

Rescue Services Strategy 2015

March 2007

Internal security 

MINISTRY OF THE INTERIOR PUBLICATIONS 14/2008

Date of publication
5 March 2007

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<p>Name of publication Rescue Services Strategy 2015</p>	<p>Commissioned by Ministry of the Interior</p>		
<p>Parts Strategy and its implementation programme</p>	<p>Body appointed on</p>		
<p>Abstract The main purpose of the Rescue Services Strategy 2015 is to establish a common platform for long-term planning and development for the entire rescue services sector. The Strategy defines the main priorities, which are:</p> <ul style="list-style-type: none"> - accident prevention - personnel performance - preparedness for major accidents and emergency conditions - research and development. <p>The Strategy also includes an implementation programme which describes in general terms the main duties of the rescue services in the near future and the responsibilities of various actors for these duties. The details of the duties and objectives will be presented in the operational and financial plans of the rescue services and their various agencies and organisations.</p>			
<p>Keywords Rescue services, strategy</p>			
<p>Other information Also available at www.intermin.fi/julkaisut. The ISBN number for the online version is 978-952-491-343-0.</p>			
<p>Name of series and number of publication Ministry of the Interior publications 14/2007</p>	<p>ISSN 1236-2840</p>	<p>ISBN 978-952-491-342-3</p>	
<p>Number of pages 18</p>	<p>Language English</p>	<p>Price 10 € + VAT</p>	<p>Confidentiality rating Public</p>
<p>Distributed by Ministry of the Interior</p>		<p>Published by Ministry of the Interior</p>	

Only by working together can we succeed

The main purpose of this document is to establish a common platform for long-term planning and development for the entire rescue services sector in Finland. The Rescue Services Strategy outlined here ties in with the Government's Internal Security Programme and its Strategy for Securing the Functions Vital to Society, as well as relevant Government decisions and various analyses and assessments of the changing operating environment and of the current state of the rescue services. The rescue services sector faces considerable challenges ahead, and only by working together can these be successfully met.

The Rescue Services Strategy defines the main priorities for Finland's rescue services in the coming years and sets out the strategic goals and the principal measures for achieving them. The objective is a reduction in accidents and in injuries and damage that result from accidents. This requires a broad range of accident prevention work and the resources and readiness to act when accidents occur. It is also our duty to prepare for any emergency conditions facing the country.

The achievement of our objectives will require input from many different parties working in close cooperation and pursuing measures that complement each other. The details of the measures outlined here will be presented in the operational and financial plans of the various rescue services agencies, departments and organisations. It is, of course, essential that the Rescue Services Strategy and the detailed plans are translated into action and results, rather than simply remaining fine words on paper. Playing a key role to ensure this are the 'front-line' service providers, the regional rescue services and their personnel together with the voluntary fire brigades contracted by the regional services. As the first link in the chain of assistance, the emergency response centres bear a great responsibility in serving the general public and other authorities providing assistance. Compared with many other sectors, work by voluntary organisations in the rescue services sector has an exceptionally important role in service provision and in supporting the work of the authorities.

The Rescue Services Strategy has been drawn up by a management forum consisting of representatives from the main rescue services organisations: the regional rescue services, the Emergency Services College, the Emergency Response Centre Administration, the State Provincial Offices, the Ministry of the Interior and other relevant rescue services organisations. The Strategy therefore seeks to accurately reflect the general view of the current state and development needs of the rescue services sector in Finland. However, it does not aim to be the final word but is instead a living document that will be updated as matters progress and as changes occur in the operating environment. The aim is also to generate and focus discussion on the future course of the rescue services in Finland.

Helsinki, 31 January 2007

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1. AIM OF THE STRATEGY

Finland's rescue services face many different challenges in the coming years as a result of changes in the operating environment, decisions made by Parliament and the Government, and expectations of the general public. At the same time, the rescue services will be required to perform their duties efficiently and cost-effectively. This Strategy document sets out the principal measures for meeting the challenges ahead. It is intended to provide the general principles for long-term planning and development of the rescue services work undertaken by the national authorities, regional services and voluntary organisations, and for the necessary collaboration between these and other bodies. The Strategy is to be revised every two years or as needed, for instance if there are significant changes in the operating environment.

