



Council of the
ISLES OF SCILLY



Community Risk Management Plan (CRMP) 2023-2026

Isles of Scilly Fire and Rescue Service

A service of the Council of the Isles of Scilly



Contents

| | |
|---|----|
| Introduction | 3 |
| Our vision and values | 4 |
| About Us | 5 |
| How Isles of Scilly Fire & Rescue Service are Resourced | 6 |
| Community Risk Management Planning | 10 |
| Isles of Scilly risk profile | 11 |
| Our risk objectives | 14 |
| How we deliver our services to meet our risk objectives | 14 |
| Key performance indicators | 22 |

Introduction

We are pleased to present the Isles of Scilly Fire & Rescue Service's Community Risk Management Plan (CRMP) for 2023- 2026, which sets out what we will be doing over the next three years to work towards our vision of "Working together to make Isles of Scilly safer", and contributing to delivering the Isles of Scilly Council's business plan.

This plan sets out our risk objectives, initiatives, activities and projects to effectively and efficiently manage and reduce risk across the Isles of Scilly. It has been developed with consideration for the views of the public, partners and stakeholders who responded to our consultation during January and February 2023, and this is reflected throughout the plan.

Our plan sets out our ambition to continue to improve our service in line with the outcomes and recommendations of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), and to be fit for the future.

We recognise that working collaboratively and in partnership with others in a flexible and innovative way and embracing new methods of working will give us the best opportunity to meet the identified challenges and risks within our remote island communities.

We are extremely proud of our dedicated and professional staff who are committed to keeping our communities safe by through their prevention, protection and emergency response activities. We recognise that our people are our greatest asset and we will continue to support the health, welfare and development of our staff and continue to develop our workplace culture and embed our core values.



Mark Hewitt, Chief Fire Officer, Isles of Scilly Fire & Rescue Service



Cllr Robert Francis, Chairman of the Council of the Isles of Scilly

Our vision - Working together to make Isles of Scilly safer

Our values

Our values are aligned to the Core Code of Ethics for Fire and Rescue Service (FRS) in England. The Core Code sets out the ethical principles to help us continuously improve our organisational culture and workforce diversity and assist us in supporting our community in the best way. It is effective only when we all consistently demonstrate the ethical behaviours.

Each of our ethical principles is described by a statement and examples to set out what we must each do to ensure we are acting in line with our Core Code.



Putting our communities first

We put the interests of the public, the community, and service users first.



Integrity

We act with integrity including being open, honest, and consistent in everything that we do.



Dignity and respect

We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.



Leadership

We are all positive role models, always demonstrating flexible and resilient leadership.

We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.



Equality, diversity, and inclusion (EDI)

We continually recognise and promote the value of EDI, both within the FRS and the wider communities in which we serve.

We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

About Us

The Isles of Scilly are a group of over 140 small rocky islands located 28 miles off the south-western tip of Cornwall. There are five inhabited islands with approximately 2,200 residents¹. The majority of the population inhabit St Mary's island.

The remote location and small, fragmented population means that the islands face some significant challenges; not least vulnerability and risk of economic and population decline. Many of the issues facing the Isles of Scilly are synonymous with other island communities, including costly infrastructure, high transport and freight costs, limited competition and a population size that is too small to provide economies of scale or generate sufficient income to fund essential services.

In accordance with the Fire and Rescue Services Act 2004, the Council of the Isles of Scilly is required to provide a Fire and Rescue Service for the Isles of Scilly. The islands fire and rescue service is the smallest in the UK comprising almost entirely of on-call firefighters based on each inhabited island. Our size, isolated location and limited resources mean that there is little scope to make savings through economies of scale. As such, collaboration and partnership working provides the most cost effective solution to ensuring that we have the appropriate capacity and resources to meet the needs and expectations of our community.

Due to the small size and remoteness of the islands, the Isles of Scilly Fire & Rescue Service faces some specific challenges as summarised below:

- Recruiting and retaining fire-fighters, particularly on the off-islands, given our small and aging population and acute shortage of affordable homes; population predictions indicate that only 52% of the population will be of working age by 2030
- Making the service more affordable and securing sufficient funds given the costs of providing an effective, resilient and responsive service for each inhabited island is proportionally more expensive than anywhere else in England reflecting our geographically isolated and small population spread across 5 islands that all need to be protected and kept safe
- Providing an effective and modern fire and rescue service that can respond to the needs of the community and its risks, the proportionately high costs of the service (see below) and isolated location
- Providing an appropriate engineering resource on the islands to maintain, service and repair our vehicles and equipment due to limited commercial engineering businesses on the islands and remoteness from specialist engineering businesses located on the mainland

¹ Isles of Scilly Community Safety Profile 2021, Amethyst/Safer Cornwall, January 2022

How Isles of Scilly Fire & Rescue Service is Resourced

We are predominantly an on-call service FRS meaning that operational firefighters have a primary employment elsewhere, but in the event of an emergency are paged and respond immediately to their respective fire station. Given the nature of the service and issues faced in such a remote and isolated community, all fire-fighters need to be versatile and therefore trained to deal with a range of emergency incidents and humanitarian assistance.

