



Isles of Scilly  
Fire & Rescue Service



Council of the  
Isles of Scilly

# Working together to make the Isles of Scilly safer

Integrated Risk Management Plan 2019-  
2022

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# Welcome

I am pleased to present the Isles of Scilly Fire & Rescue Service Integrated Risk Management Plan (IRMP) for 2019-2022. This plan sets out our objectives, initiatives, activities and projects to effectively and efficiently manage and reduce risk across the Isles of Scilly for the next 3 years. This plan demonstrates our ambition to continue to improve our service and where appropriate take the opportunity to be flexible and innovative by embracing new methods of working and the use of technology to meet the challenges and risks applying to our remote island communities.

Our Vision statement, “Working together to make the Isles of Scilly Safer”, is fundamental to the strategic, tactical and operational business of our Fire & Rescue Service. Given the particular challenges we face on the Isles of Scilly, we recognise that working collaboratively and in partnership with others, including Cornwall Fire & Rescue Service, is fundamental to helping us achieve our vision, priorities and objectives.

I am extremely proud of our dedicated and professional staff who are absolutely committed to keeping our communities safe by providing an exceptional service, particularly through their prevention and response functions. In recognition that our people are our greatest asset and as reflected in this plan, the health, safety, welfare and development of our staff, together with our workplace culture and core values, remain service priorities that transcend everything we do.

Thank you for reading our plan and recognising our ambitions and commitments to ensure that we provide an effective and efficient service that protects all who live, work and visit the Isles of Scilly.

Craig Dryden Chief Executive of the Isles of Scilly Fire & Rescue Service



# Introduction

Since 2006, the Isles of Scilly Fire & Rescue Service has produced an Integrated Risk Management Plans (IRMP). The IRMP reflects the requirements set out in the Fire and Rescue National Framework for England 2018. The primary purpose of the IRMP is to ensure that the correct resources are available to satisfy the safety needs and risks of the islands' communities. An IRMP identifies and assesses all foreseeable fire and rescue related risks identified from our risk based evidence profile and sets out how we plan to mitigate these risks. Integrated risk management planning is designed to give fire and rescue services the flexibility to use resources in the most effective way to save lives, improve public safety and reduce emergency incidents.

The Fire and Rescue Service for the islands is delivered by the Council of the Isles of Scilly. The Council is a Unitary Authority and comprises 16 elected Councillors, overseeing the policy and delivery of our fire and rescue services. We have a Lead member for Place and part of the portfolio responsibilities relate to the fire and rescue service. Scrutiny of our Integrated Risk Management Plan (IRMP) is provided through an Annual Statement of Assurance for each year covered by the IRMP. This statement is a backward looking document aimed at providing assurance that we are delivering an efficient, effective and value for money service and are working within the financial parameters set out in the Medium Term Financial Plan. The requirements for assurance are set out in Fire and Rescue National Framework for England.

# The Isles of Scilly Fire & Rescue Service

The Isles of Scilly is an archipelago located 28 miles off the south-western tip of Cornwall. There are five inhabited islands with approximately 2,310 residents<sup>1</sup>. The majority of the population live on St Mary's.

The remote location and tiny 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 on-call firefighters and volunteers 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 with Cornwall Fire & Rescue Service (CFRS) and St Mary's Airport Rescue Firefighting Service 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 tiny and rapidly aging population and acute shortage of affordable homes (currently the islands are experiencing a slight population decline coupled with an aging population with predictions indicating 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 tiny population spread across 5 islands that all need to be protected and kept safe;
- Providing an operationally effective and modern fire & rescue service that can respond to the needs of the community and its risks given the Council's extremely limited resources, the proportionately high costs of the service (see below) and isolated location;

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<sup>1</sup> Local Insight Profile, Cornwall Council, July 2018

- Providing an appropriate engineering resource on the islands to maintain, service and repair our vehicles and equipment due to the lack of any commercial engineering businesses on the islands and remoteness from specialist engineering businesses located on the mainland.

## How the Isles of Scilly Fire & Rescue Service is resourced

As all the fire-fighters are retained and “On Call”, their main job is elsewhere. In the event of an emergency, fire-fighters 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 multi-trained for a range of incidents, including road traffic and chemical incidents and humanitarian assistance.

