



Tayside Fire and Rescue Board

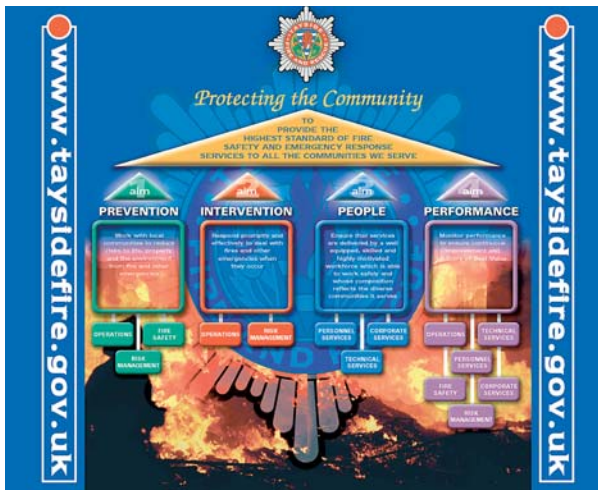


Protecting The Community

Towards a Safer Tayside

Action Plan 2008-2009

OUR MISSION & AIMS



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INTRODUCTION

In November 2007 Tayside Fire and Rescue Board approved the contents of the Towards a Safer Tayside (TAST) Consultation Document which set out the Board's proposals for the provision of fire and rescue services to the communities of Tayside.

Following consideration of the consultation responses, the Fire and Rescue Board has now issued this Action Plan for the year 2008/09. This Action Plan continues to build on the foundations laid in previous years Action Plans and details a number of initiatives which are designed to facilitate incremental improvements to the services we provide and the way we provide these services.

Tayside Fire and Rescue Board's mission is to provide the highest standard of community safety and emergency response services to all the communities we serve.

In support of this mission, every activity within the organisation is undertaken under one of our four Corporate Aims:

PREVENTION: Working with local communities to reduce risks to life, property and the environment from fire and other emergencies.

INTERVENTION: Responding promptly and effectively to deal with fires and other emergencies when they occur.

PEOPLE: Ensuring that services are delivered by a well equipped, skilled and highly motivated workforce which is able to work safely and whose composition reflects the diverse communities we serve.

PERFORMANCE: Monitoring performance to ensure continuous improvement and delivery of Best Value.

Key Drivers

Within the scope of the four corporate aims there are a number of associated key drivers which direct the activities of the fire and rescue service both nationally and locally.

The Fire (Scotland) Act 2005 affirmed new principles for the fire and rescue services of Scotland, placing prevention at the heart of what they do. It created new duties including promoting

fire safety and gave powers to help create safer communities.

The Fire and Rescue Framework for Scotland document highlights the Scottish Government's intention to improve the quality and effectiveness of Scottish fire and rescue services through Integrated Risk Management Plans (IRMPs) and collaboration with the wider community.

The Scottish Government Reform Agenda enables the fire and rescue service to introduce reforms that focus on reducing risk whilst also responding to incidents. This strategy will improve community safety and result in fewer casualties and less property damage from fire.

Local Government (Scotland) Act 2003

places a duty on fire and rescue services to secure Best Value by striving for continuous improvement in the performance of the authority's functions. In doing so they must maintain an appropriate balance between:

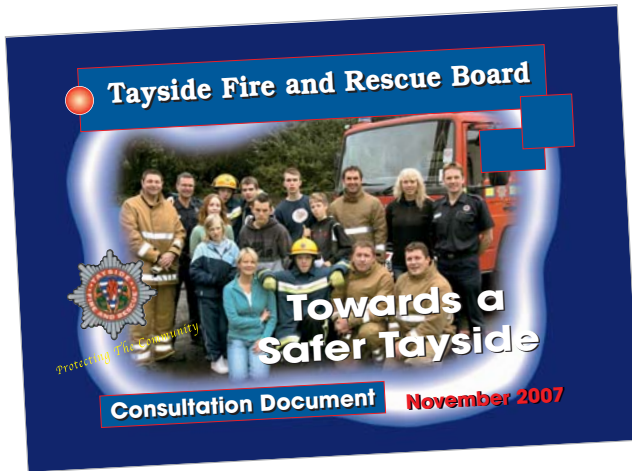
- the quality of its performance; and
- the cost to the authority of that performance.