In 2020 we appointed the islands' first ever wholetime station manager for the Isles of Scilly to increase capacity in recognition of the significant and essential demands being placed on the service. The post holder has overarching responsibility for operational efficiency and effectiveness across the islands. The service is also supported by a part time, experienced, island-based business support officer.

The resources for each island provide an appropriate response to their particular risks and are summarised below:

| Island | Establishment | Appliance(s) |
|------------|--|--|
| St Marys | 1 Station Manager (wholetime) 1 Watch Manager (B) 2 Crew Managers 12 Firefighters | 2008 MAN appliance (replaced the previous 1996 Mercedes water tender ladder in in 2022) 2010 4x4 Toyota Hilux |
| St Agnes | 1 Watch Manager 1 Crew Manager 5 Firefighters | 1991 tractor and water bowser trailer |
| Bryher | 2 Crew Manager 4 Firefighters | 1991 tractor and water bowser trailer |
| Tresco | 1 Watch Manager 1 Crew Manager 1 Crew Manager (Temp) 4 Firefighters | 2016 6x6 Mercedes sprinter |
| St Martins | 1 Watch Manager 1 Crew Manager 6 Firefighters | 1993 tractor and water bowser trailer |



St Martins 1993 tractor and water bowser trailer



St Marys 4x4 Toyota Hilux

All of the islands fire stations have multi-agency occupancy. St Mary's station is shared with the South West Ambulance Service Foundation Trust (SWASFT). All of the off-island stations are shared with SWASFT, HM Coastguard and Devon and Cornwall Police. This multi-agency approach extends to fire-fighters on the off islands, some of whom are also co-responders, supporting the Coastguard and ambulance service.

A key aim in our Community Risk Management Plan is to ensure that all the emergency services active on the islands work more closely in collaboration and partnership with each other, to share data and local knowledge of vulnerable individuals, and develop an all island risk profile. As such, initiatives have been developed to share resources, including people, vehicles, equipment, premises and training to improve the islands resilience whilst saving on costs.

The predominantly on call operating model of the Isles of Scilly Fire and Rescue Service is augmented with the partnership arrangements with the Cornwall Fire and Rescue Service (for specialist training, emergency call handling, protection, CRMP development, strategic support and management advice). The Isles of Scilly Airport carries out prevention work on

the island of St Mary's as well as equipment maintenance and testing. Cornwall Council provides budgeting, financial management, and IT equipment and support.

The collaborative and partnership arrangements are integral to the service and provide an effective solution to ensuring that we have the appropriate capacity and resources to meet the needs and expectations of our community and the requirements of the Fire and Rescue Services Act 2004 and the Fire and Rescue Services National Framework 2018.

During the most recent HMICFRS inspection, it was highlighted that a review of partnerships and service level agreements should be undertaken to ensure that strong efficiency and effectiveness is being achieved and fully meeting the service's current requirements.



Isles of Scilly Fire and Rescue Service supporting Island Pride 2022

Fire and Rescue Service Budget

In spite of this effective and efficient model, the cost of the Fire & Rescue is disproportionality high compared to other Fire & Rescue Services in England. The annual operational costs of the service are variable and dependent on, for example, the number of incidents and training requirements for individual fire-fighters. Notwithstanding the potential variances of the actual costs of the service, the revenue budget for Fire & Rescue Service for the next 3 years is set out below:

2023/24 - £ 610,142

2024/25 - £ 622,558

2025/26 - £ 630,561

Based on the above budgets, which are over 10% of the overall revenue budget for the Council, the cost of a fire-fighter per head of population is around £200 compared to £22.38 per fire-fighter for other fire and rescue services in England.

This disproportionately high cost is due to the requirement to have an appropriate number of fire-fighters on each inhabited island to meet the logistical issues of travelling between the islands, especially during the winter, to ensure that all communities are safe and to meet statutory responsibilities, including protection and prevention activities. As such, we have broadly 50 fire-fighters per head of the population compared to an average 0.6 fire-fighters for other fire & rescue services.