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

| Island      | Personnel  | Appliance(s)  |
|-------------|--|---|
| St Mary's   | 1 Station Manager<br>1 Watch Manager (B)<br>2 Crew Managers<br>12 Firefighters | 1996 Mercedes 1124 Water Tender Ladder<br><br>2014 4x4 Toyota Hilux |
| St Agnes    | 1 Watch Manager<br>1 Crew Manager<br>5 Firefighters                            | 1986 Tractor & water bowser trailer                                 |
| Bryher      | 1 Watch Manager<br>1 Crew Manager<br>4 Firefighters                            | 1986 Tractor & water bowser trailer                                 |
| Tresco      | 1 Watch Manager<br>1 Crew Manager<br>4 Firefighters                            | 1990 Dodge 50 Series Rescue Pump                                    |
| St Martin's | 1 Watch Manager<br>1 Crew Manager<br>5 Firefighters<br>1 Volunteer             | 1986 Tractor & water bowser trailer                                 |





1986 Tractor & trailer serving the off Islands of St Agnes, Bryher and St Martins

All of the islands fire stations, which have either been replaced or upgraded over the last 10 years, are multi-agency. 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 Constabulary. This multi-agency approach extends to fire-fighters on the off islands, some of whom are also co-responders (3 coastguards on St Agnes, 2 ambulance responders on St Martins and 2 ambulance responders & 1 Coastguard on Tesco). Further work is being undertaken to ensure that all the emergency services active on the islands work more closely in collaboration and partnership with each other. As such, initiatives are being explored to share resources, including people, vehicles, equipment, premises and training to improve the islands resilience whilst saving on costs.

As demonstrated by the recent HMI inspection, the retained "On Call" operating model, augmented with the partnership arrangements with the Cornwall Fire & Rescue Service (cost around £60K per year) and the fire & rescue crew at the Airport (cost around £30K per year), together with collaborative working with the other emergency services, provides the islands with an effective and efficient service. The collaborative and partnership arrangements are integral to the service and provides 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 & Rescue Services Act 2004 and the National Framework Document. Indeed the HMI inspection concluded that the service has saved money by: having an agreement with Cornwall Fire and Rescue Service; using the airport's fire service; and working with other emergency services – but the inspection also recognised that the service needs to be more affordable, which is challenging given the particular circumstances of the islands for the reasons set out in this plan.



## The Fire & Rescue Revenue 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:

| <b>2019/20</b>  | <b>2020/21</b>  | <b>2021/22</b>  |
|-----------------|-----------------|-----------------|
| <b>£533,082</b> | <b>£543,744</b> | <b>£555,283</b> |

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.

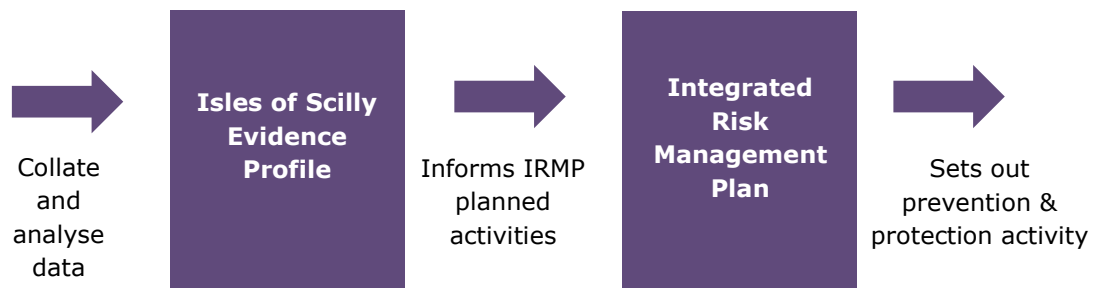
The current budget does not reflect the true cost of the service as any cost for capital investment to replace outdated vehicles, kit and equipment is excluded – some of the services vehicles date back to 1986. A key priority for the service is therefore to produce a capital programme to ensure that there are planned investments to ensure appropriate vehicles, kit and equipment – securing the necessary funding to meet future capital investments will be challenging given our limited resources.

# The Isles of Scilly Profile

An evidence profile has been produced for the Isles of Scilly Fire and Rescue Service by Cornwall Fire and Rescue Service. It provides an overview of incidents attended by the service between April 2009 and March 2019 to explain the key fire and rescue related risks.

This evidence profile has been developed to provide an understanding of the nature of risks and incidents on the Isles of Scilly to help inform the Integrated Risk Management Planning process. This 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.

## Evidence and planning cycle



The evidence profile includes data about the demographic make-up on the Isles of Scilly to understand some of the challenges and issues affecting the population. Information has also been provided about the national context and political changes affecting the way fire and rescue services operate within the section 'what does the future hold?' How the Isles of Scilly Fire and Rescue Service will address the risks identified in the evidence profile are set out in this IRMP.

