

Highlands & Islands Fire & Rescue Service

Highland Fire and Rescue Plan

2012 - 2013

Helping make the Highlands and Islands a safer and better place to live, work and visit

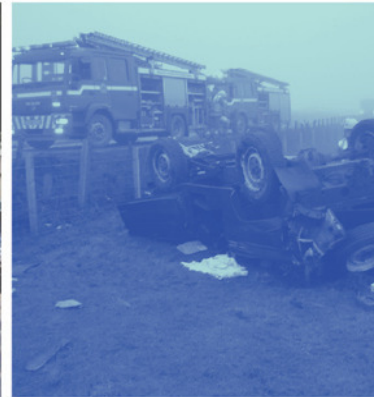


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1 Introduction

In line with the Service's commitment in meeting the obligations of the new Police and Fire Reform (Scotland) Act 2012, the Highland Fire and Rescue Plan reflects the current Strategic Objectives identified by Highlands & Islands Fire & Rescue Service for the reporting period 2012/13.

The 'Plan' will provide you with an overview of work related activities conducted throughout the Highland area. In addition, it will provide you with information on the services we aim to deliver by utilising the skills and experience of the staff within the Highland area, in conjunction with the wider knowledge and experience of our partner agencies and community members.

This document also outlines what we are doing in the current reporting year 2012/13 while continuing to build on our success of previous years. Ensuring we can respond effectively to emergency incidents remains a primary role of the Service but equally it is firmly committed to increasing prevention activities to further reduce the numbers of emergency incidents and casualties in the Highland area. There are nine Strategic Objectives which drive our business in Highland, they are:

- **Develop our Operational Capability**
Incorporating the implementation of the Safer Firefighter Programme (SFP)
- **Effective management of our Retained Staff Availability**
Supporting the continued use of the retained availability programme FSi and implement national fitness standards
- **Undertake a review of Training**
Ensuring all operational firefighters have access to all appropriate core and specialist skills
- **Review Station Availability**
Presenting quarterly sustainability reports to the Fire Board in line with agreed sustainability criteria to inform future Service delivery
- **Review our Asset Management Strategy**
Continuing our management of key assets and working with the Scottish Fire and Rescue Service Reform programme towards a national asset management strategy
- **Improve Communication within the Service**
Continuing to inform all our staff and key stakeholders on progress against our strategic objectives and national reform through the use of the Service's intranet, dedicated newsletters and targeted emails
- **Review our IT Strategy**
Incorporating the Service wide rollout of new IT equipment to all stations to support the access to key core skills training, maintenance of skills and the recording of training events and improved access to Service information
- **Undertake a Review of our Key Documentation**
Continuing our ongoing work with Scottish Fire and Rescue Service Reform to align all key documentation and ensure its access through improved communication links including the Service's intranet
- **Improve Legislative Fire Safety Delivery**
Implementing a bespoke legislative fire safety (LFS) strategy and working with other Scottish Fire and Rescue Services to delivery LFS audits to all high risk premises providing sleeping accommodation

1 Introduction

As Highland moves forward and takes its place in the new single Scottish Fire and Rescue Service in 2013, we will strive for continued improvement and ensure our Strategic Objectives align to those inherent in all Scottish Fire and Rescue Services:

- **Protecting our communities by actively preventing the occurrence of fire and other emergencies**
- **Ensuring that, when required to respond, our operational crews are highly trained, competent and fully supported to deal with the operational incidents they face**
- **Ensuring that we have the right resources in the right place when emergencies do occur**
- **Supporting operational fire stations and partners by taking a holistic approach to safety in our communities and promoting effective inter-agency working by maximising partnership opportunities**
- **Committing to positive steps in reducing the environmental impact of our business**
- **Working hard to maintain our reputation as a good employer and provide a workplace where everyone is treated with dignity, fairness and respect**

We will endeavour to proactively contribute to and deliver on these strategic objectives. The underlying principles of everything we do will be strongly influenced nationally by the introduction of the Fire and Rescue Framework for Scotland and locally by the communities we continue to serve.

2 Mission Statement

Highlands & Islands Fire & Rescue Service is committed to **“Helping make the Highlands and Islands a safer and better place to live, work and visit”**

Under a single Scottish Fire and Rescue Service, it will be the responsibility of the Local Senior Officer (LSO) for Highland area and the supporting Command Structure, to deliver this mission and the necessary improvements to Community and Firefighter safety through our key strategic aims.



3 Service Aims and Values

Our Aims

Our key strategic aims are:

Aim 1 Prevention

Engaging with our communities to inform and educate people on 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 of 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 our resources efficiently and effectively, ensuring value for money, demonstrating public accountability, and championing environmental responsibility.

Our Values

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.

4 Fire and Rescue Reform in Scotland

The creation of a new Scottish Fire and Rescue Service (SFRS) sits at the heart of the Scottish Government's commitment to making Scotland better.

Bringing together the very best of the existing fire and rescue provision, the Fire Service can continue to protect the public from fire and other emergencies.