This Act requires fire and rescue services to participate in Community Planning and to consult with both public and community bodies regarding delivery of services. Tayside Fire and Rescue is committed to working in a manner which constantly examines the effectiveness and efficiency of everything we do and we welcome the views and comments of our communities obtained through the consultation process.

In determining our policies and direction we have taken cognisance of all of the above 'key drivers'. Our Towards a Safer Tayside Action Plan commits us to the continuous development of our service, with the aim of offering our communities even greater protection from fire and other emergencies. Tayside Fire and Rescue Board remains committed to securing the improvements which the initiatives contained within this Action Plan will deliver. However, the most important driver of all is our desire to reduce deaths and injuries from emergency incidents and provide the highest standard of community safety and emergency response services possible to the communities we serve.



CONSULTATION



After approving the contents of the Towards a Safer Tayside Consultation Document on 12 November 2007, Tayside Fire and Rescue Board embarked upon an extensive consultation process which closed on 11 February 2008.

The Board's aim was to raise public awareness and seek the opinions of people who were most likely to be affected by the proposals in the Consultation Document.

THE BOARD recognises that effective consultation plays a vital part in successfully implementing the proposals contained within the Consultation Document. Communicating the organisation's priorities and explaining how and why we aim to achieve them, should greatly assist in helping people understand and

indeed support any proposed changes. To that end, we consulted extensively with internal and external stakeholders utilising various media. Numerous channels have been made available to facilitate feedback and enable people to express their support or concerns regarding our draft proposals.

These channels included:

- Widespread distribution of paper copies of the Towards a Safer Tayside Consultation Document, with an accompanying questionnaire, to elected members and local centres such as libraries and community councils. Copies were also sent to interested groups, such as other fire and rescue services, other emergency services and groups representing vulnerable sections of the community.
- A direct dial phone line which was staffed during office hours and provided an answer/message service after hours.
- A web based presence through Tayside Fire and Rescue's website, www.taysidefire.gov.uk with an online questionnaire. Comments could also be submitted electronically to a dedicated IRMP email address.

Those who replied and gave contact details have received a written response. Where it was felt that additional information would help to address issues raised by the respondent this was provided to them. The feedback received via these lines has been considered by the Fire and Rescue Board prior to the production of this Action Plan.

From the results of the responses we can interpret the following:

- Most people found the Consultation Document 'very easy' or 'easy' to read and understand, with only a few finding the document 'difficult' to understand.

- The vast majority 'strongly agreed' or 'agreed' with our proposals for personnel to undertake a greater preventative role in our communities. The proposed expansion of Home Fire Safety Visits to encompass all areas of the community was 'strongly agreed' by the majority of respondents.
- There was support by the majority of respondents to reassess the partnerships we are involved with to ensure they continue to be worthwhile. Our intention to continue working with key agencies to reduce the number of road traffic collisions received unanimous support.
- A large majority of respondents agreed that the proposals contained in the Towards a Safer Tayside document will help make Tayside a safer place.
- A large majority supported revising the number, type and disposition of fire engines and special appliances across the Tayside Fire and Rescue area to improve the use of resources and community safety.
- A minority of respondents agreed with the proposals to consider multi-tier entry into operational positions.

There was generally a very positive view towards the quality of service provided by the crews and control staff of Tayside Fire and Rescue, indicating that the service is held in high regard by the communities it serves.