The islands are a popular holiday destination for tourists and the economy is **heavily reliant on the tourism** industry, receiving approximately 74,000<sup>2</sup> trips from visitors each year. Of these visitors, 99% are visiting the islands for holiday purposes with 51% 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. The islands are a popular destination for large cruise ship and the **numbers of passengers landing is increasing** year-on-year. In 2018, 56 cruise ships were scheduled to land on the islands carrying approximately 14,000 passengers<sup>3</sup>.

Of the 2,310 people that live on the islands, 16% are children aged 0-17, 25% are aged 65+ and 7% are aged 80+. The **proportion of older people aged 65+ is much higher** in the Isles of Scilly (25%) in comparison with the UK (16%) and England (17%) average.

<sup>2</sup> Visit Cornwall, visitor numbers

<sup>3</sup> Duchy of Cornwall, St Mary's Harbour Master cruise call numbers, 2018

**14% of people have a limiting long-term illness** compared with 18% across England. The **working age population**, aged 16-64, **is set to decline** from 65% of the population to 52% by 2030.

People on the islands have to work hard to sustain a living wage, with many having at least two jobs. Various studies of the economy show that self-employed rates are high but **average pay is significantly lower than the regional and national averages**. The limited **availability of affordable housing** is a critical issue for people on the Isles of Scilly, which also affects the sustainability of public services on the islands. 50% of households have no car in comparison with 26% across England.

There are 1,389 households<sup>4</sup> on the Isles of Scilly; 71% of these have one usual resident and 28.8% have no usual residents. 34% of households are single person households and there are **150 homes (15% of households) with a person aged 65+ living alone**. 21% of households on the islands have a person with a long-term health problem or disability. **26% of households lack central heating compared with 3% across England**.

Of the resident population, 98.8% are white, 0.8% are mixed/ multiple ethnic, 0.1% are Asian/ Asian British, 0.1% are Black/ African/Caribbean/ Black British and 0.2% are other ethnic group. The majority of residents (55.3%) stated Christianity as their religion in the 2011 Census with 33.7% stating no religion. There is a very small proportion of residents on the islands who are Buddhists, Muslims, Jewish and Hindu.

The volume of **crime is very low** when compared with other areas in the country. It can be seen that the Isles of Scilly has a **pronounced seasonal pattern** with greater than average number of offences recorded in **July, August and September**.

The Isles of Scilly has a **higher proportion of people aged 65+ than the UK** and England average. A **quarter of people living on the islands are aged 65+** and are therefore at an increased risk of fire. Of the, 348 home fire safety checks carried out over the past five years, 44% of them have been in homes where a resident is aged 65+.



**The increasing numbers of older people living on the islands combined with a reduction in the working age population is one of the key risks facing the fire and rescue service.**

It is estimated that approximately **25% of the population of Cornwall and Isles of Scilly drink alcohol at above the recommended 'safe' levels** (DAAT Alcohol Strategy 2016), which is slightly higher than the national average. There have been a number of recent deaths, arrests and a safeguarding referral that has highlighted a **culture of binge drinking** and cases of problematic alcohol use on the islands<sup>5</sup>. Issues with binge drinking and **problematic alcohol use** also present a risk for fire and rescue related

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<sup>4</sup> NOMIS, Local Area Report,  
<https://www.nomisweb.co.uk/reports/localarea?compare=1946157350>

<sup>5</sup> Isles of Scilly Drug and Alcohol Needs Assessment, 2017, Amethyst Intelligence Team.

