as ‘watch based’ instructors in delivering bespoke training.

Our instructors are highly skilled in delivering training across a wide area of critical operational needs, and yet flexible and adaptive enough to support a workforce consisting of wholetime, flexible duty, day crewed and on-call operational staff. These instructors are also involved, to a lesser degree, with development of our ‘green book’ support staff.

Of course, the competency of instructors remains just as big an issue as it does, for our firefighters, which is why we have ensured that each instructor is assessed by the Workforce Development manager on a yearly basis, with outcomes forming part of their personal development reviews (PDR’s). All instructors have attained or are working towards an NVQ equivalent CTLLS qualification.

Specialist quality assurance is also undertaken with peer reviews from Dorset Fire and Rescue Service, Hampshire Fire and Rescue Service, Northamptonshire Fire and Rescue Service, as well as Hampshire Constabulary, to name but a few.

The process for planning and delivering training across the Service, as part of our Workforce development strategy, includes the production of an annual Learning Needs Analysis (LNA) which outlines both the cost and the rationale of proposed training courses, whilst being mindful of learning models such as the ‘Operational Competence Model’, the ‘Fire Professional Framework’ and the Service priorities such as the implementation of New Ways of Working (NWOW) and JESIP.

The LNA is developed from a variety of sources notably, PDR’s and succession planning, incident debriefs and Coroners Rule 43’s, as well as risk reduction activities identified within the IRMP, the Operational Needs Analysis (ONA) and Health and Safety action plan, all of which are longer term planned risk reduction activities.

We have, however, also recognised that the LNA needs to be flexible enough to meet those emerging risks that are identified as part of the Tactical Management Team (TMT) process of risk management. As a result the Workforce planning manager now reports, on a monthly and six monthly basis, his current and projected budgetary requirements, along with progress against key priorities within the Operational Team Plan (OTP).
Once the analysis is completed, suitable providers for training delivery and costs are identified ready for a budget bidding process in February. Internally, capacity for instructors to deliver training across a wide area remains challenging, which is why we encourage the use of external providers and partnerships such as that used in our delivery of EFAD courses and arrangements with Bembridge airport to support compartment fire behaviour training.

**Recent improvements**

This year, we are achieving greater efficiency in our business processes by trying to improve how we do things. We have replaced paper-based course booking systems with an ‘Outlook’ type management system for course attendees. We have also developed electronic pay forms to record all training delivered, produce personal training reports and reduce administration time.

The Service is currently looking to develop a greater use of e-learning to give more flexibility and opportunities for personnel. The ongoing development of Learn Pro to align with our NWOW project will see Service data, SOPS training and publications being made available to anyone with internet access. Improvement continues with the acquisition of PDR Pro advanced, a competency-based electronic software system, which measures activity against role map and assigns frequencies for each activity to be performed. There is still a long way to go for it to be fully embedded into the Service, but already it is being expanded to include operational assurance monitoring at incidents.

Incident monitoring, locally and nationally also bring about changes and improvements to Service training such as those identified from the Shirley Towers and Harrow Court forming part of the annual BA refresher for staff, as does a new assessment criteria based on the learning outcomes of the Fire and Rescue Operational Training Guidance - Breathing Apparatus.

The Service has previously attained Level 3 of the Equality Standard for Local Government and ongoing refresher training is being delivered to the entire Service this year and, as a result, the IRMP and all new policies are now equality impact assessed where required.

We have a service level agreement in place between ourselves and HTP, a training provider, who specialise in NVQ and ILM qualification training for all our staff. Support staff receive specific training such as FSEC and CAD plan training as well as management and business administration, finance and HR. Other job role development programmes include the use of the Emergency Planning College, FPA and Gardiners for fire safety input. There are also a wide range of Isle of Wight Council training courses available to all every week via the electronic newsletter ‘The Vine’.

Operational recruitment, in general, follows an adapted national firefighter selection process in which, following review; we removed the PQA element, which has increased the amount of successful applicants and therefore helped to improve resilience. We have various policies and directives in place to deal with selection and development processes, none more so than for those retained personnel who, for the first time, were migrated to whole time posts, to help formulate a day crewed station, as a result of the Service wide review of fire cover. On-call firefighter development involves progression courses for their 42 month development period. Promotion processes up to Watch Manager are the
same for whole time and on-call staff. Assessment of personnel is carried out through development programmes which currently all operational roles up to Watch Manager follow.