The Transitional Fire & Rescue Framework for Scotland provides interim guidance and support to Fire and Rescue Authorities (FRAs) (including Joint Fire and Rescue Boards) on the priorities and objectives for the eight Fire & Rescue Services. It sets out Scottish Ministers' expectations of FRAs in contributing to the fire reform agenda to ensure a smooth introduction for the new SFRS, while maintaining current fire and rescue outcomes. It supports and complements the Fire (Scotland) Act 2005.

The reform of the Fire and Rescue Services has three key aims:

- **To protect and improve outcomes for communities**
- **Create more equal access to specialist support and national capabilities**
- **To improve and strengthen local accountability**

With that as a guiding principle, contributing to and delivering the reform agenda must be considered a priority activity for the current eight Services over the transition period.

- **Reducing the number and severity of fires, and in collaboration with other agencies, road traffic collisions and other emergency incidents**
- **Reducing severity of injuries in fires, road traffic collisions and other emergency incidents**
- **Sustaining and improving safety of Fire and Rescue Authority staff and the general public**
- **Reducing commercial, economic and social impact of fires and other emergency incidents**
- **Improving safeguarding of the environment and heritage (both built and natural) from both emergency incidents and operational activities**
- **Ensuring that delivery is consistent with the principles of Best Value**

5 Performance Management

Performance Management can be defined as “Taking action in response to actual performance, to achieve outcomes that are better than they would otherwise be”. Action may be at individual, function or Joint Board level. Performance Management is about both the systems and culture that turn ambition into delivery, and this consists of a number of steps:

- **Having the right ambitions and the right aims/targets (what we want to do)**
- **Having the right processes, people and skills in place to assure our delivery of them (how we intend to do it)**
- **Having the right measurement set (how well we are doing)**
- **Having the right way forward (what we should do next)**

As a public service we are increasingly judged by the quality of the services we deliver. Audits, performance indicators and other measures are used to gauge the success, or otherwise, of how good a job we are doing. It is not enough to rely, however, on the goodwill of staff, on good leadership from managers and responsiveness to external feedback to ensure our services are of the highest quality. Harnessing the skills of our staff, enabling managers to do the right things in the right ways and listening to feedback can only make an impact on the quality of services if they are brought within a common strategic approach.

Political accountability is crucial for effective management of performance. Elected Members need to engage in the performance agenda ensuring the Service delivers against the standards expected. Currently Members are involved in the setting of strategic direction and agreeing the future activities of the Service and from this the necessary resources and finances can be determined.



6 Reducing Risk

The table below identifies the Key Performance Indicators (KPIs) reported regularly in the Service's Quarterly Performance Report (QPR) and relate directly to the Service's aim in reducing risk in our communities.

KPI	DESCRIPTION
01 & 02	Accidental Dwelling Fires and Fire Casualties
03	Malicious Fires
04	Fire Prevention Activities - Home Fire Safety Checks
05	False Alarms as a Proportion of Incidents
06	Proportion of Station Hours Available
07	Efficiencies
08	Absences
09	Injury Accidents
10	Procurement



7 National Context

The Scottish Government's purpose places sustainable economic growth as the central ambition across the Scottish public sector, and Services have a crucial role to play in helping achieve that purpose. The purpose is underpinned by five strategic objectives to make Scotland:

- **Wealthier & Fairer**
- **Smarter**
- **Healthier**
- **Safer & Stronger**
- **Greener**

The Fire and Rescue Service in the Highland area makes a contribution across all five of these strategic objectives, although our core contribution is in making our communities Safer and Stronger.

- **We live our lives safe from crime, disorder and danger**
- **We have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others**
- **Our public services are high quality, continually improving, efficient and responsive to local people's needs**
- **We live longer, healthier lives.**

Through a concordat between the Scottish Government and the Convention for Scottish Local Authorities (COSLA), the Strategic Objectives have been expanded into local Single Outcome Agreements (SOA) that include indicators and targets to provide the framework for how local authorities and their community planning partners will deliver services.

Highlands & Islands Fire & Rescue Service (HIFRS) fully supports this National Performance Framework and works hard with partners to provide the best possible service for our communities.

The Highland and Islands Fire Board also seeks to comply with all relevant legislation governing fire and rescue services, such as the Police and Fire Reform (Scotland) Act 2012, the Civil Contingencies Act (2004), the Health and Safety At Work Act 1974 and the Local Government in Scotland Act 2003.

In addition, the Service and Board recognises and will comply with the Equality Act 2010. Under this general duty, Highland area must have due regard to the need to eliminate unlawful discrimination, advance equality and foster good relations. The introduction of new Public Sector Equality Duty (Specific Duties) Regulations in 2012 will ensure that the services, policies and practices of public authorities take account of people's different needs and experiences.

The Highland Local Plan clearly demonstrates our commitment to comply with all statutory requirements and help to achieve the Service's corporate vision, strategies and values.