The Fire Brigades Union (Tayside) submitted three formal responses entitled "Initial Response to the 2008/09 IRMP Consultation Document", "Making Tayside Safer - Supplementary Response No 1 Perth" and "Supplementary Response 2008/09 No 2 C.A.R.P" in which it outlined its stance with regard to the Board's proposals. In addition the Fire Brigades Union (Tayside) resubmitted the "Response to the 2007/08 IRMP Consultation Document" for consideration by the Board. Formal responses were also received from the Fire Officers Association and the Fire Protection Association.

The contents of these documents have been considered as part of the consultation process and due consideration will be given to them as new policies and procedures are developed in the forthcoming year.

Tayside Fire and Rescue Board will wish to engage in further formal consultations with communities in future years. Our guiding principle is that any person or organisation that might have a legitimate interest in our proposals, or who may be affected by our proposals, should have the opportunity to express their views.



Perth and Kinross Community Safety Partnership.

PREVENTION

STRATEGIC OBJECTIVE ONE

Tayside Fire and Rescue Board Aims To:-
Reduce the number of deaths and injuries due to fires, road traffic collisions and other emergencies.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will:-

- AP•1** Expand the scope of Home Fire Safety Visits to encompass all of the areas and communities we serve.
Lead Department – Community Safety.
Target Date – March 2009.
- AP•2** Ensure that we are at the fore in terms of devising and promoting campaigns which are targeted, using risk management data, at those identified as being most at risk.
Lead Department – Community Safety.
Target Date – March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI•1** Number of deaths from fire.
PI•2 Number of injuries from fire.
PI•3 Number of deaths from road traffic collisions.
PI•4 Number of injuries from road traffic collisions.
PI•5 Number of deaths from other emergencies.
PI•6 Number of injuries from other emergencies.



**Make
your plan.
... Get out
alive!**

STRATEGIC OBJECTIVE TWO

Tayside Fire and Rescue Board Aims To:-
Reduce the number of fires, road traffic collisions and other emergencies.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will:-

- AP•3** Improve the accessibility of fire safety information for 'hard to reach' groups.
Lead Department – Community Safety.
Target Date – March 2009.
- AP•4** Continue to work with key agencies to reduce the number of road traffic collisions under the banner of 'Road Safe-Tay'.
Lead Department – Community Safety.
Target Date – March 2009.
- AP•5** Review our organisational structure to ensure that resources are best targeted to achieve the maximum effect possible in reducing the risk to our communities.
Lead Department – Service Delivery.
Target Date – September 2008.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI•7** Number of fires attended by Tayside Fire and Rescue.
PI•8 Number of road traffic collisions attended by Tayside Fire and Rescue.
PI•9 Number of other emergencies attended by Tayside Fire and Rescue.

STRATEGIC OBJECTIVE THREE

Tayside Fire and Rescue Board Aims To:-
Protect our communities through the enforcement of fire safety legislation, and community safety activities.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will:-

- AP•6** Conduct a comprehensive review of our youth engagement activities ensuring that they are aligned to local and national strategies for risk reduction.
Lead Department – Community Safety.
Target Date – March 2009.
- AP•7** Develop the relationships we have with our relevant partners, including local authorities, to establish community fire safety education in the school curriculum.
Lead Department – Community Safety.
Target Date – March 2009.
- AP•8** Develop a methodology to quantify and measure the outcomes of our community fire safety work.
Lead Department – Community Safety.
Target Date – July 2008.
- AP•9** Promote and enforce Part 3 of the Fire (Scotland) Act 2005 and the Fire (Scotland) Regulations 2006.
Lead Department – Risk Management.
Target Date – August 2008.
- AP•10** Analyse the benefits of legislative fire safety to our public services and business communities.
Lead Department – Risk Management.
Target Date – August 2008.
- AP•11** Develop a forum with the business community to increase their understanding of legislative fire safety matters and embark upon sector specific information roadshows.
Lead Department – Risk Management.
Target Date – August 2008.
- AP•12** Increase the provision of mobile wireless devices to exploit the Digital Dundee internet 'hotspot' access points.
Lead Department – Technical Services.
Target Date – August 2008.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI•10** Percentage of legislative fire safety audits carried out against those planned.
- PI•11** Percentage of legislative fire safety visits carried out against those planned.
- PI•12** Percentage of home fire safety visits carried out against those planned.