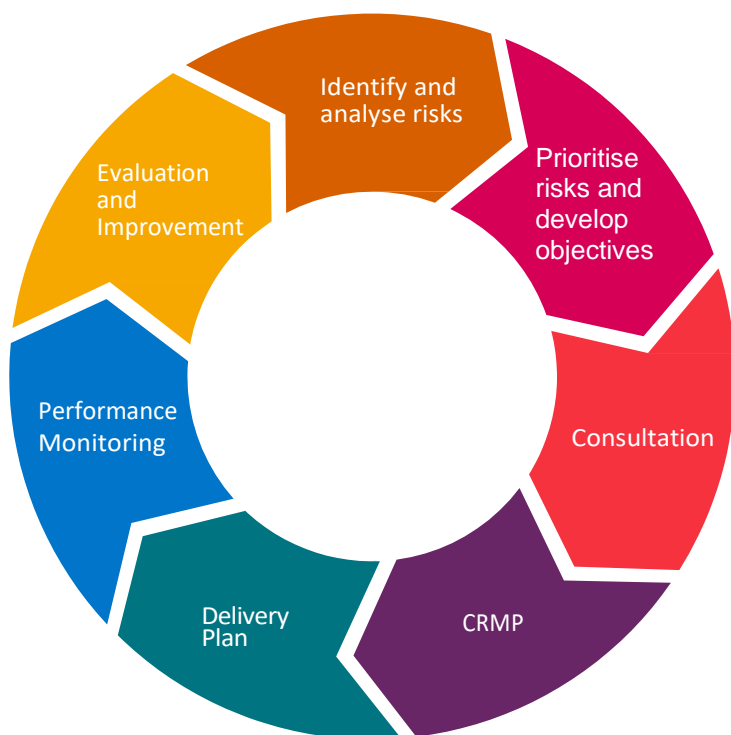
A capital replacement program has been developed to ensure appropriate vehicles, kit and equipment will be updated or replaced at appropriate timings based on either age, manufacturer guidance or Health & Safety legislation.

Community Risk Management Planning

A risk profile has been produced for the Isles of Scilly Fire and Rescue Service by Cornwall Fire and Rescue Service [web link] and summarised below in this plan. It provides an overview of incidents attended by the service between April 2012 and March 2022 to explain the key fire and rescue related risks. It also includes data about the demographic make-up on the Isles of Scilly to understand some of the challenges and issues affecting the population.

Information about the national context and political changes affecting the way fire and rescue services operate has been captured in a PESTLE analysis [web link]. This identifies the **political, economic, social, technical, legal and environmental** setting which may impact on how services are delivered now and in the future. The risk profile and PESTLE analysis have been developed to provide an understanding of the nature of risks and incidents on the Isles of Scilly to help inform the community risk management planning process.

Community risk planning is the process of identifying and assessing foreseeable fire and rescue related risks and using this knowledge to decide how the service will mitigate these through the services it delivers.



National Improvements

Nationally the fire sector is undergoing significant transformation led by the National Fire Chiefs Council. As guidance is developed and national standards aligned to improvement are published, we need time to review, consider and embed improvements in line with our risk profile and resources.