8 Engagement

The Highland Council has established the Community Safety, Public Engagement and Equalities Committee (CSPEE) and related Scheme of Delegation detailing general and specific tasks.

While the CSPEE Committee has no decision making powers leading up to the implementation of a new national Police Force and Fire and Rescue Service, it is currently implementing the following¹:

General Tasks:

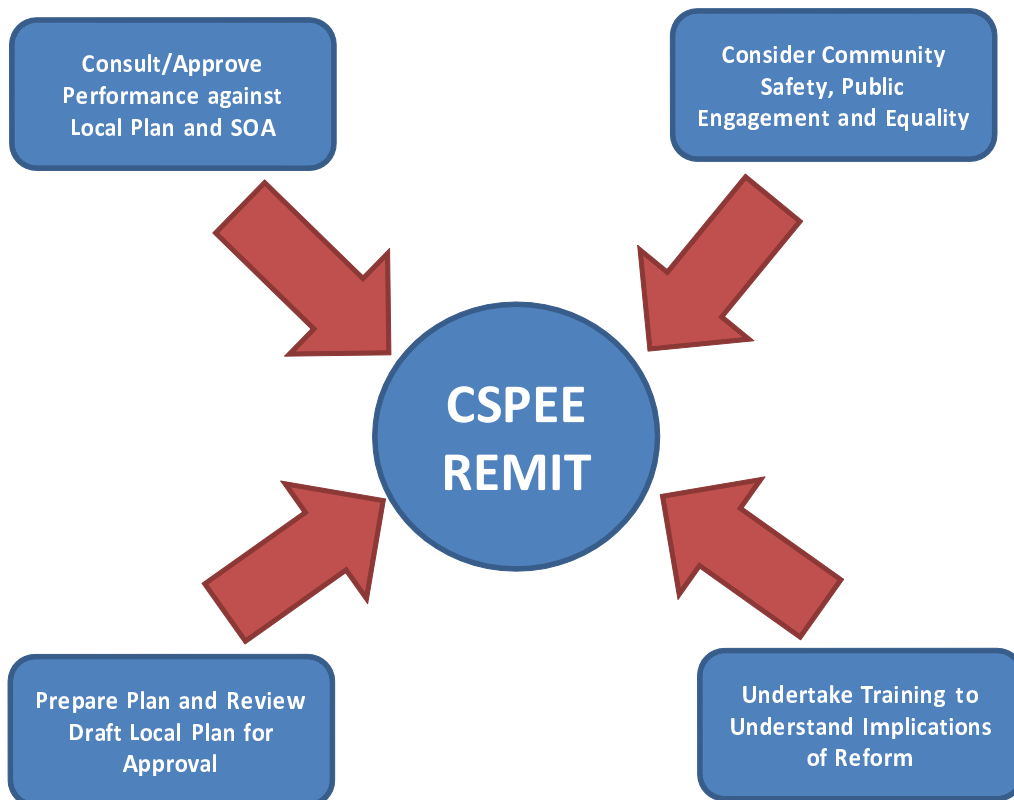
- To trial arrangements for the local scrutiny by, and members of the police and fire and rescue services in advance of the new national Police and national Fire and Rescue Service expected to be in place for 1 April 2012.

Specific Tasks:

- To scrutinise the evidence base for setting police, fire and rescue, public protection and community safety priorities (the Strategic Assessment) for the Highlands and to agree the priorities for the Highlands
- To scrutinise the development of relevant plan(s) for local policing, local fire and rescue services, public protection and community safety and ensure their fit with the Single Outcome Agreement

¹ Extract from CSPEE Scheme of Delegation 28th June 2012

Diagram detailing key roles of the CSPEE



9 Highland Profile within HIFRS context

Highlands & Islands Fire & Rescue Service employs 1344 operational staff, (including command and control personnel) and 83 support staff, all of which are committed to providing a professional community safety and emergency response service to the communities that we serve. Our firefighting crews are spread across a network of 105 units, comprising 1 Wholetime station, 92 retained duty stations (RDS) and 12 Community Response Units (CRU).

Highland, as part of the overall Highlands & Islands Fire & Rescue Service, is the most northerly mainland Fire & Rescue Service in the UK, covering a geographical area of 26,484 square kilometres, with a population of approximately 223,000. This figure is likely to increase by 14.8% to approximately 252,000 by the year 2028¹.

Approximately 51% of the Highland population live in the city of Inverness and eight of the main towns of Nairn, Fort William, Wick, Thurso, Dingwall, Alness, Invergordon and Tain.