STRATEGIC OBJECTIVE FOUR

Tayside Fire and Rescue Board Aims To:-
Safeguard our environment and heritage.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will:-

- AP•13** Continue to develop the risk information, including that held in the historic properties database, to ensure it is accessible to firefighting crews at incidents.
Lead Department – Risk Management.
Target Date – March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI•13** Number of fires in historic properties.
- PI•14** Number of incidents affecting the environment.



Fortunately this fire was a demonstration. A similar room had a sprinkler system fitted which kept damage to a minimum and has the potential to save lives. CFO Hunter is campaigning for sprinklers to be fitted in domestic premises.

INTERVENTION

STRATEGIC OBJECTIVE FIVE

Tayside Fire and Rescue Board Aims To:-
Respond promptly and effectively to fires, road traffic collisions and other emergencies.

Action Points for Achieving This Objective

Tayside Fire and Rescue Will:-

- AP • 14** Continue to assess the most suitable locations from which our appliances are mobilised.
Lead Department - Community Safety.
Target Date - March 2009.
- AP • 15** Review the current crewing arrangements for all specialist appliances to establish if they are the most effective and efficient to meet the future demands likely to be made on the service.
Lead Department - Community Safety.
Target Date - March 2009.
- AP • 16** Collaborate with the Scottish Government towards the full implementation of the Firelink Communications Project.
Lead Department - Service Support.
Target Date - March 2009.
- AP • 17** Review the impact of new dimensions/water incidents/working at heights on our emergency response capability.
Lead Department - Community Safety.
Target Date - March 2009.
- AP • 18** Collate relevant information gained during home fire safety visits and ensure it is available to crews at emergency incidents.
Lead Department - Community Safety.
Target Date - March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 15** Percentage of Operational Debriefs which result in remedial action.

STRATEGIC OBJECTIVE SIX

Tayside Fire and Rescue Board Aims To:-
Reduce the impact of fires, road traffic collisions and other emergencies on the commercial, economic, environmental and social fabric of our communities.

Action Points for Achieving This Objective

Tayside Fire and Rescue Will:-

- AP • 19** Engage with the business community to assess their plans for returning to normality following an emergency incident.
Lead Department - Community Safety
Target Date - March 2009.
- AP • 20** Work with the Tayside Strategic Co-ordinating Group (SCG) to deliver robust business continuity management plans.
Lead Department - Community Safety
Target Date - March 2009.
- AP • 21** Review the impact of climate change upon our service delivery requirements.
Lead Department - Community Safety
Target Date - March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 16** Stakeholder satisfaction of our handling of incidents.





Crews attending to a road traffic collision in Perthshire. Tayside Fire and Rescue are involved in campaigns in an attempt to drive down the number of RTCs on the roads in Tayside.

STRATEGIC OBJECTIVE SEVEN

Tayside Fire and Rescue Board Aims To:-

Ensure we are sufficiently resilient to contribute towards planning for and resolving major incidents at local, regional and national levels.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will:-

AP • 22 Contribute to the continued development of regional and national policies which support the resolution of major incidents. *Lead Department* - Community Safety. *Target Date* - March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

PI • 15 Percentage of operational debriefs which result in remedial action.

STRATEGIC OBJECTIVE EIGHT

Tayside Fire and Rescue Board Aims To:-
Reduce the number of malicious emergency calls.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will:-

- AP • 23** Continue to develop a collaborative approach to reducing the number of malicious emergency calls received. *Lead Department* - Community Safety. *Target Date* - March 2009.
- AP • 24** Work with community planning partners to integrate malicious call initiatives into the wider community safety agenda. *Lead Department* - Community Safety. *Target Date* - March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 17** Number of malicious 999 calls from landlines.
- PI • 18** Number of malicious 999 calls from mobiles.
- PI • 19** Number of malicious automatic fire alarm actuations.