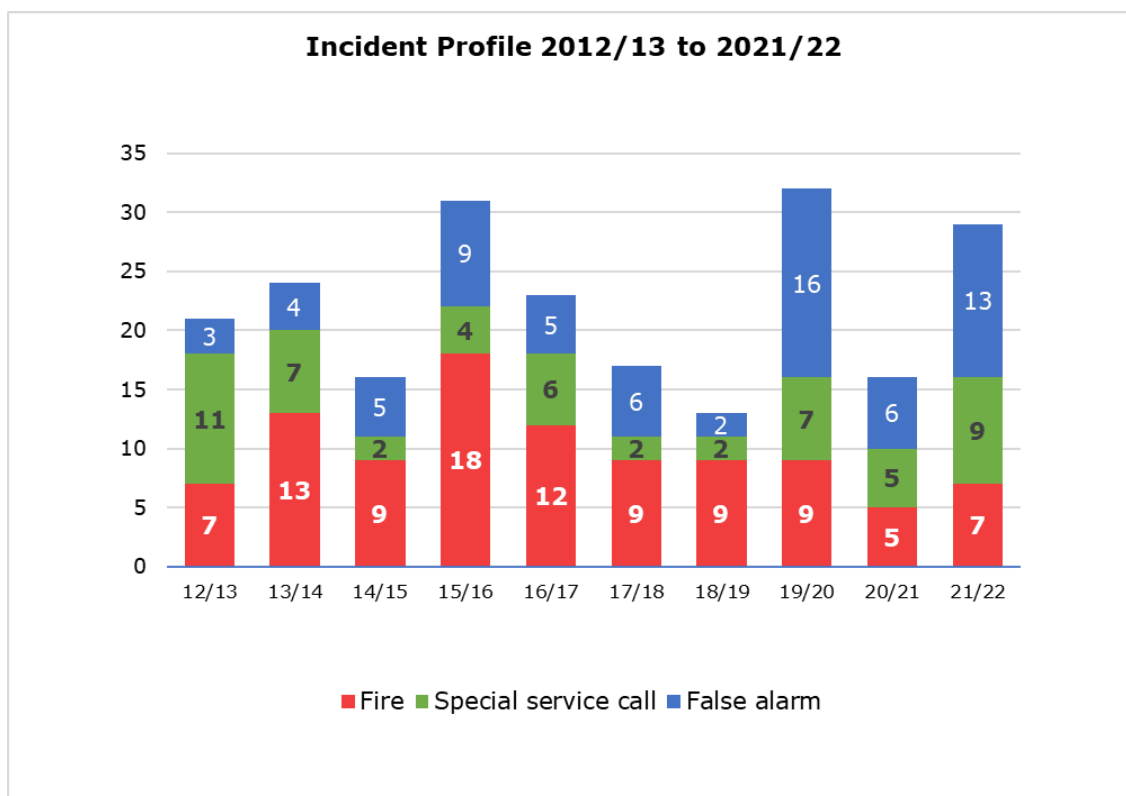
Community risk management planning is designed to give fire and rescue services the flexibility to use resources in the most effective and efficient way to save lives, improve public safety and reduce emergency incidents. Our CRMP reflects the requirements set out in the Fire and Rescue National Framework for England 2018. These are centred around

prevention, protection and response activities, collaboration with other fire and rescue services and our blue light colleagues.

The CRMP is supported by a delivery plan which sets out the detailed activities we will undertake to mitigate the identified risks. Performance is monitored throughout the year and we evaluate our activities to identify improvements. Each year we publish an Annual Statement of Assurance [web link] which outlines how well we have performed at the end of each year of the plan.

Our Risk Profile

The risk profile explains the types of incidents attended and work undertaken as well as any relevant causes and factors to help inform planned prevention and protection work. A key ambition over the lifetime of this CRMP is to work more closely with other agencies to share data and information and develop an Island wide risk profile which incorporates all public services risks. This will enable agencies to work in partnership to collaboratively deliver services to the most vulnerable Island residents.