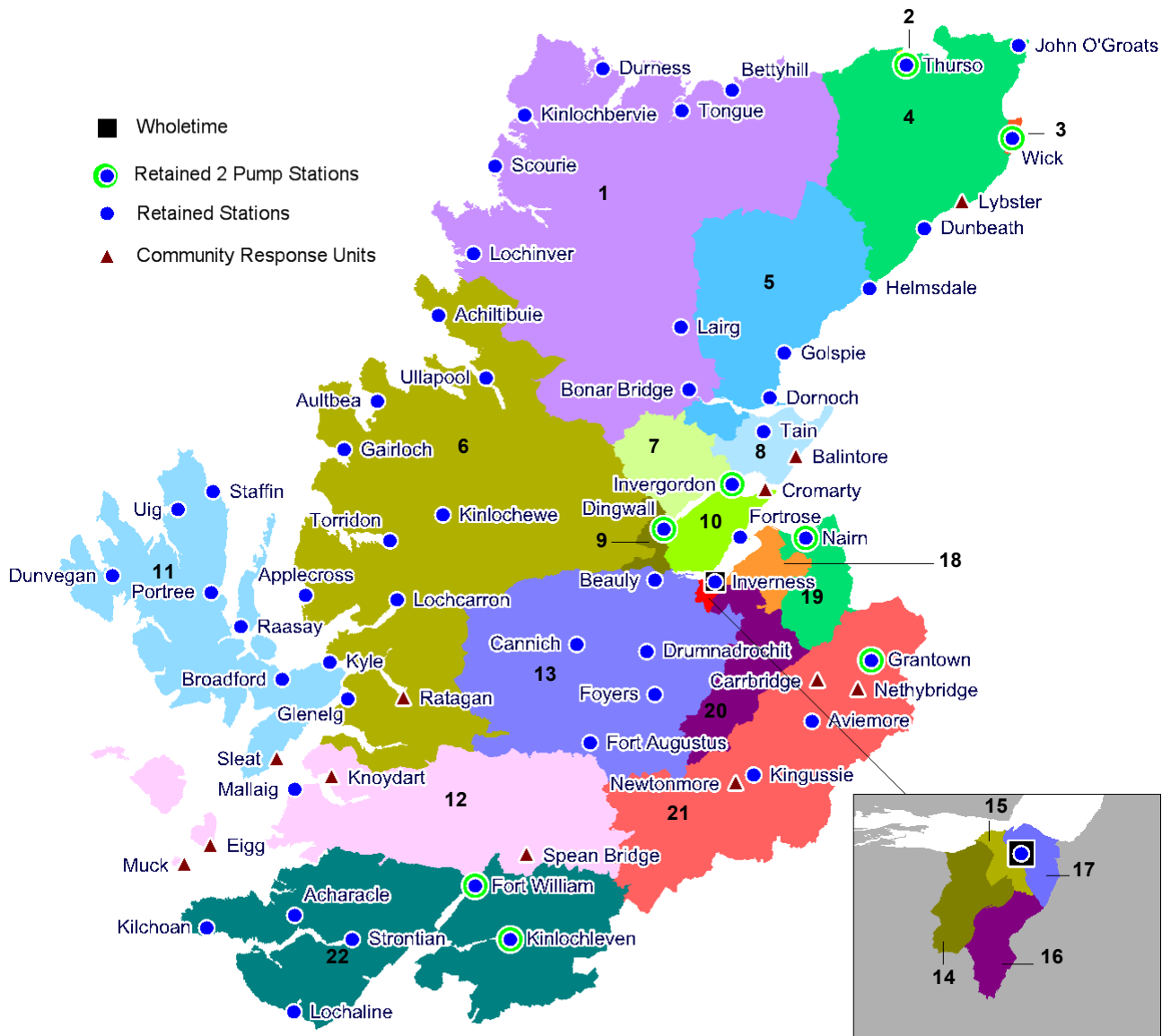
The Fire & Rescue Service Headquarters is based in the Highland capital, Inverness, and we deliver our local services through four geographical districts which incorporate four Constituent Authorities (Highland Council, Shetland Islands Council, Orkney Islands Council and Comhairle nan Eilean Siar) forming the Fire Board.

Within Highland area, the Service employ 815 operational staff, this includes the Command & Control personnel, and 77 support staff. Our Highland firefighting crews are spread across a network of 65 Fire Stations, comprising 1 Wholetime station, 52 retained duty stations and 12 Community Response Units.

¹ General Register Office – Scotland (GRO(S)) population projections for Highland



10 Highland Wards and Stations



Ward	Name	Ward	Name	Ward	Name
1	North, West & Central Sutherland	9	Dingwall & Seaforth	16	Inverness Ness-side
2	Thurso	10	Black Isle	17	Inverness Millburn
3	Wick	11	Eilean n'Cheo	18	Culloden & Ardersier
4	Landward Caithness	12	Caol & Mallaig	19	Nairn
5	East Sutherland & Edderton	13	Aird & Loch Ness	20	Inverness South
6	Wester Ross, Strathpeffer & Lochalsh	14	Inverness West	21	Badenoch & Strathspey
7	Cromarty Firth	15	Inverness Central	22	Fort William & Ardnamurchan
8	Tain & Easter Ross				

11 Local Risk Priorities

In considering areas for reducing risk, our main priority in Highland has to be around the incidents where we know life is at risk and loss may be preventable. This is predominately road traffic collisions and dwelling house fires; therefore it is appropriate that these are given the main focus of our attention in our risk reduction activities.