**Specialist training**

Incident command training at Level 1 is provided internally by use of Vector simulation and attendance at the Fire Service College ICL 1 course, followed by two yearly assessments by Level 2 or 3 commanders. Level 2 and 3 command training is undertaken by bespoke courses run by Buckinghamshire Fire and Rescue Service which are ILM accredited. Strategic command training has also been achieved and accredited at ICL 4 by attendance at the Fire Service College along with MAGIC courses.

The Service continues to make best use of its Cobra equipment by introducing tactical ventilation and PPV training over the next year, this is fundamental to achieve those risk reduction priorities set out in the IRMP and the new response strategy. SLDC now have to capacity to carry out this training because of outsourcing their previous commitment for EFAD training to an external provider.

Other specialist training is provided by qualified watch based instructors who deliver primarily national resilience HVP and mass decontamination training. Staff are also able to deliver DSE assessments and manual handling training.

We are developing a service level agreement with the Ambulance Service to continue to provide our first aid training and more specialist training such as bariatric, trauma training for ‘first person on scene’ and advanced trauma life support.

Inter-agency training is catered for as part of general training but on a wider scale as part of Service exercises. This year involved the Police, Ambulance and IWC emergency management team in dealing with one of our major risks, Road Traffic Collisions. This was, however, scaled up and involved ‘Amputees in action’, 40 college and hospital staff as casualties in a multiple pile up involving a bus and numerous vehicles.

Our Multi-Service HVP exercise has now been developed into a national exercise through NRAT to be run in the early part of 2014, having had to be rearranged from its October date, due to industrial action.

**Healthy workforce**

This year has seen a new occupational health contract and provider procured by the Isle of Wight Council and the Isle of Wight Fire and Rescue Service, sickness reporting and monitoring processes, as well as attendance management, are being reviewed to ensure that are effective and accurate. Health checks within the Service at carried out on a five yearly basis with instructors receiving annual checks due to their regular exposure to hot and humid conditions within a live fire environment.
CALL MANAGEMENT AND INCIDENT SUPPORT

Delivering call management and incident support

In March 2012 the management of emergency calls in both receipt and deployment of personnel and resources was undertaken by Surrey FRS.

The call handling and mobilising by JECC based at Surrey FRS is governed through a 5 year Contract. Within the IWFRS a small team known as Intelligence Resource Management (IRM) acts as a link between JECC and the Service on a day to day basis performing various roles.

- A review in May 2013 between Surrey and the IWFRS was carried out. The general conclusion was that the arrangement was working successfully albeit with minor glitches and problems.

CASE STUDY – Fire Control Project

The change came about from the demise of the Regional Control Centre project and from that announcement in December 2010 the Service went live 15th months later in its partnership with Surrey Fire and Rescue Service.

The initial link between the Services was borne from a Mobile Data Project which had already broached some of the issues that may be faced.

The decision was made by full Isle of Wight Council to move toward a Joint Control Centre, the primary drivers behind this were;

- Cancellation of RCC project
- Improved resilience in IoW Fire Control with replacement of legacy equipment
- Efficiency

Through a business case a Governance and Procedures Project Board was formed. The project split into three work streams;

- Technical
- New ways of working
- Human resources

Some of the issues faced were aligning technologies; these were quickly resolved between the respective corporate bodies using a leased line, agreeing ICT procedures and Codes of Connection.

The human resource issues were minimised by transferring 3 of our staff over to Surrey’s control, a further three were taken on by the service to become the IRM team and 1 took early retirement.

Training was given to all staff prior to the changeover which happened seamlessly and proved effective when two weeks later on March 4th 2012 when dealing with the multi pump Ryde Castle Hotel fire.
Benefits for stakeholders have arisen from the move to JECC. Although not the main driver there was a cost saving year on year of £250k. A more robust and resilient service was created using new and enhanced technologies and the addition of a command suite built in phase 2 of the project was used for the £3.2 million boat fire in November and also during periods of industrial action.

A vehicle used for command and control on the incident ground has also been refurbished using grant funding and will enable a fit for purpose site for forward command and also better links with the command suite at SHQ.

The software controlling the mobilising and incident reporting is known as VISION and supplied by Capita (formerly Fortek). As part of Vision, the Service uses Rappel to forecast both long and short term personnel and appliance availability.