2. THE OPERATING ENVIRONMENT AND THE CHALLENGES IT PRESENTS

Globalisation, the international dimension and the European Union

As a consequence of globalisation, Finland's security threats are closely tied to international developments. New security threats are thus likely to have implications for both external and internal security in Finland. The significance of geographical distance is nowadays much diminished, as the effects of an emerging threat are typically transmitted rapidly across a wide area.

The European Union's role in civilian crisis management and international rescue missions is increasing. EU decisions and the EU's contingency planning arrangements will also have implications for Finland's rescue services.

Climate change is expected to increase the likelihood of extreme weather conditions and therefore also the risk of natural disasters caused by such conditions.

Natural disasters and armed conflicts may lead to serious humanitarian crises, the effects of which could also manifest themselves in Finland, especially in the form of refugees and the need to provide assistance for crisis areas. Plans must therefore be in place to prepare for major natural and other disasters requiring international assistance. An increase in the frequency of such disasters could also add to the range of duties for the rescue services in the international arena and raise the performance requirements.

Instability is likely to continue to characterise the global security policy situation. The occurrence of regional conflicts and disintegrating states will give rise to considerable security threats. Even though Finland is not likely to face any military threat in the near future, the situation could change in the longer term, and it would be prudent to prepare for this. Finland's defence arrangements also include a duty to ensure that there are plans for civil defence and for other tasks within the purview of the Ministry of the Interior that are related to emergency conditions which might face the country.

Technological advances

Making effective use of technological advances is a key factor in raising productivity, and Finland remains at the forefront in utilising information technology. Society's increasing dependence on large and complex IT and other technical systems does, however, also increase its vulnerability. Serious disruptions affecting information systems or energy distribution, for example, could jeopardise the functioning of society and the safety of its citizens.

Safety can be enhanced through the use of new technologies. For example, automatic monitoring and alarm systems and extinguishing systems improve the chances of preventing fire and other accidents and of mitigating their effects. Advances in technology can also be of great use in carrying out rescue operations.

Automatic systems are not always wholly reliable, though. Fire alarm systems, for instance, can give out false alarms, causing unnecessary work for the authorities and undermining confidence in the systems.

The actions of the authorities are increasingly guided by information-driven processes. By efficiently collecting and analysing data, it is possible to target resources more effectively.

Social and economic development

The age structure of the Finnish population is changing rapidly as a result of longer life expectancy and a contraction in the size of younger age groups. Forecasts indicate that in 2015 those aged over 64 will already number 1.1 million and account for 21% of the population.

The importance of preventive safety will continue to grow. Greater cost-effectiveness in publicly funded activities will require close cooperation between the authorities and a lowering of the boundary fences between all relevant organisations. Regional and local safety planning will provide the guiding framework for the necessary cooperation.

The ageing of the population and the increase in the number of elderly people living alone will also add to the risk of fire and other accidents. Elderly people may also feel that society is becoming less safe, regardless of what the statistics show.

With the population ageing and with a growing proportion of the population living in the main towns and cities, there are considerable challenges for maintaining emergency services in sparsely populated areas. It is essential to ensure the availability of emergency services in the growing towns and cities at the same time as ensuring the appropriate level of service for sparsely populated areas. Meeting this challenge will require more extensive collaboration and new forms of working with less rigidity in the boundaries between organisations. The risk of major accidents occurring is heightened by the increasing concentration of different functions in society into ever larger units (e.g. shopping centres, means of transport, large venues).

The ageing of the population also affects the work of voluntary fire brigades and the Voluntary Rescue Service. Currently, the system of voluntary fire brigades ensures that the fire service covers the entire country. A considerable proportion of rescue services work is also in the hands of voluntary services, especially in rural areas and at sea, and also in carrying out searches. Arranging voluntary services will become more difficult in the future

if there are no longer sufficient numbers of young people living in rural areas. Increasing demands at work and the attraction of other leisure-time pursuits may further decrease interest in joining voluntary fire brigades.

Even though Finland's economic development is likely to continue at a relatively favourable level, the ageing of the population will draw public spending towards social and health-care services. In spite of the effects of fluctuations in the economy, it can be assumed that the level of public resources available for rescue services in the period to 2015 will remain at more or less the current level.

In accordance with the national productivity programme approved by the Government, the number of employees in the public sector is to be cut. The programme aims to centralise certain functions, to improve processes and structures, and to introduce e-services more widely. Combined with a shift in emphasis regarding certain economic factors, the productivity programme will add to the pressure to improve productivity and cost-effectiveness in rescue services.