Incidents involving False Alarm (Defect) (any alarm from an alarm system that transpires to be a false alarm) will be dealt with through a joint approach with operational staff, the Fire Service's Legislative Fire Safety Function and the Responsible Person for the premises. Although these incidents are unlikely to cause any risk to life they directly impact on the availability of fire appliances.

Road Traffic Collisions

Road Traffic Collisions (RTC) are the result of many factors, the most common one being driver error. As a consequence these types of incidents can occur anywhere in the Highland area. Particular societal and age groups can also be identified as 'at risk groups'. Every RTC has the potential to result in casualties or at worst fatalities. The vast majority of these collisions involve the age group of 17 – 29 and sadly the highest number of fatalities occurs in this age group.

Accidental house fires

The greatest risk to life safety in the home that the Service can work to reduce comes from accidental fires. While there are clearly trends that indicate where dwelling house fires will occur, it is not always the case that fatalities follow that trend. The Fire and Rescue Service for the Highland area will proactively work with its partners in reducing such incidents.

False alarms from Automatic Fire Alarm Signals

The vast majority of these calls are attended by fire crews responding from part-time (retained) fire stations. This means that those firefighters respond to their stations following an alert by a pager. Consequently they have to leave their normal place of work or travel from their home to attend these calls, all of which creates a disruption to their lives, the lives of the communities and more importantly commits our life saving resources unnecessarily.



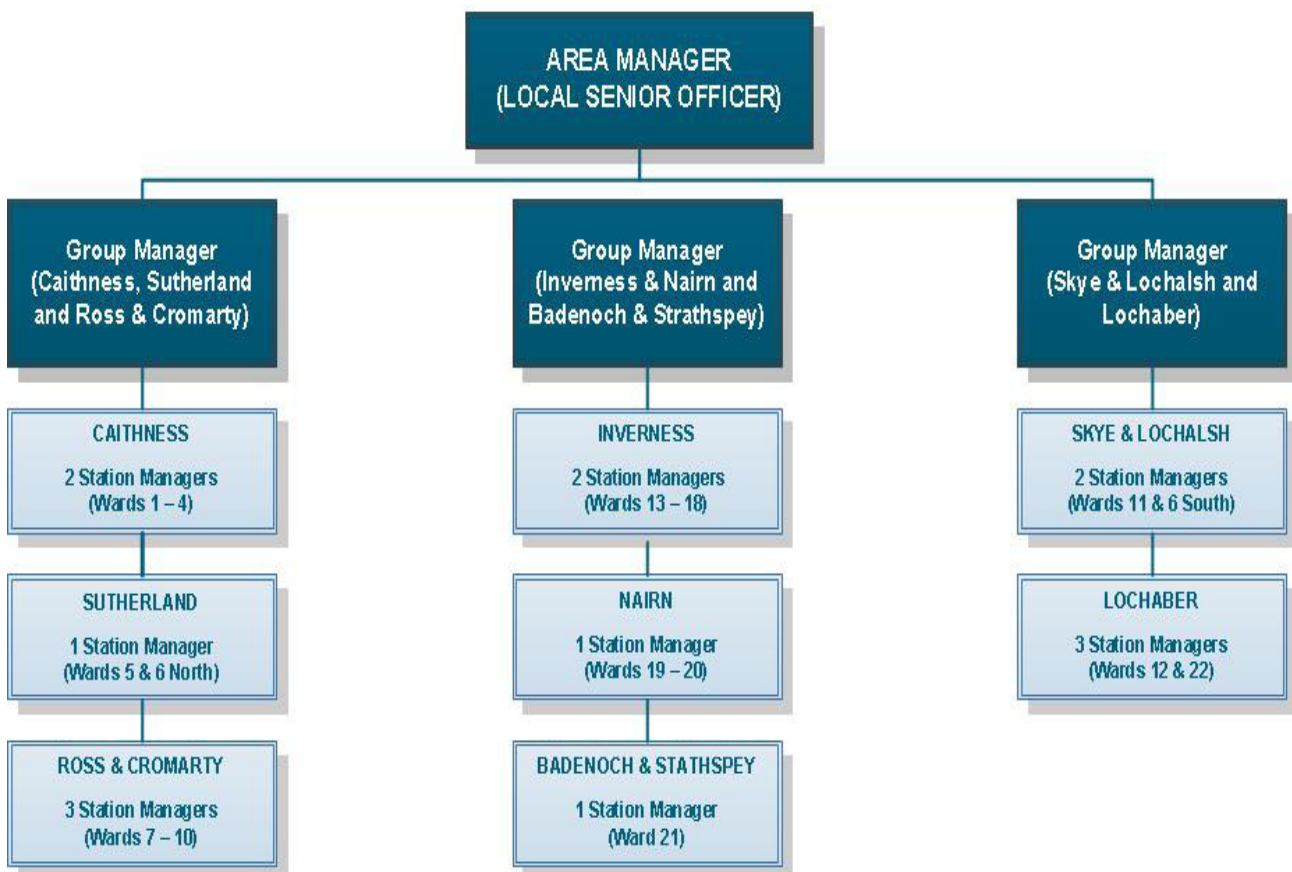
12 Highland Area Structure and Coterminous Model

In the lead up to implementation of a single Service for Scotland, Highlands & Islands Fire & Rescue Service area is realigning its Service Delivery model to reflect council ward areas . This will ensure that local fire and rescue service delivery aligns to the local council structure and community profile, reflecting local needs and supporting local accountability through a coterminous model.