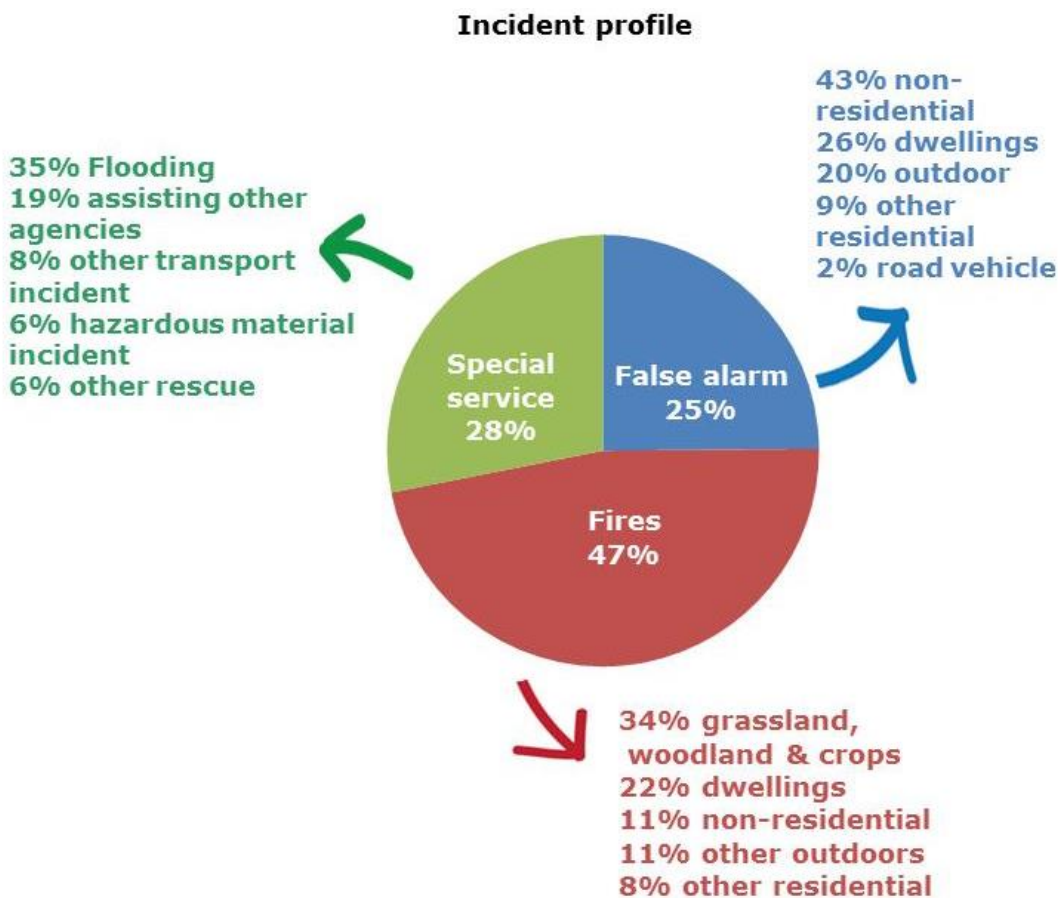
incidents. However, this is not evident in the information that has been collected about fire and road traffic collisions.

The **unique infrastructure** and geography of the islands can make providing an emergency response more challenging. Variable **water availability** on the islands provides a **potential risk** for the service to deal with incidents effectively.

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. Given the number of passing maritime vessels and consequential environmental impact resulting from an incident, the service must be trained and equipped to respond to this potential risk.

The Smart Islands Programme (SIP) aims to create a low-carbon and more sustainable energy source and bring benefits for residents and the service by potentially reducing fire risks through more modernised energy and heating technologies. By implementing a set of interconnected projects, the SIP aims to cut electricity bills by 40%, meet 40% of energy demand through renewables and see electric and low-carbon cars make up 40% of vehicles. This programme will provide a more **reliable energy source** for the islands making them more self-sufficient and providing a sustainable and **safer energy source to fuel homes on the islands**. The SIP provides an opportunity for the fire service to develop innovative and sustainable solutions to respond to incidents such as the possibility of electric vehicles.

# Isles of Scilly Incident Profile



**Fires** are the most frequently attended incident type for the fire and rescue service and the **majority of these are secondary fires** (around a third), which occur outside in grassland, woodland and crops. Over the past nine years, the service has attended 30 fires of this type with the majority occurring on St Mary's. However, each year the service is called upon to attend up to four dwelling fires on the islands.

**Cooking fires** and fires in the **kitchen** have been the most common cause of accidental dwelling fires over the past nine years. However, further work should be undertaken to **improve the information captured about incidents** attended so that this information can help to inform planned prevention activities.

Although the majority of secondary fires are started accidentally there is some evidence of **deliberate fire setting** taking place on St Mary's during 2015/16 and 2016/17 but not during 2017/18.

The **majority of incidents occur on the most populated island of St Mary's**. Over the past nine years there have only been very low numbers of fire, special service calls and false alarms on the other islands. While the service must continue to be equipped and trained to respond to fires and special service calls on the four other inhabited islands, the greatest demand for resources is from the island of St Mary's.