Competition for appropriately skilled employees is increasing. The rescue services have to compete for such employees with other employers seeking to recruit them. The image of different occupations will play an important role in this.

The nation's political leaders have set certain objectives for the rescue services. These are laid down in, for instance, the Government Report to Parliament on Finnish Security and Defence Policy, the Strategy for Securing the Functions Vital to Society, and the Internal Security Programme.

The restructuring of the municipalities and of aspects of central government administration is also programmed for the period before 2015. A stated objective that applies especially to sparsely populated areas is to safeguard services through closer cooperation between the different authorities and by improving their operating procedures. Changes arising from this are also likely to affect rescue services, and so preparation should be made accordingly.

Public perception and how to influence it

Perceptions of personal safety and safety in the community at large are based on both objective information (e.g. statistics on accidents and their causes) and subjective feelings about safety. The latter are particularly affected by news reporting about threats, crime and accidents, and experiences of friends and acquaintances concerning situations where emergency services have been needed.

To work effectively, the emergency authorities must rely on public confidence and trust. Surveys show that Finns do indeed have confidence in the actions of the emergency authorities. The rescue services enjoy the highest level of public confidence: an estimated 95% of the population have confidence in Finland's rescue services. The challenge is to retain this confidence in the future, at a time when the work of the emergency authorities will be affected by society's demands for greater cost-effectiveness and streamlined operations.

Accidents and crime are given ever greater and more dramatic coverage in the media, which adds to people's feelings of insecurity. Another important factor is the greater speed with which information is conveyed, and the increasing range of means for doing so. The emergency authorities can also make use of these new information channels for distributing

information about risks and how to minimise them. Making use of this opportunity will be important in the future too, in emphasising people's own responsibility in safety matters. This can also be reinforced through training and education, and through citizenship and safety awareness campaigns, all of which can benefit from using new channels of communication.

The widening and increasingly significant role of the media will increase expectations regarding information provided by the emergency authorities. In line with the principles of an open society, the emergency authorities must provide information on their activities, matters of relevance to the public, and topical issues. The provision of information must also serve to maintain safety and security in society and the general perception of a safe society, as well as to safeguard the necessary conditions in which the authorities can work effectively.

Demands on the services provided by emergency authorities will increase as the importance of civil society grows. People feel that emergency services are largely the same as any other service in society and should therefore be adapted to changing demands. People would like to see a more personalised service.

People's desire to be involved in safety issues is growing, especially at local level. Together with the rapid transmission of information, this could quickly give rise to very strong spontaneous reactions to decisions that are considered detrimental to safety and security at local level. An example might be the response to a service network reform project. The importance of local cooperation, public consultation processes and provision of information on the justifications for plans and decisions will thus grow in the future.

The pace of policy preparation and political decision-making has quickened. Issues and events far removed from Finland geographically can nevertheless rapidly affect the country's political decision-making and thus the actions of different authorities. This requires the emergency authorities to be more flexible and to be able to react quickly to change. At the same time, there is a danger that new types of threat could be given disproportionate attention and thus distort resource allocation.