There are many variations of the definition of coterminous working arrangements. In the context of what this proposal aims to achieve, this realignment is best defined as:

“A service delivery model which aligns the organisational structures of Highlands & Islands Fire & Rescue Service to that of local ward boundaries to facilitate the delivery of local risk management and partnerships. The principle objectives of such an approach are to strengthen the delivery of local solutions and improved accountability”.

This model is consistent with the direction of travel for other Scottish Fire and Rescue Services’ and supports the implementation of the strategic objectives of a single Fire and Rescue Service for Scotland.



Existing Management Structure across Highland Area

13 Highland Resources - Overall and by Ward Area

Stations

65 Stations comprising:

- 1 Wholetime
- 52 Retained
- 12 Community Response

Fire Appliances

74 Appliances comprising:

Type B to Midi/Light Fire Appliances

Special Appliances

Aerial Ladder Platform
 Heavy Rescue Unit
 Foam Tender
 Urban Search & Rescue Pod
 Mass Decontamination Pod
 Environmental Protection/Hazmat Pod
 Bulk Water Carrier
 4 x 4 Vehicle and Argo Cat
 Command Support Unit

Highland Area	Total Officers	Ward	Stations
Caithness, Sutherland and Ross & Cromarty	1 Group Manager 6 Station Managers (Local Risk Managers) 1 Watch Manager	1 - North, West & Central Sutherland	6 RDS
		2 - Thurso	1 RDS
		3 - Wick	1 RDS
		4 - Landward Caithness	2 RDS 1 CRU
		5 - East Sutherland & Edderton	3 RDS
		6 - Wester Ross, Strathpeffer & Lochalsh	8 RDS
		7 - Cromarty Firth	1 RDS
		8 - Tain & Easter Ross	1 RDS 1 CRU
		9 - Dingwall & Seaforth	1 RDS
		10 - Black Isle	1 RDS 1 CRU
Inverness & Nairn and Badenoch & Strathspey	1 Group Manager 4 Station Managers (Local Risk Managers) 1 Watch Manager	13 - Aird and Loch Ness	1 WT 1 RDS
		14 - Inverness West	
		15 - Inverness Central	
		16 - Inverness Ness-side	
		17 - Inverness Millburn	
		18 - Culloden & Ardersier	
		20 - Inverness South	
		19 - Nairn	1 RDS
21 - Badenoch & Strathspey	3 RDS 3 CRU		
Skye & Lochalsh and Lochaber	1 Group Manager 2 Station Managers (Local Risk Managers)	6 - Wester Ross, Strathspey & Lochalsh (South)	2 RDS 1 CRU
		11 - Eilean n'Cheo	6 RDS 1 CRU
		12 - Caol & Mallaig	1 RDS 4 CRU
		22 - Fort William & Ardnamurchan	6 RDS

14 Highland and Islands Risk Profile

The Service area has a diverse and rich agricultural landscape with a nuclear installation at Dounreay, (currently under decommission) 102 ports and harbours, 8 airports a number of medium and small industrial and communities spread across the area. A considerable number of these small communities are remote and isolated from centres of population.

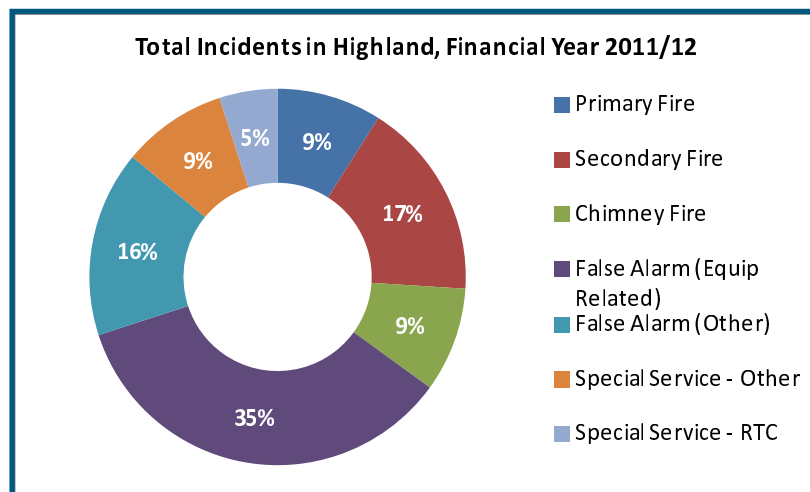
The identified risks in Highland include accidental dwelling house fires, road traffic accidents and deliberate and wilful fires and a range of special service incidents. The economic make up of Highland also faces the challenge of risks associated with commercial industry that includes the oil and gas industry, marine transport, heritage sites, agriculture, secure accommodation and energy generation.