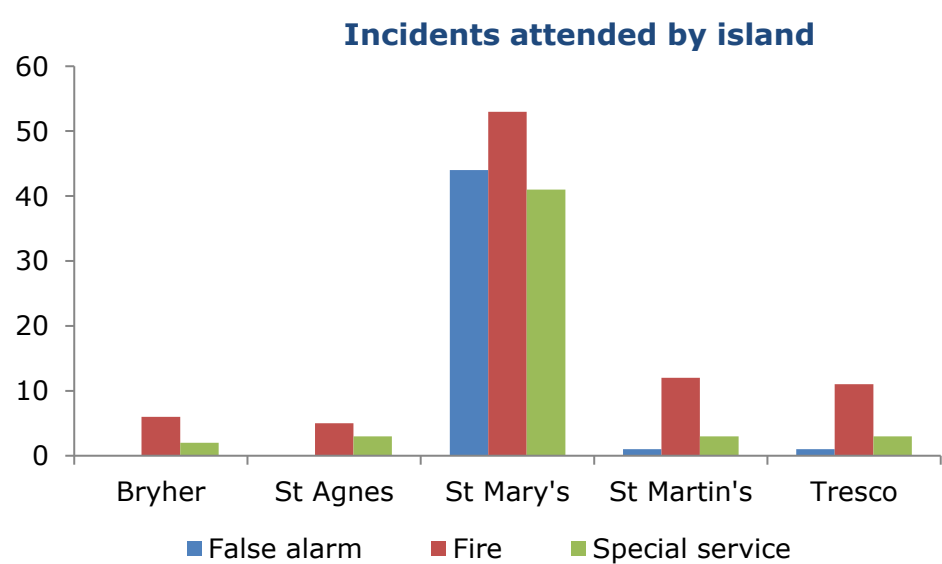
During the tourist season, the population of the islands significantly increases placing a demand on services and infrastructure. **Incidents are most likely to occur during the summer months** with July the peak time for emergency calls. The increase in population during the summer months has the potential to place a **significant demand on emergency services in the event of a period of adverse weather or a large scale incident**.

Despite the potential risk posed by the water and popular sailing and maritime events on the islands, there is **no evidence of an impact on water rescues** on the service. Over the past nine years, the service has only been called to attend one rescue or evacuation from water.

The service attends between 2 and 11 special service calls each year. Most of these calls are outdoors with just over a quarter of these calls to people’s homes for flooding or assisting other agencies. Of the 52 special service calls attended over the past nine years, the highest proportion was for **flooding**. Just under one fifth were to **assist other agencies** and 8% were to deal with another **transport incident**. Over the past nine years, the service has attended three rescues/ release of persons, **two road traffic collisions** and one rescue or evacuation from water. Of these special service calls, 41 were attended on St Mary’s with low numbers from the other islands.

The majority of false alarms occur in non-residential premises with the highest number coming from **education premises** followed by purpose built flats/maisonettes.

Incident breakdown by island



# Our vision, values and priorities

## Our vision - Working together to make the Isles of Scilly Safer

All of the islands fire-fighters are fully embedded within the community and have an exceptional personal understanding of the risks facing its residents and businesses. The community driven approach of the service means that that we can target prevention and protection work effectively, focus on key risks and support those most vulnerable to match limited resources.

## Our Principles

### Health, Safety and Wellbeing

We will ensure that our workforce is safe, healthy, fit and well in recognition that our people are our most valuable asset and resource and absolutely vital to ensuring we can provide an efficient and effective service.

### Community Engagement, Equality and Diversity

We will ensure that our fire-fighters understand the importance and relevance of our core values and how they link to their role. We aim to maintain a culture that is open, honest and inclusive, where people can flourish and be the best they can, where change and challenge is welcomed and where we understand how to accept and include everyone's differences to make us a stronger team.

### Safeguarding

We will actively work with and improve the lives of vulnerable residents within our communities through our safeguarding work.



## Our Core Values

The core values of the Isles of Scilly Fire & Rescue Service are set out below. These core values influence how we work to achieve our priorities and guide our professional behaviours.