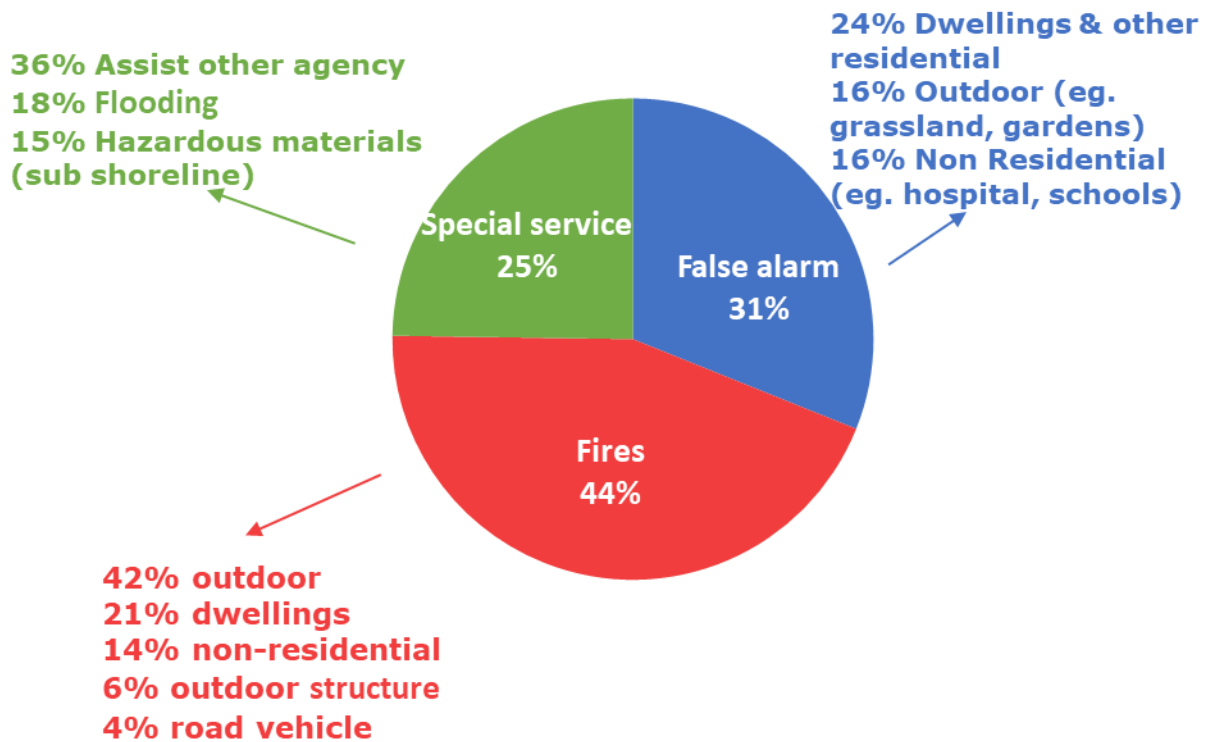


Due to the very small numbers of incidents attended it is not possible to calculate trends in incident numbers. Over the past ten years the service has attended between five and 18 **fires** per year. The peak in 2015/16 was due mainly to higher number of outdoor fires and fires in grassland, woodland and crops on St Marys. The majority of these fires are recorded as accidental or cause not known with two deliberate fires. 2019/20 and 2021/22 saw an increase in **false alarms**: in 2019/20 five of these came from the same address (a

residential home for the elderly) and in 2021/22 six were due to 'controlled burnings' outdoors.

In the last ten years, of all incidents attended by the service, just under half of these calls were to fires (44%), 25% were special service calls and 31% were false alarms.

Incident Categories and Type



Incident breakdown by island


The following table shows a breakdown of these call types by financial year and also by island. This shows that the majority of calls are for St Mary's with a small number of incidents on St Martin's, Tresco, Bryher and St Agnes.

| | 2012 /13 | 2013 /14 | 2014 /15 | 2015 /16 | 2016 /17 | 2017 /18 | 2018 /19 | 2019 /20 | 2020 /21 | 2021 /22 | Total |
|--------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|
| Bryher | | | | | | | | | | | 14 |
| False Alarm | | | | | | | | | 1 | 1 | 2 |
| Fire | | 1 | 1 | 2 | 1 | 1 | 1 | 2 | | 1 | 10 |
| Special Service | | | | | | | 1 | | | 1 | 2 |
| St Agnes | | | | | | | | | | | 8 |
| False Alarm | | | | | | | | | 1 | | 1 |
| Fire | 1 | | | | | 1 | | | | 1 | 3 |
| Special Service | 1 | | | | | | | 2 | | 1 | 4 |
| St Martins | | | | | | | | | | | 16 |
| False Alarm | | | | | 1 | | 1 | 1 | 1 | | 4 |
| Fire | 1 | 2 | 1 | | 1 | 1 | | | | 1 | 7 |
| Special Service | 1 | | | | | | | | 3 | 1 | 5 |
| St Marys | | | | | | | | | | | 163 |
| False Alarm | 3 | 4 | 5 | 8 | 4 | 6 | 1 | 14 | 3 | 7 | 55 |
| Fire | 4 | 9 | 6 | 13 | 8 | 6 | 8 | 3 | 5 | 4 | 66 |
| Special Service | 8 | 7 | 2 | 4 | 6 | 2 | 1 | 4 | 2 | 6 | 42 |
| Tresco | | | | | | | | | | | 21 |
| False Alarm | | | | 1 | | | | 1 | | 5 | 7 |
| Fire | 1 | 1 | 1 | 3 | 2 | | | 4 | | | 12 |
| Special Service | 1 | | | | | | | 1 | | | 2 |
| Grand Total | 21 | 24 | 16 | 31 | 23 | 17 | 13 | 32 | 16 | 29 | 222 |

Our Risk Objectives

- Reducing the impact on individuals and the community from fire and other incidents
- Mitigating the social, economic and environmental impact of fires and other incidents through prevention, protection and response activity
- Improving our workforce understanding of diversity and inclusion to better represent the community
- Seeking to reduce vulnerability by improving health and wellbeing within the community

How we deliver our services to meet our risk objectives

| Prevention | |
|---|--|
|  | Improving the health, safety and wellbeing of the people and communities most at risk. |

Fires are the most frequently attended incident type for the fire and rescue service. The majority of these occur outside in grassland, woodland and crops. However, each year the service is called upon to attend up to four dwelling fires on the islands. Most common dwelling fires are chimney fires (linked to the fact that 26% of households on the islands do not have central heating) which tend to be across November to April.