3. VISION FOR 2015 AND THE CRITICAL SUCCESS FACTORS

3.1 Rescue services vision for 2015

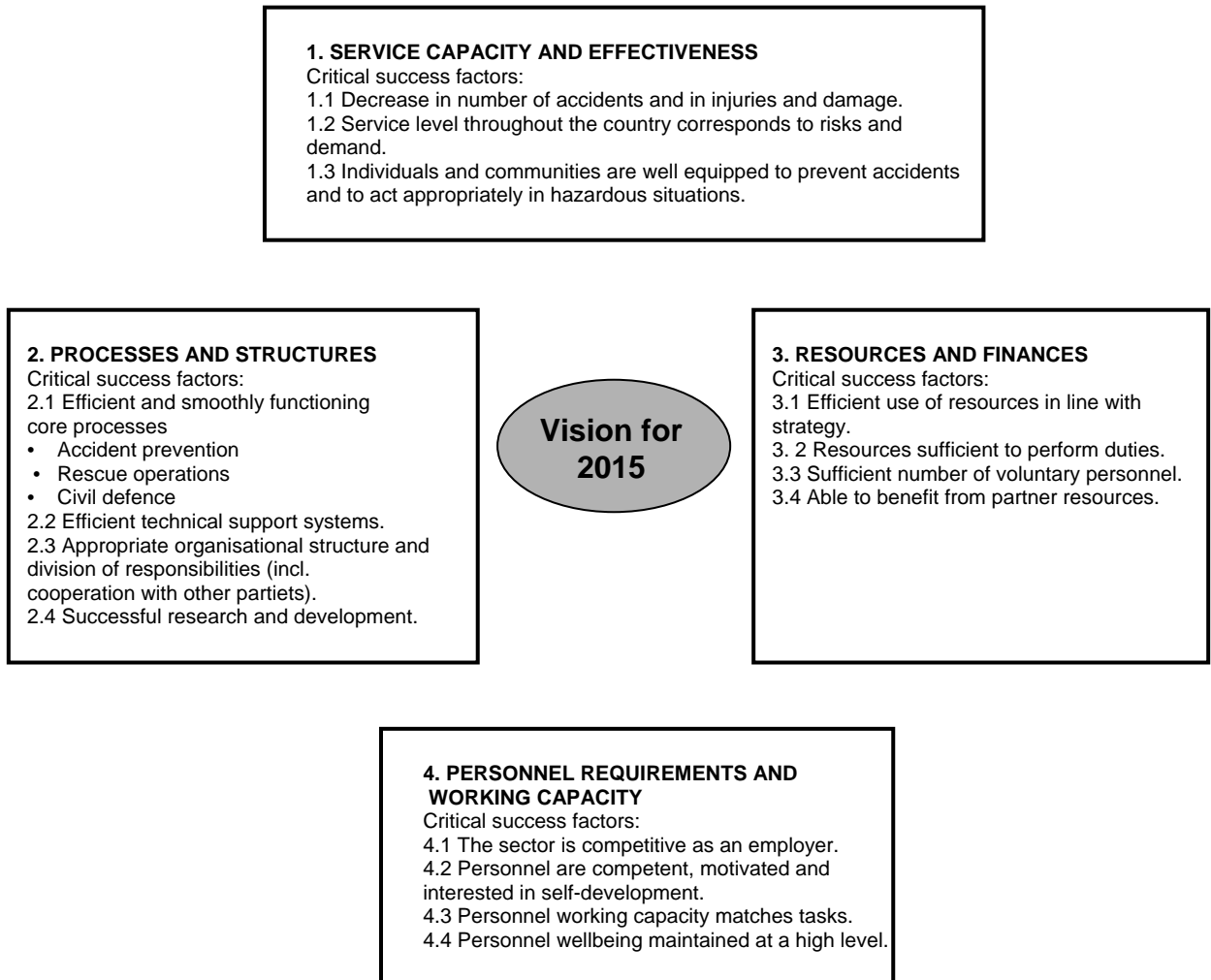
<p>Finland will have a good safety culture and the most efficient rescue services in Europe.</p>

This means:

- a society in which everyone takes responsibility for safety, and in which accident prevention is effective;
- motivated and competent rescue services personnel;
- cost-effective rescue services that satisfy customer needs and are commensurate with the threats;
- a strong partnership network

3.2 Critical success factors

The critical success factors refer to matters which must be attended to if the organisation is to perform its duties properly. The rescue services' critical success factors are presented below in a balanced scorecard (BSC) format.



The Rescue Services Strategy is based on the duties and responsibilities laid down in the Rescue Act. The rescue services also perform other duties referred to elsewhere in the legislation and in separate agreements, of which the most important are ambulance services, first response rescue services and other emergency medical duties, dealing with oil spills and other environmental damage, and supervision of hazardous substances and pyrotechnical equipment. These duties are of strategic importance to the sector and must be taken into account in the plans and development work of the different rescue services units.

4. PRIORITIES AND STRATEGIC GOALS TO 2015

The rescue services priorities set out below take into account the challenges present in the operating environment and the current status of the critical success factors referred to in the figure above. For each priority area a strategic goal is defined for the period to 2015, and this is followed in parentheses by the numerical references of the most relevant critical success factors.

1. Accident prevention

Strategic goal to 2015: Accident prevention work will proceed smoothly in cooperation with other relevant parties. This will have an impact on the number of accidents and the injuries and damage that result from them in accordance with the objectives. (1.1, 1.3, 2.1.1, 3.1, 3.4)

The potential for the rescue services to play a more effective role in society is largely a question of accident prevention. Although the rescue services have long stressed the need for improved accident prevention and for allocating more resources for that purpose, the sought-after reduction in the number of accidents and fire deaths has not materialised.