Climate change also presents significant risks including a higher risk of flooding and wildfire; in addition the effects of extreme weather events can significantly disrupt the activity of the service in the Highland area.

In previous years, severe wildfire incidents have impacted considerably on the areas sensitive landscape. 53% of Highland area is designated as Sites of Special Scientific Interest, (20.2%) Special Area of Conservation (15.5%) and Special Protection Area, (17.6%).

Between the 1st April 2011 and 31st March 2012, Highlands & Islands Fire & Rescue Service attended 4902 incidents. Front line fire engines from Fire Stations within the Highland area attended 3993 of those incidents. The table and chart below gives a breakdown of activity and incident types during that period.

Incident Type	Number	%
Primary Fire <i>Including dwellings, commercial premises etc</i>	364	9%
Secondary Fires <i>Including grass and wildfires etc</i>	676	17%
Chimney Fires	337	9%
False Alarms <i>Equipment Related</i>	1414	35%
False Alarms <i>Including malicious</i>	630	16%
Special Services <i>Including people and animal rescues, flooding etc</i>	358	9%
Special Services - Road Traffic Collisions	214	5%
Totals	3993	100%



15 Local Priorities and Objectives

Strategic Objectives for 2012/13

Objective 1: Develop our Operational Capability

Introduce policy, procedures and systems to effectively capture and process critical operational risk information.	
Response & Resilience Department Aim: Support the implementation of the Safer Firefighter Programme (SFP).	
Actions	
●	Implement Operational Risk Information process as detailed within the ORI Project Delivery Plan (PDP)
●	Monitor ORI data capture in line with expected target delivery
Ensure that operational risk information is available to our Firefighters when responding to incidents.	
Response & Resilience Department Aim: Support the implementation of the SFP	
Actions	
●	Support ORI data dissemination and availability
●	Facilitate access and effectively manage data availability for all operational stations. Address any issues should they arise to maintain access and support
●	Support accurate and regular updates in line with ORI programme
Develop arrangements for specialist teams to ensure an effective response to flooding, water rescue and urban search and rescue (USAR) incidents.	
Response & Resilience Department Aim: Support the implementation of the SFP	
Actions	
●	Support the identification of specialist skills stations/teams in line with the SFP Specialist Skills Project (SSP)
●	Support the acquisition and maintenance of specialist skills in line with the SFP SSP objectives

15 Local Priorities and Objectives

Objective 2: Effective Management of our Retained Staff Availability

Review current medical and fitness standards, and support Retained Duty System (RDS) staff to ensure they meet these standards.

Response & Resilience Department Aim:

Support the implementation of the SFP Medical Standards Project (MSP)

Actions

●	Support the implementation of national Medical Standards in line with the SFP MS Project Delivery Plan (PDP) through promoting and encouraging personnel attendance /development
●	Effectively monitor and manage recruitment in line with the Service's new RDS recruitment process (aligned to national standards)
●	Effectively monitor and manage fitness standards in line with the Service's Fitness Policy and related process

Support our RDS staff to achieve the standards of availability set out within the new HIFRS Policy.

Response & Resilience Department Aim:

Support the implementation of the FSi process

Actions

●	Engage with and effectively encourage RDS availability to maximise operational availability 24 hours 7 days per week.
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Ensure the electronic Retained Availability System is used by all RDS staff to provide the information required by the Service to effectively process payroll payments.

Response & Resilience Department Aim:

Effectively manage the Retained Availability System (FSi) process

Actions

●	Ensure all operational personnel are conversant with and effectively utilising the FSi process
●	Monitor FSi use and implement an effective Performance Management (PM) process in line with Service procedures

15 Local Priorities and Objectives

Objective 3: Undertake a Review of Training

Deliver core skill training in line with nationally agreed practice to stations identified within phase 1 and phase 2 of the Safer Firefighter Programme.	
Response & Resilience Department Aim: Support the implementation of the SFP Core Skills Project (CSP)	
Actions	
●	Monitor core skills (CS) acquisition and maintenance across all operational stations
●	Support attendance on CS courses in line with national competency standards
●	Effectively manage core skills training in line with the Service's performance management procedure and support the creation of PDP where appropriate
Ensure appropriate personnel at stations identified within phase 1 and phase 2 of the Safer Firefighter Programme have Incident Command skills and knowledge in line with nationally recognised practice.	
Response & Resilience Department Aim: Support the implementation of the SFP Core Skills Project (CSP)	
Actions	
●	Monitor, support and effectively manage core skills training in line with the Service's performance management procedure and support the creation of Personal Development Plan where appropriate
Roll out of PDRpro (electronic training and recording system) to stations included in phase 1 and phase 2 of the Safer Firefighter Programme.	
Response & Resilience Department Aim: Support the implementation of the PDRpro	
Actions	
●	Support the identification and training of PDRpro training staff across operational districts
●	Ensure all operational personnel access PDRpro training in line with the implementation project plan
●	Effectively manage PDRpro training and usage in line with the Service's PM process

15 Local Priorities and Objectives

Objective 4: Review Station Sustainability

In recognition of the fact that “no one size fits all”, we will work with our staff, the Fire Board and our communities to provide the greatest opportunities for all of our stations to be sustainable.