National research² into fire fatalities and casualties highlights a number of factors. It should be noted that research indicates that the characteristics that put people at greater risk of dying in a fire are different to those that put people at risk of having a fire or being injured.

Fire fatalities:

- Over 70 years old, particularly in combination with any pre-existing mental or physical impairment including frailty.
- Children under 11 years old, but especially under 5 years who are less likely to be able to self-rescue.
- Being male (particularly when combined with other risk factors)

² Person-Centred Framework (Risk Stratification Research), NFCC

- Smokers – especially if combined with poor mobility or other health condition.
- Low Socioeconomic Status i.e. deprivation.
- Disability or long-term health condition (including dementia).
- Mental and/or physical impairment caused by alcohol and/or drugs.
- Non-owned property or mobile home – this may be a proxy indicator for low SES.
- Single-parent families, and households with more children.

Fire casualties:

- Living alone.
- Having had a fire before, and lack of basic fire safety knowledge.
- More prevalent among people in the 40-49 age group.

The fire and rescue service carries out home fire safety checks (HFSCs) on the islands, offering fire safety advice and answering any questions. We install smoke alarms and offer advice on carbon monoxide, particularly for those with an open fireplace.

A high proportion of these checks are in homes with a resident aged 65 or over, and/or where residents are disabled or have a long-term illness, to best target those most at risk of dying in a fire in the home.

The alcohol needs assessment³ for the islands highlights issues with problematic alcohol use which also presents a risk for fire and rescue related incidents. It is estimated that approximately 29% of the population of Cornwall and Isles of Scilly drink alcohol at above the recommended ‘safe’ levels which is slightly higher than the national average.

Over the last 3 years, 45% of violent crimes reported to the police were recorded as linked to alcohol with most offences taking place in a public space and at night; there were also a small number of criminal damage and theft offences recorded as linked to alcohol.

Consultation. You said:

28% of people said home fire safety should be a priority for the service.

83 out of 112 who gave views on what more the service could do to help residents said we should continue with (or increase the number of) home fire safety checks, improve awareness that they are available and focus our prevention activity on vulnerable adults.

We will:

- Broaden our Home Fire Safety Checks to include Living Safe and Well Visits for the most vulnerable, working in collaboration with our partners in health, social care

³ CIOs Alcohol Needs Assessment 2022, DAAT/Safer Cornwall

and community safety to develop a single view of community risk across the islands. The aim is to develop an all-island risk register, and deliver joint interventions which provide the widest possible benefit for our communities.

- Develop and embed a process to exchange risk information to support the broader understanding of risk for the service
- Continue to support safety campaigns aligned to the national *Fire Kills* calendar, promoting fire, road and water safety.
- Continue to support vulnerable residents by undertaking Safeguarding referrals.
- Develop and deliver community initiatives which support the health, safety and wellbeing of island residents and visitors; including working with schools and supporting the Duke of Edinburgh scheme.
- Develop our approach to evaluating our community initiatives to ensure they deliver the intended outcomes.



Consultation. You said:

25% of people said educating the community, particularly young people and tourists, on fire hazards should be a priority. Suggestions of how this could be done included open days and events to raise awareness.

Consultation. You said:

Approximately 60% of responders (75 people) used a wood burning stove or open fire in their home. 28 of these had not had their chimney swept in the past 6 months with the majority citing limited access to a chimney sweep as the reason

Protection



Protecting businesses, people, the local economy and environment from fire and wider community related risks.

Over the past ten years the service has attended 24 non-domestic fires. Hotels, motels and B&Bs have seen the highest number of non-domestic fires with 42% having occurred in premises that present a 'sleeping risk'⁴ to the public. Kitchens are the most frequent location for non-domestic fires with cooking related appliances identified as the ignition source.

The islands are a popular holiday destination and the economy is heavily reliant on the tourism industry, receiving approximately 66,000⁵ trips from visitors each year. Of these visitors, 99% are visiting the islands for holiday purposes with 52% staying in self-catering accommodation, 38% in serviced accommodation, 6% in caravans/ tents, 3% staying with family and friends and 1% staying in boat moorings.

Due to very low numbers of non-domestic fires, it is not possible to identify a seasonal pattern however, the highest numbers of these fires have occurred in April and July. The service must continue to focus support local businesses to ensure they are safe and compliant with fire safety legislation, to minimise risks to the community.