The Internal Security Programme sets targets for a reduction in the number of accidents. A particular responsibility of the rescue services is fire prevention, and in order to meet the objectives set, a significant reduction in the number of fire deaths must be achieved.

2. Personnel performance

Strategic goal to 2015: The rescue services will be able to provide an efficient and cost-effective service because they have a sufficient quantity of paid and voluntary personnel with the necessary competence and working capacity. (4.1, 4.2, 4.3, 4.4, 3.2, 3.3)

The personnel represent the most important resource of the rescue services. However, at the same time as new demands are being placed on their skills due to changes in the operating environment, the average age of the personnel is also increasing, threatening to jeopardise their performance in rescue operations. In addition, changes in the population structure and the settlement pattern across the country are threatening the sufficiency of voluntary personnel in sparsely populated areas. Demands in the workplace and growing competition for people's leisure time are also hampering personnel recruitment for voluntary rescue services.

3. Preparedness for major accidents and emergency conditions

Strategic goal to 2015: The country's civil defence capability will be consistent with the nature of the potential threats. The organisational structure, premises, facilities and technical systems will allow the rescue services to operate efficiently in all circumstances. (2.1.2, 2.1.3, 2.2)

The performance of the rescue services in everyday small-scale accident situations is relatively good. Major accidents and emergency conditions, on the other hand, demand the kind of skills, resources and arrangements that are not needed every day. It is important to develop this preparedness to deal with major accidents and emergency conditions, and this should be done with due reference to the Government's Strategy for Securing the Functions Vital to Society and its strategy for civil defence.

4. Research and development

Strategic goal to 2015: Development will be an integral part of the operations of each organisational unit. Research and development in the rescue services sector will provide very effective support for decision-making and for operational, technological and personnel development.

Research and development work in the rescue services has been erratic and inadequate. However, with changes in the operating environment occurring more rapidly than before, and with increasing demands for efficiency and cost-effectiveness, there will be a growing need for research and development in the sector. The rescue services vision for 2015 can only materialise if innovative development solutions can be found and technological advances utilised effectively.

5. PROGRAMME FOR IMPLEMENTING THE STRATEGY

The appended table sets out the main projects and measures for implementing the Rescue Services Strategy 2015. It should be noted that the programme does not cover all rescue services activities but instead those matters which require special action and collaboration between different organisations.

Programme implementation will be planned in more detail as part of the rescue services operational and financial planning and the operating plans of the various rescue services units.

1. ACCIDENT PREVENTION

Duty/objectives	Measures	Responsibility	Timing	Status on 31 December 2007
1.1 Close cooperation with other authorities and organisations				
The authorities and other organisations responsible for accident prevention should work in collaboration with each other and towards similar objectives.	Internal Security Programme to include objectives that apply across all government sectors	Ministry of the Interior (responsible for coordination), all relevant organisations	2007	On 29 August, the Government initiated work on a new version of the Internal Security Programme, to be completed by 31 March 2008. The Ministry of the Interior/Department for Rescue Services has set up a coordinating group to prepare the rescue services input for the programme.
	Coordination of collaborative work in regional administration	State Provincial Offices	2007-	Guidance on local safety planning
	Study of current status and future needs regarding collaborative work	Emergency Services College	2007	The Emergency Services College has produced a report on the changing role of regional rescue services as regional organisations. Also of relevance is the study by Kallio and Tolppi from the University of Tampere and the Emergency Services College, respectively, concerning the regionalisation process.
	Collaboration at local level	Regional rescue services	Continuous	Local safety planning is under way. Good progress on collaboration between regional rescue services and the police on establishing causes of fires.
1.2 More effective fire prevention				
The content and application of fire inspection work should be improved.	Strategy and legislative amendments	Ministry of the Interior (project)	2007-	Over the period 7 September 2007 – 31 March 2008, the Ministry of the Interior is preparing a preliminary report on reform of the Rescue Act, which will include consideration of fire inspections in general and in detail.

PROGRAMME FOR IMPLEMENTING THE RESCUE SERVICES STRATEGY 2015**REVISED 31 DECEMBER 2007**

A public education and awareness strategy should be put into effect.	Implementation and resource allocation	Regional rescue services, relevant organisations, other partners	2008-	In its guidance to regional rescue services, the Ministry of the Interior has emphasised the need to implement the main elements of the strategy; i.e. renewal of operating processes, provision of public education and awareness services, targeting education and awareness at specific groups, personnel development and improved networking.
Safety in the home				In December 2006, Minister Rajamäki approved a programme of measures to improve fire safety in the home, and implementation of this is now under way.