### Serving Our Community

We aim to make the Isles of Scilly the safest place in which to live, work and visit and provide a service to our community by:

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Being answerable to those we serve
- Striving for excellence in all we do

### Supporting Our People

We recognise that the people that work for our service are our greatest asset and we will support them by practicing and promoting:

- Fairness and respect
- Recognition of merit
- Honesty, integrity and mutual trust
- Personal development
- Co-operative and inclusive working

### Promoting Diversity & Equality

We will promote diversity and equality by:

- Treating everyone fairly and with respect
- Providing varying solutions for different needs and expectations
- Promoting equal opportunities in employment and progression within the service
- Challenging prejudice and discrimination

### Improving Our Service

We will ensure the Isles of Scilly is the safest place to live, work and visit by responding to new challenges, adapting the way we work and continually improve at all levels of the service by:

- Accepting responsibility for our performance
- Being open-minded
- Considering criticism thoughtfully
- Learning from our experience
- Consulting and working collaboratively and in partnership with others

## Our Priorities

Taking into account the risks identified, the service has developed a set of priorities to help achieve our vision of working together to make the Isles of Scilly safer. Resources will be focussed on these areas to develop and deliver the activities set out in this IRMP, which will be review each year to ensure we address risks and consider any change in that time. Our priorities are:



### **Prevent**

To prevent fires and other community related risks and work with partners, including adult and children social services, to improve the health, safety and wellbeing of those people in the community most at risk.



### **Protect**

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



### **Respond**

To deliver an effective and efficient emergency response and recovery service both locally and to support national requirements.



### **People**

To ensure our workforce is professional, resilient, skilled, flexible and diverse and work in the inclusive and healthy environment where people feel valued for their contribution and role model our core values.



### **Perform**

To ensure we have the right partnerships, systems, equipment, vehicles and information to deliver value for money services effectively and efficiently with appropriate governance and assurance arrangements.

# How we deliver our services to meet our priorities



## Prevent

To prevent fires and wider community related risks and work with partners to improve the health, safety and wellbeing of the people and communities most at risk.

New evidence into fatal fires in the South West of England has highlighted a number of factors that make someone at greater risk from a fire in their home. The study found that men are more likely than women to die in fires with the **80+ age group at greatest risk**. Smoking materials are the most common source of ignition in fire deaths in the South West. A number of common factors have been identified which makes someone more likely to die in a fire, as set out below:

- Smoking
- Living alone
- Poor housekeeping
- Limited mobility
- Mental health
- Medication including illegal drugs
- Alcohol

## Consultation: You said...

**40%** said we could use social media and our website to promote home fire safety checks.

In response to the risks identified above and in the profile for the islands, the fire service provides an effective fire safety advice and education to our community, businesses and visitors. Our education programme is targeted at the islands young and elderly; we engage with the Brownies, Rainbows and Army Cadets; we target community groups, such as the WI and the Memory Café. Most innovatively we work with the Five Islands School to engage with our young through the Duke of Edinburgh Award scheme (the life-skills fire-fighting course provides students with practical hands on experience of the role of a fire-fighter and has helped recruit female fire-fighters into the service) and Year 999 (an education programme that informs students what to do in an emergency).

The key prevention activities undertaken by the fire service focus on home fire safety visits. The service works closely with the Councils Adult Social Services to identify the most vulnerable in our community. Home safety checks include fire safety and carbon monoxide advice, the installation of smoke and carbon monoxide alarms, electrical testing and, where appropriate, new electrical safety equipment, including electric blankets and deep fat fryers – all free of charge.

Set out below are the number of home visits undertaken over the past 6 years:

|                                | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|--------------------------------|---------|---------|---------|---------|---------|---------|
| <b>Home fire safety checks</b> | 120     | 23      | 79      | 72      | 54      | 67      |
| <b>% 65+</b>                   | 0%      | 0%      | 97%     | 76%     | 39%     | 64%     |
| <b>% disabled</b>              | 0%      | 0%      | 0%      | 0%      | 1%      | 7.4%    |

Due to the influx of seasonal workers, training and advice is provided to staff in the workplace on fire safety awareness with specific training for Fire Wardens also given. Sessions include advice on basic fire safety and drill procedures and training in the practical use of fire safety equipment, such as fire extinguishers and blankets. Training is also targeted at those premises most at risk, including the Hospital, Park House Residential Care Home and for Council staff. Annual exercises are carried out at Park House and the boarding school for off island secondary school students at Mundesley, both on St Mary's.

Over the past nine years the fire and rescue service has been called to attend two road traffic collisions, which both involved cars on St Mary's. Car ownership is much lower on the Isles of Scilly than the national average with just 50% of households owning a car. Whilst this is a National priority based on the low level risk such prevention work is not a priority. However, we will work with the Community Safety Partnership to reduce the risk of accidents to cyclists and pedestrians.