During 2019/20 and 2021/22 we saw an increase in false alarms: in 2019/20 five of these came from the same address (a residential home for the elderly) and in 2021/22 six were due to 'controlled burnings' outdoors (such as bonfires or agricultural burns). Sometimes a member of the public has seen or smelt smoke and believes there is a fire in the open requiring our attendance, which are also categorised as a false alarm – or unwanted fire signal.

Attending false alarms can cost the service unnecessarily and mean resources may not be available to attend an incident. The service must continue to work with businesses to reduce the number of false alarms, where these can be reasonably prevented.

⁴ Sleeping risk is a term used to refer to premises where occupants are known to sleep, for example hotels, residential care homes and other holiday accommodation.

⁵ Visit Cornwall, visitor numbers 2021

Consultation. You said:

25% of respondents were business owners and when asked if they had any business fire safety concerns stated that fire safety regulations, electrics and access to water/hydants as their key areas of concern.

We will:

- Undertake training for fire and rescue crews on all inhabited islands, to ensure that information, guidance and advice is available to help businesses meet their statutory responsibilities. Where these fall short, we will ensure appropriate enforcement action is taken when necessary.
- Reduce the number of automatic false alarms and unwanted fire signals by working with local businesses to identify the causes and provide advice on reducing these.
- Develop and deliver the risk based inspection programme. This is a programme of fire safety audits and inspections prioritising the highest risk premises.
- Deliver community engagement activities to provide advice and guidance for businesses to ensure they understand and comply with their fire safety (Regulatory Reform Order) responsibilities.
- Monitor the section 101 arrangements (which outlines how Cornwall Fire and Rescue Service will deliver protection on behalf of IoSFRS)
- Develop and embed a process of exchange of risk information to feed into the broader understanding of risk for the service and the island wide risk register
- Collaborate with environmental health services to undertake joint safety visits covering both fire and food safety

Consultation. You said:

Around one third of respondents (31) said they had received a fire safety audit from isles of Scilly Fire and Rescue Service or one of our partners. Of those, eight stated it was helpful and seven had made changes as result of the advice provided.

Response



Delivering an effective and efficient emergency response and recovery service

Fires are the most frequently attended incident type for the fire and rescue service and the majority of these are secondary fires which occur outside in grassland, woodland and crops. The majority of incidents occur on the most populated island, St Mary's, with very very low numbers of incidents recorded for the other islands. The service must continue to be equipped and trained to respond on all the inhabited islands, however the greatest demand for resources is from the island of St Marys.

The increase in population during the summer months has the potential to place a significant demand on emergency services in the event of a period of adverse weather or a large-scale incident.

A key risk for the service is the potential for a large-scale hazardous material or environmental contamination incident. Over the past nine years the service has been called to attend three of these incidents. The environmental impact this would have on the islands and passing maritime vessels means that the service must be trained and equipped to respond to this risk.

Consultation. You said:

When asked about priorities for the service over the next three years respondents included a number of suggestions: maintaining services (30%), maintaining crew levels (30%), training firefighters (22.7%), services on the off islands (20%), upgrading equipment (14.5%), dealing with incidents (14.5%), upgrading appliances (12.7%), off island boating arrangements (10.9%). Full list available in consultation report.

We will:

- Develop and embed a process of exchange of risk information to feed into the broader understanding of risk for the service.
- Continue to undertake visits to known premises/sites for the purpose of gathering information about the use of the building, the hazards and risks, construction,

operational and environmental considerations and information to assist in fighting a fire (known as site specific risk information).

- Undertake operational exercises in collaboration with Cornwall Fire and Rescue Service Critical Control Centre to plan and prepare for incidents linked to site specific risk information.
- Support the implementation of a new availability monitoring system (Gartan) to ensure firefighting skills and capacity is understood and resources allocated accordingly.
- Continue to undertake a programme of vehicle and equipment maintenance, including breathing apparatus servicing, hose reel repairs etc.
- Adopt appropriate national operational guidance.
- Adopt appropriate national fire standards.
- Embed operational learning from annual operational preparedness audits and undertake effectiveness audits to test the learning through operational exercises and training drills.
- Develop a memorandum of understanding to formalise the inter-island mutual aid arrangements with Cornwall Fire and Rescue Service.
- Ensure robust and ongoing links with the multi-agency local resilience forum.
- Develop a training plan specific to the unique Islands geography and aligned to fire and rescue risks. Undertake the training as identified in the planner.
- Work with the Isles of Scilly Council to manage the approach to multiagency use of fire stations.