2. PERSONNEL PERFORMANCE

Duty/objectives	Measures	Responsibility	Timing	Status on 31 December 2007
2.1 Ensuring that rescue services personnel and the regional rescue services can perform their tasks as intended				
	Set up project	Ministry of the Interior Participants: regional rescue services, State Provincial Offices, organisations in the rescue services sector, personnel organisations, Emergency Services College, Association of Finnish Local and Regional Authorities	2007	The Ministry of the Interior has launched a major project consisting of the four sub-projects referred to here. The project forms part of the Government Programme of Prime Minister Matti Vanhanen's second Cabinet. A joint project implementation agreement has been drawn up between the Ministry of the Interior, the Finnish Institute of Occupational Health and the Emergency Services College, and a project steering group has been set up.
2.1.1 Personnel quantity and composition and personnel performance requirements (sub-project 1)	Specifications and preparation of instructions	Ministry of the Interior + project, partners	2007–2009	Project plan completed on 13 December 2007. Project Manager Taito Vainio appointed to manage the project.
	Application in regional rescue services and contract fire brigades	Regional rescue services, contract fire brigades, relevant organisations	2009	
2.1.2 Personnel career development and the necessary training (sub-project 2)	Principles and preparation of instructions	Emergency Services College + project	2007–2008	Project plan was completed on 13 December 2007. Senior Instructor Kari Kinnunen appointed to manage the project.
	Plans for each of the regional rescue services	Regional rescue services	2008–2009	
	Training need and arrangements	Emergency Services College, other educational and training establishments, regional rescue services	2007-	

PROGRAMME FOR IMPLEMENTING THE RESCUE SERVICES STRATEGY 2015

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2.1.3 Operating procedures and tools (sub-project 3)	Planning and development Testing and applications	Emergency Services College (in cooperation with other parties)	2007–2008	Project plan completed on 13 December 2007. Executive Fire Officer/Fire Inspector Jarkko Jäntti appointed to manage the project.
2.1.4 Enhancing and monitoring operating performance with the aim of maintaining physical and mental working capacity (sub-project 4)	Testing	Finnish Institute of Occupational Health	2007–2009	Project plan completed on 13 December 2007. Specialized Researcher Sirpa Lusa appointed to manage the project.
2.1.5 Collaboration among the regional rescue services	Partnership project	Regional rescue services	2007–2009	The partnership project has been set up for implementation over the period 1 June 2007 – 31 May 2009 in cooperation with the regional rescue services and managed by the Association of Finnish Local and Regional Authorities. A project steering group has been set up and a plan and timetable drawn up.
	Utilising project results	Association of Finnish Local and Regional Authorities, regional rescue services	2009-	
2.2 Ensuring that the Emergency Response Centre Administration’s personnel and the organisation itself can provide the standard of service intended				
	Objectives and operating guidance	Ministry of the Interior, Ministry of Social Affairs and Health	2007-	Performance management at the Emergency Response Centre Administration has been improved. The Ministry of the Interior has set up a national performance management steering group for the Administration (the ‘director-generals meeting’). The Administration’s strategy review has begun.

	Further development of the Emergency Response Centre Administration's internal functioning	Emergency Response Centre Administration, emergency response centres	Continuous	Attention has been given to the working capacity and wellbeing of personnel in the workplace, and internal communication has been improved. Financial and legal expertise has been reinforced at the Emergency Response Centre Agency.
	Personnel training	Emergency Response Centre Administration, Emergency Services College	Continuous	The Emergency Response Centre Administration and the Emergency Services College have jointly launched a training programme (based on a training agreement) for training emergency response centre operators over the period 1 March 2007 – 21 December 2008. The Emergency Response Centre Administration has also begun leadership/managerial training.
	Further development of services	Emergency Response Centre Administration, emergency response centres, customer bodies	Continuous	Service development is connected with the Emergency Response Centre Administration's strategy formulation work currently in progress. Work already undertaken towards enabling call transfer from one emergency response centre to another. In connection with its strategy work, the Administration has also developed a system for networking between emergency response centres.