An encouraging sign is the working relationship between IRM and JECC with several monitoring and change processes being embedded and used when inaccuracies exist. E.g. following a house fire in a rural location IRM was able to instruct JECC to add a water carrier to similar incidents in that locality due to the problems experienced with mains water supplies.

Whenever inaccuracies in mobilising occur a process is enacted to notify JECC. The IRM Manager also meets the Group Commander JECC on a monthly basis to discuss mobilising issues plus other issues arising.

Early ‘teething troubles’ linked mostly to the Services differences and idiosyncrasies have but all been overcome. The confusion over differing mobilising arrangements were minimised due to adoption and implementation of the Collaborative Partnership national incident type standardisation mobilising.

Further work continues in this area to standardise the resources required at each incident type (PDA).

The Service has made advancement over the last few years regarding its incident support activities. Following Grant funding of £1 million through the transfer of control arrangements to Surrey FRS this has allowed both upgrades in station end equipment, command suite and command vehicle.

Mobile data terminals are being renewed to the Panasonic CFDI Toughbook – on every front line appliance, training centre and command room. The Service is currently undertaking the code of connection process to enable Airwave to be used as the bearer which will allow greater resilience for communications in both voice and data.

Through the Collaborative Partnership greater risk information to support incidents such as Standard Operating Procedures will be available to operational crew through appliance MDT’s.

Call handling and support

JECC takes emergency calls from IOW residents and visitors, processes them and despatches appliances appropriate to set general instructions established prior to changeover.

JECC uses Vision software to hold risk information, mobilising instructions and call out arrangements. The mobilising system is linked to an availability resource management system (RAPPEL). RAPPEL also shows deficits in strategic locations which can be covered by movement of whole time personnel and appliances.
Notification of personnel required for emergency calls is done through IW Councils ICT network using Internet Protocol (IP) lines as the primary bearer. In the event of IP line failure or unavailability, PSTN lines can be used or failing this PAKNET system using Vodafone mobile network. These arrangements give a high degree of resilience.

Station mobilising equipment has been recently replaced, 24/7 support is provided through IRM.

Under phase 2 of the £1 million grant funding all station aerials and co-axial will be replaced. This is near completion.

E.g. Due to its geographical location and particular topography Ventnor and Sandown stations have been served from remote aerials. It is envisaged that these sites will no longer be required if the upgrades give sufficient coverage.

Through Vision software the IRM team carry out checks remotely to establish if all station and equipment is functioning correctly. Similarly JECC receive alerts if any of the IT links from Surrey to the IOW are malfunctioning. We have therefore established good links between IW Council Communications and ICT departments and Surrey FRS ICT and Communications department to discuss the causes and likely disruptions to ICT links.

JECC also have the authority to contact BT to find out if alerts that show on display screens are due to BT works or defects.

JECC have fall back arrangements which are currently on the Reigate site which also houses their main mobilising control.

In the near future the control functions will be relocated to Salfords with Reigate housing a secondary/back up control room.

Prior to switchover to Surrey FRS as the Service call handling agent sceptics were concerned about local knowledge and colloquialisms affecting accuracy of call handling and despatch. Regular visits to the IoW have been made by JECC staff to enable familiarisation of station locations and topography to be achieved.

Following the removal of the requirement to follow national standards, the Service set response standards of fire cover based on both FSEC toolkits, FBU ‘CAST’ Document, Emergency Response Policy and the Community Risk Profile.

FSEC data categories the IoW into 5 levels of risk for dwelling fires ranging between very high to very low. This forms the basis of attendance times ranging from 8 and 15 minutes.

Service Policy, Emergency Response Standards for dwelling fires and road traffic collisions are likely to change from a predicted risk based approach to one of critical/non critical incidents regardless of location as stated in draft IRMP 2013-2018.

Risk premises, road and transport networks are mapped on the Vision mobilising gazetteer. It is essential that risk data is correct. IRM have the authority and ability to regularly update this software. Information comes from a variety of sources: inspections under the Fire Safety Order 2005, street data gathering by operational crews, operational incidents and through the IW Council Land and Property Gazetteer Officer. New road and building developments can also be added to ensure that mobilising data is as accurate as possible.
Operational incidents are supported in numerous ways. Since 2009 mobile data terminals have been used on operational pumping appliances and the command vehicle. Toughbook allow risk data to be stored and accessed, including site specific risk information.