People and Resources



Developing our workforce to ensure we have the right training, skills, competencies and behaviours to deliver our service, and ensure we have the right systems, equipment, vehicles and information to deliver value for money services effectively and efficiently.

The unique geography and infrastructure of the Isles of Scilly, present risks that are specific to the islands. The number of older people is increasing; over a quarter of people living on the islands are aged 65+ (28%), and are therefore at an increased risk of fire.

A quarter of incidents attended over the past 10 years were classified as ‘special service calls’ which are those that do not fall into the broad categories of ‘fires’ or ‘false alarms’. The highest proportion of special service calls were to assist other agencies (36%), 18% were due to flooding, and 15% were for hazardous materials (sub shoreline). During this time the service has also attended three aircraft incidents, two rescues/release of persons

and two road traffic collisions. Of all special service calls, 42 were attended on St Mary's with low numbers from the other islands.

We therefore need to ensure we target our safety messages and visits to the people in our communities who are most at risk, with the aim of preventing incidents and/or reducing the impact if they do occur. We also need to make sure that our staff are trained and equipped to deal with the range of incidents that may occur and have plans in place to deal with the unique infrastructure and geography of the islands.

The uniqueness of the islands can make providing an emergency response more challenging. For example, the mains water available on the islands could provide a potential risk for the service to deal with incidents effectively and provide water to power emergency generators. We need to understand this fully and plan and prepare accordingly.

To ensure our assets meet current and future operational needs and are aligned to our risk reduction activities, we have a capital replacement programme which outlines the long-term (10 years) approach to the maintenance and replacement of our vehicles, specialist equipment and IT systems to ensure they continue to reflect the needs of the service.

We will:

- Review the Isles of Scilly Fire and Rescue service agreements with St Marys airport fire crews and Cornwall Fire and Rescue Service and develop plans for greater efficiency, effectiveness, governance and scrutiny of the delivery of these service level agreements.
- Deliver the Isles of Scilly elements of the capital replacement programme; a programme of work to update and procure vehicles and equipment to align service resources to risk.
- Update our IT training to incorporate the use of new platforms and systems including Microsoft Sharepoint and Gartner.
- Review our on-call contracts to ensure they support the recruitment and retention of firefighters.
- Explore and develop workforce planning and succession planning to ensure firefighters are recruited, trained and competent to back fill when staff leave the service, for example when retiring.
- Monitor and skills compliance across all crews; including relevant fitness testing, Breathing apparatus competency and core fire and rescue skills
- Undertake Equality, Diversity and Inclusion training with all staff to ensure our staff are working in a place that is safe, healthy and inclusive, where people feel valued for their contribution and role model our core values.
- Conduct ongoing staff engagement, to ensure the views and ideas of all our staff are taken into consideration when developing and delivering our services.

- Ensure all staff have an annual appraisal to discuss performance and identify training/development needs.
- Embed the use of *PDRPro* and *Learn Pro* computer systems to support core operational competency, training and learning.
- Embed a robust health and safety reporting culture.
- Ensure our work is aligned and linked to the Isles of Scilly corporate plan and service strategies to maximise collaboration and efficient ways of working.

Monitoring progress against our plan

This Community Risk Management Plan (CRMP) sets out how we will deliver our services to minimise and deal with the Isles of Scilly fire and rescue related risks. It's important to monitor how well we are doing against our plan to ensure we are making the necessary improvements to our service, and that we are delivering an effective and efficient service for the residents and visitors of the islands. We have developed the below key performance indicators (KPI's) to help us do this:

| Area of service | Measure | Target |
|----------------------|------------------------------------|---|
| Prevention | Response to HFSC referrals | No of HFSCs undertaken % of these for high risk individuals (in development) |
| Protection | Fire safety audits | No completed % of these in high risk premises |
| Response | Failure to mobilise to an incident | 90% (across the service; all five islands) |
| People and resources | Training and development | 100% Medical compliance 90% Fitness compliance 90% BA compliance 90% Incident command compliance 100% PDS completions 100% Mandatory training compliance |

Consultation. You said:

When asked how we could keep people informed of the progress we make against our plans, most respondents said that they would like to be kept updated via social media and on the Council's website. They would also appreciate a printed leaflet or poster, but would like this to be short and succinct and written in plain English.

We will:

Explore options for how best we can keep residents informed of what we have been doing to help keep them safe and how we are progressing against the key measures outlines. We will look to provide this information in a number of ways, ensuring it is succinct and written in plain English.