3. PREPAREDNESS FOR MAJOR ACCIDENTS AND EMERGENCY CONDITIONS

Duty/objectives	Measures	Responsibility	Timing	Status on 5 October 2007
3.1 Implementation of civil defence strategy				
The management system should enable up-to-date situational awareness to be maintained, and should allow real-time decision-making at all levels in the organisation.	Development and introduction of management information system (project)	Ministry of the Interior	2007–2009	Approval testing of the management information system has started. The system will be introduced on 1 January 2008 at the Ministry and in the rescue services departments of the State Provincial Offices.
	Contingency and other operating plans to be drawn up and revised, and the necessary resources allocated (incl. organisational requirements in emergency conditions)	Ministry of the Interior (instructions) All units (planning and implementation)	2007 2007-	On 24 April 2007 the Ministry of the Interior issued contingency planning instructions to the regional rescue services. The regional rescue services are currently reviewing their contingency plans.
Changes in the construction of civil defence shelters	Principles and legislative amendments	Ministry of the Interior	2007–2008	Over the period 7 September 2007 – 31 March 2008 the Ministry of the Interior is preparing a preliminary report on reform of the Rescue Act, which will include consideration of the legislation and instructions concerning construction of civil defence shelters.
Independent contingency planning: objectives and principles	Principles, legislative amendments and instructions	Ministry of the Interior, Finnish National Rescue Association	2007–2008	Over the period 7 September 2007 – 31 March 2008 the Ministry of the Interior is preparing a preliminary report on reform of the Rescue Act, which will include consideration of independent contingency planning and the principles governing it.
	Organisation	Regional rescue services, parties responsible for contingency planning	2008-	
	Training	Finnish National Rescue Association, Emergency Services College		
Alarm systems should enable people to be	Implementation plan to be drawn up	Ministry of the Interior	2007 (plan) 2008-	The Ministry of the Interior will issue new instructions on warnings for the general public

warned in a manner consistent with potential threats.			(implementation)	during 2007.
Preparedness should be maintained and tested through training and exercises.	Establish what changes are needed and make adjustments to the training system	Emergency Services College, Finnish National Rescue Association		
3.2 Civilian crisis management and international rescue missions				
Using its own domestic resources, Finland's rescue services should be able to provide effective assistance to other countries.	Needs, requirements and arrangements will be investigated in collaboration with the EU and international organisations.	Ministry of the Interior	2007–2008	The resources of the Finn Rescue Force will be supplemented so that it can meet the mid-strength classification for international rescue forces by 2010. The modules system of the International Humanitarian Partnership is to be renewed, and an EU decision on the modules system/an EU modules decision is being prepared.
	Implementation Domestic resources will be supplemented to ensure that the rescue services can provide international assistance.	Ministry of the Interior, regional rescue services, other resource providers	2007-2008	Finn Rescue Force agreements are to be renewed during 2008. The Crisis Management Centre's role in international operations is being examined. Efforts are being made to secure the budget appropriations for these activities.
	Training	Emergency Services College	2008	Attention is being given to ensuring that training is sufficient.
	Bi- and multi-lateral agreements and identification of the need to further develop these	Ministry of the Interior in conjunction with neighbouring countries	2006 2008 2008	The agreement with Russia is considered to be adequate. The rescue services agreement with Estonia is to be renewed, and a rescue services agreement between the Barents countries is being drawn up.
Cooperation and reciprocal support with neighbouring countries should work well.	Regional and local collaboration	State Provincial Offices, regional rescue services	Continuous	The State Provincial Offices have agreed on the practical procedures concerning e.g. instructions, forms to be filled in, points of contact, etc.

4. RESEARCH AND DEVELOPMENT

Duty/objectives	Measures	Responsibility	Timing	Status on 5 October 2007
4.1 Implementation of the rescue services research programme				
	Further development of networking with the aim of forming a centre of expertise composed of the different organisations involved	Emergency Services College	2007-	Related in part to the personnel performance project under section 2
	International research collaboration	Ministry of the Interior, Emergency Services College, Finnish Fire Research Board	2007-	The parties responsible have monitored and sought to influence developments in safety research together with other Finnish emergency authorities.
	Taking due account in financing	Fire Protection Fund	2007-	In its funding decisions, the Fire Protection Fund has taken account of the priorities in the rescue services research programme.
4.2 Continuing development and improvement of in-house activities				
	For each organisation, a series of projects and measures designed to improve in-house activities and performance.	All units	Continuous	