## Prevent Actions & Objectives

- Promote fire safety checks and improve the referral service with the aim of undertaking 100 visits per year prioritising and targeting the most vulnerable at risk in the community;
- Train fire fighters to undertake home safety checks to help support independent, safe living, take account of other community safety risks and help improve the health, safety and wellbeing of people;
- Ensure home fire safety visits are accurately recorded and monitored with consistent and documented safeguarding processes in place;
- Raise awareness and provide advice and information to prevent fires and other community related risks;
- Work with the RNLI, HM Coastguard and commercial boating operators to provide leaflets on initiatives promoting fire and water safety.



## **Protect**

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

Consultation: You said...

**60%** said providing some form of education/awareness/communication regarding business fire safety responsibility would be a useful.

Service following a delegation of functions in 2018 as part of the collaboration arrangements and in recognition of the specialist resources that were not available to the islands fire & rescue service.

## **Protection Actions & Objectives**

- Continue to use Cornwall Fire and Rescue Service to undertake fire safety activities following delegation of all protection functions;
- Develop a risk based inspection profile to target those premises and businesses most at risk and in recognition of the particular challenges and issues facing a remote group of islands;
- Ensure after the fire audits are undertaken across the Islands;
- Identify opportunities to incorporate sprinklers in both new and existing homes and buildings, particularly in recognition that adequate water may not be available or restricted in various parts of the islands;
- Work with The Duchy of Cornwall & tenants to provide rainwater storage on farms to increase water capacity in the event of a fire, particularly those in remote locations.



## Respond

To deliver an effective and efficient emergency response and recovery service both locally and to support national requirements.

Consultation: You said...

**100%** said having a trained crew of five to respond on each island is essential.

The islands fire service comprises dedicated and highly motivated fire-fighters, equipped with appropriate fire-fighting resources and can be deployed effectively, efficiently and safely. The fire service provides a proportionate but resilient and responsive service for each inhabited island with a competent crew of at least 4 retained on call fire-fighters available 24/7, 365 days of the year. However, due to the limited resources on the off islands and having regard to risks and vulnerabilities, in some instances a crew of 3 will initiate a response - the Scilly Local Instruction Manual details the restrictions placed on operations for reduced crews.

Fire-fighters are alerted by pagers through Cornwall's Fire Control. For all incidents on the off islands, the nearest adjoining island plus St Mary's are also alerted to increase capacity if required. For large incidents on St Mary's, off island crews are also alerted to provide additional support. In the event of a major incident, Cornwall Fire & Rescue Service has the capability to provide appropriate back-up and support as demonstrated in a farm fire on St Mary's in 2018.

The station on St Mary's carries a range of specialist equipment to respond to, for example, chemical incidents, road traffic or lifting incidents. Each island has a range of specialist equipment designed to suit its terrain and risks, including a light portable pump in addition to a lightweight pump and foam making capability. On the off-islands, specially adapted and purpose built trailers have been designed to improve fire-fighting capacity and include lighting masts and generators. The off-islands carry crash rescue equipment and therefore have some capacity to deal with vehicle incidents; although due to the small number of vehicles the risk of such incidents is relatively small.

Station availability is regularly reviewed. An availability forecast system has been implemented to ensure that adequate staff are available to crew the islands appliances and respond to incidents. Whilst this has worked reasonably well given the nature and scale of the fire service, the system does need modernising and therefore it is anticipated that a more flexible and reactive system will be implemented using, for example, mobile phone technology.

## Respond Actions & Objectives

- Improve the monitoring of crew availability ensuring the right skills and resources are available to respond on each island;
- Explore opportunities to work differently aligning resources to risk and vulnerability and in recognition of the particular challenges of providing appropriate responses on each island;
- Improve the availability of inter-island boating to ensure back up support for each island when required, including exploration of sharing such transportation with the other emergencies services and public utilities;
- Implement national operational guidance, including joint and national learning, to ensure we have policies and information which is consistent with good and safe working practices;
- Ensure that senior fire-fighters are able to command fire safety assets assertively, effectively and safety at incidents through appropriate training and mentoring and learning and debriefs following incidents;
- Continue to learn from local and national incidents and implement changes when required, including the use of debriefs and our own effectiveness processes;
- Identify ways to improve how we gather, store and share firefighter safety risk information across the service;
- Review the requirement for National Resilience Mass Decon capability on the islands.





## Perform

To ensure we have the right systems, equipment, vehicles and information to deliver value for money services effectively and efficiently with appropriate governance and assurance arrangements.

### Consultation: You said...

The majority selected both South West Ambulance Services Foundation Trust and RNLI/Coastguard as the colleagues to work closer and share Community Fire Stations with.