Response & Resilience Department Aim:

Promote sustainable stations and where appropriate implement Prevention & Protection (P&P) plans to manage local risk.

Actions

- Engage with station personnel, elected members, Ward Fora, communities and local businesses to promote improved availability and recruitment
- Document and evidence all local engagement and recruitment
- Capture local risk intelligence to inform local P&P plans to address area specific risks (where appropriate, utilise information to update ORI and inform IRMP)
- Regularly review outcomes and actions against local P&P plans to ensure they remain fit for purpose

Objective 5: Review our Asset Management Strategy

Introduce improved asset management for breathing apparatus (BA) charging equipment

Response & Resilience Department Aim:

Support the improved asset management for BA charging equipment

Actions

- Ensure BA equipment is effectively used, tested and maintained to ensure operational readiness

Update our Asset Register to reflect the new IT equipment issued to stations

Response & Resilience Department Aim:

Support the implementation and use of new IT equipment in stations

Actions

- Ensure IT equipment is effectively used to support the 3 year MOS planner and its recording using PDRpro

15 Local Priorities and Objectives

Objective 6: Improve Communication within the Service

Provide regular communication updates on the Safer Firefighter Programme and other Service initiatives through email, intranet, newsletters and staff seminars	
Response & Resilience Department Aim: Support regular communications across all operational areas.	
Actions	
●	Ensure all operational personnel and district based support staff receive all relevant R&R information.
●	Monitor outcomes from communication updates and address/feedback on issues raised or possible gaps identified in communication

Objective 7: Review our IT Strategy

Ensure appropriate IT support is in place to facilitate the introduction of operational risk information through mobile data terminals	
Response & Resilience Department Aim: Support Head of Business Support	
Actions	
●	Support the Business Support function to introduce risk information through mobile data terminals across the Service area.

Objective 8: Undertake a Review of our Key Documentation

Remove all duplicate and obsolete key documents from shared and departmental computer drives and archive as appropriate	
Response & Resilience Department Aim: Support Head of Business Support	
Actions	
●	Support the Business Support function to remove duplicated and obsolete key documents from R&R departmental drives.

15 Local Priorities and Objectives

Objective 9: Improve Legislative Fire Safety Delivery

Establish a dedicated legislative fire safety function within the Service	
Response & Resilience Department Aim: Support the delivery of the Service Bespoke Legislative Fire Safety Strategy (LFS)	
Actions	
●	Support district based dedicated LFS auditing officers achieve their identified targets

Deliver legislative fire safety inspections to all our high risk sleeping premises	
Response & Resilience Department Aim: Support the delivery of the Service Bespoke Legislative Fire Safety (LFS) Strategy	
Actions	
●	In recognition of the identified notional high risk premises (including those with no audit history), ensure all audits are performed as reported to Management Team, Peer Support Team and Fire Board
●	Ensure all multi-functional officers achieve their identified LFS targets
●	Implement a performance management process in line with Service's procedures to monitor on-going progress against LFS target



16 Contact Us

Feedback

We provide a vital public service for the people of the Highlands and Islands. The impact our activities have on the local community is enormous and we know that if we are to meet our goal of continuous improvement, we need to keep in touch with the public we serve.

If you have something you'd like to share with us, you can get in touch in a number of ways:

You can write to us at:

Highlands & Islands Fire & Rescue Service
16 Harbour Road
Inverness
IV1 1TB

You can email us at:

enquiries@hifrs.org

Visit our website:

www.hifrs.org



Alcohol fuel for fire

The majority of fire deaths in the Highlands and Islands involve alcohol - **don't be next**

DON'T GIVE FIRE A HOME

For a **FREE Home Fire Safety Check**

Call **FREE ON 08000 121312**

If you've been drinking...

...leave the cooker off!

Nearly two-thirds of domestic fires are the result of cooking. The risk increases dramatically if you've been drinking.



...make sure your cigarette is out!

It's all too easy to fall asleep or not notice a cigarette is still burning.



For more information on Fire Safety contact Highlands & Islands Fire & Rescue Service on 01463 227000 or visit www.hifrs.org

Supported by

Highlands & Islands Fire & Rescue Service and the Drug & Alcohol Action Teams in Highland, Western Isles, Shetland and Orkney