E.g. From the Island wide mail shot sent to all farms looking for risk data and current owner/s/contact details. The response added new risks including simple line drawn maps showing location of pertinent features such as flammable and fertilizer storage plus isolation points for services.

Toughbook currently use the Orange network for communication updates whilst on stations. Under Phase 2 project new Panasonic CFDI’s using Airwave on the bearer will allow data transfer to be possible. This will reduce voice communications and allow transmission of data between the Service and JECC.

This technology will also be available within the new Command Suite at Service Head Quarters and also on the Command Vehicle. In addition to specific risk data the units will also house incidents SOPs which have been generated under the Collaborative Partnership project which will assist responding Incident Commanders when dealing with incidents.

As well as having a close working relationship with other Emergency Services such as Police & Ambulance the IWFRS now incorporates the Emergency Management Team within its structure. This is particularly useful when pre planning for possible events such as public events e.g. music festivals and inclement weather forecasts leading to flooding.

E.g. Recently severe weather forecast of high winds and rain brought together emergency services and agencies in numerous tele-conferences which resulted in known risk of flooding being targeted for close monitoring and Island Roads providing sand bag depots for the public to access.

The Service also call on the Red Cross to provide assistance through its Fire Emergency Support Service vehicle which is available on a 24/7 basis.

IRM team as well as acting as the main contact point within the service and acting as a link between JECC and IWFRS also lead in specialised areas. These include Airwave (Firelink) Bi monthly user group meetings are attended jointly with Surrey FRS staff. Command Central – This is a project nearing completion which will allow Service incident data to be recorded, stored and made accessible on a software platform which allows flexible manipulation and displaying of data. The main benefit in using Command Central will be to view and extract Police crime data which will be extremely useful in supporting and driving Fire Safety intervention and initiative.

Other common duties include analysing of Boss/Vision e.g. daily interrogation provides data for TFSE to follow up incidents such as commercial false alarms.

IRM staff would also be used to support senior operational officers during major incidents or for example recent periods of industrial action.

v4.7 Final/Self Assessment/OP A 2013
**Working Together**

Through a contractual arrangement Surrey FRS efficiently and effectively manages the Service’s emergency calls and mobilising.

Various processes exist to evaluate the effectiveness and performance of the call handling provided by JECC. Surrey FRS monitors response standards for calls to critical and non-critical incidents. They will shortly be including the call handling time against set criteria. The Service will receive this data which will show the performance of JECC emergency call handling.

On a daily basis IRM monitors and reviews each emergency call attended through scrutiny of the BOSS software. Additionally crews, managers and FDS officers make it known when expected mobilisation of personnel and appliances has not occurred. IRM will notify JECC through a ‘mobilising query’ template which states what the possible mobilising discrepancy may be. IRM have the ability to interrogate the ‘General Instructions (GI)’ showing the required mobilising of personnel and appliances. JECC will duly reply which may indicate an error with mobilising, incorrect GI or a dynamic decision taken by the Control room manager.

IRM also have access and an understanding of the Vision Mobilising Gazetteer. This shows property details as well as road and street layouts. Amendments and updates are made by IRM based on information received from the IoW Council, local land and property gazetteer custodian. Map updates have also been applied to the Toughbook which reflect the residential property development across the Island.

Any changes required to mobilising following investigation can be instigated by IRM through the ‘Change Management request pro-forma’. This also acts as an audit trail if required. Changes to risk information, key holder contacts or sensitive information inappropriate to Toughbook can also be enacted through this process.

The Service also performance manages other aspects linked to incident support. This includes:
- Availability of RDS appliances/personnel
- Ability of RDS stations to mobilise within set times
- Number of mobilising failures

These performance measures are part of a suite presented to senior managers; specific measures are also reported to elected members. The number of mobilising failures is recorded and monitored by the Intelligence Risk Manager through information supplied by JECC & IRM. This encompasses both late mobilising and total failure to mobilise. In all cases Station Managers are instructed to investigate the reason for late/total failure to mobilise. A feature to assist is the incident print out which includes the personnel showing available on Rappel at the time of call.

Formal monitoring of incidents has also been instilled within Service Policy. Following incident monitoring a formal debrief may be required. Criteria for instigating the debrief process is set out in Service Policy Incident debriefing.