Dealing with the challenges prevalent on the Isles of Scilly requires innovative, pragmatic and practical solutions. Given the size, isolated location and limited resources, collaboration and partnership working that combines and shares resources is integral to making the fire service work effectively and efficiently.

The formal partnership agreement with Cornwall Fire & Rescue Service builds on the Fires Future Review and enables us to affordably draw upon a large resource of expertise and support to assist the service to respond to its community safety based requirements. It also provides the capacity and resource to enable transformational change. The terms of the partnership ensure that both authorities retain political control and accountability of their fire and rescue services.

As the Council operates the Airport at St Mary's, a Service Level Agreement (SLA) has been established between the Airport and fire & rescue service. This mutually beneficial arrangement enables the highly qualified Airport fire crew to provide a range of services to the fire service that would otherwise have to be provided by full-time employees, an outside organisation or contractor. This relationship maximises available resources and offers excellent value for money by sharing costs between the Airport and fire service. It also provides an opportunity to share other mutually compatible services and resources (not least two Airport fire appliances one of which was built in 2019). Most of the Airport crew are also retained fire-fighters, increasing the expertise, experience and professionalism of the service.

The collaborative approach adopted by fire service also extends to our close partnership with Devon and Cornwall Police, SWASFT, HM Coastguard and the RNLI – with ambitions to implement exemplar and innovative measures to enhance collaboration and partnership working

## Perform Actions & Objectives

- Implement recommendations from the HMICFRS inspection;
- Prepare the service for the ongoing HMICFRS inspection (expected 2020);

- Review and maintain our Cornwall service level agreement and support arrangements, looking at cross service efficiencies and shared working arrangements;
- Continue collaborative working and identify new opportunities, including for example the sharing of people, properties, vehicles, equipment, information and delivering joint roles and training;
- Introduce Business Continuity Planning across the Service;
- Implement a capital investment programme for vehicles, equipment, buildings and uniform;
- Design and implement performance indicators aligned to HMICFRS requirements in a proportionate way.



## People

To ensure our workforce is professional, resilient, skilled, flexible and diverse and work in an inclusive and healthy environment. Where people feel valued for their contribution and role model our core values.

The fire service prides itself on the commitment and dedication to the islands community shown by our Fire-fighters. However based on actions identified from our HMICFRS report, we have to improve on how we look after our people and promote values and culture, ensure fairness and diversity and ensure we appropriately empower, train and develop leadership and capability.

## People Actions & Objectives

The key actions and objectives relating to People, largely reflect the recommendations made in the HMICFRS inspection:

- Introduce Performance and Goals system for people within the service to better manage staff development, performance and productivity;
- Ensure the Core Values are known and understood and ensure fairness and promote diversity;
- Implement electronic systems that hold up to date policies, procedures and values statements;
- Implement wellbeing at work initiatives which support the introduction of a consistent fitness standard;
- Continue to maintain competent people in safety critical skills such as breathing apparatus and incident command that can be recorded and evidenced;
- Provide training for supervisors in managing fairness and diversity to include grievances;
- Provide opportunities for on-island training to reduce the costs, time and challenges of fire-fighters having to train in the mainland;
- Provide training and opportunities to develop leadership and management within the service.

# Key Performance Indicators

This section sets out a range of performance indicators that will help monitor and measure performance against the priorities identified in this plan. These indicators also provide a framework that provides accountability and scrutiny of the service.

## Prevention Key Performance Indicators

- Number of accidental residential fires by island
- Number of home fire safety checks (HFSCs) undertaken
- % of HFSC undertaken with high risk groups

## Protect Key Performance Indicators

- Number of non-domestic fires by island
- Number of fire safety audits
- % of high risk non-domestic premises with a fire safety audit (FSA)
- Number of false alarms caused by automatic fire alarms

## Respond Key Performance Indicators

- % calls handled within 2 minutes for all incidents
- % of turnouts completed within response target for all incidents
- Average response time to fires with a competent crew of either 4 or 5 on St Mary's and a crew of 3 or 4 on the off-islands
- % of incidents reached within 10 minutes

## People Key Performance Indicators

- % of fire-fighters with breathing apparatus (BA) compliance
- Average percentage of time lost due to sickness absence
- % of operational managers compliant with incident command training
- % of staff with performance and goals identified
- % of staff compliant with mandatory training
- % of fire-fighters who comply with the fitness test
- % of recruitment applications from under-represented groups

## Perform Key Performance Indicators

- % savings against MTFP target
- Customer satisfaction

# Contact Us

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