Firefighters arrived at this garage to find it engulfed in fire and spreading to neighbouring properties.

PEOPLE

STRATEGIC OBJECTIVE NINE

Tayside Fire and Rescue Board Aims To:-
Ensure that the right people, with the right skills are in the right jobs at the right times, to contribute towards the delivery of services for the benefit of our communities.

Action Points for Achieving This Objective

Tayside Fire and Rescue Will:-

- AP • 25** Inform managers of core requirements and possible skills gaps regarding relevant development opportunities.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP • 26** Evaluate operational skill requirements for emergency crews and assess possible implications of the loss of experience and skills due to the large number of retirements in the next two years.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP • 27** Carry out a training/development needs assessment of support staff.
Lead Department - Personnel Services.
Target Date - March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 20** Percentage of employees becoming competent in each year.
- PI • 21** Percentage of employees receiving satisfactory appraisals.
- PI • 22** Wholetime firefighters achieving Scottish Vocational Qualification (SVQ) Level 3 as a percentage of all wholetime firefighters.



STRATEGIC OBJECTIVE TEN

Tayside Fire and Rescue Board Aims To:-
Ensure that our workforce is well equipped to meet the needs of the communities we serve.

Action Points for Achieving This Objective

Tayside Fire and Rescue Will:-

- AP • 28** Conduct a review of the equipment used by operational crews at incidents.
Lead Department - Technical Services.
Target Date - December 2008.
- AP • 29** Develop and maintain Resourcelink, the replacement Payroll/Personnel System.
Lead Department - Personnel Services.
Target Date - March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 23** Percentage of programmed vehicle maintenance schedules carried out.
- PI • 24** Percentage of Information Communication Technology helpdesk faults satisfied within 24 hours.



CFO Hunter is pictured with CFOs from Highlands & Islands and Grampian Fire and Rescue Services after signing a Memorandum Of Understanding to run a joint assessment and development centre.

STRATEGIC OBJECTIVE ELEVEN

Tayside Fire and Rescue Board Aims To:-

Develop a highly skilled workforce to meet the needs of our communities through continuous learning and development.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will:-

- AP•30** Establish relationships with external bodies and introduce a methodology to support continuous personal development in the workplace.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP•31** Implement workplace Appraisal and Personal Development Planning.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP•32** Implement the recommendations of the National Training Needs Analysis.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP•33** Continue to explore opportunities for e-learning in the workplace.
Lead Department - Personnel Services.
Target Date - March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI•22** Wholetime firefighters achieving Scottish Vocational Qualification (SVQ) Level 3 as a percentage of all wholetime firefighters.
- PI•25** Number of employees receiving educational support grants.



Stonewall
SCOTLAND

DIVERSITY CHAMPIONS SCOTLAND

STRATEGIC OBJECTIVE TWELVE

Tayside Fire and Rescue Board Aims To:-

Embrace diversity and offer equality of opportunity in everything we do.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will:-

- AP•34** Continue to inform and raise the awareness of all personnel of their individual and the organisation's responsibilities in relation to equality and diversity issues.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP•35** Continue to carry out Equality Impact Assessments to monitor that our working practices do not discriminate against particular groups or individuals.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP•36** Continue to promote flexible working practices and the benefits they bring in meeting the diverse needs of our employees.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP•37** Produce and publish the Board's third Race Equality Scheme to cover the period 2008-2011.
Lead Department - Personnel Services.
Target Date - November 2008.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI•26** Percentage of premises with adequate gender and disability specific facilities.
- PI•27** Number of equality and diversity discipline cases as a percentage of total number of discipline cases.
- PI•28** Number of approaches to harassment contact advisors.
- PI•29** Number of minority ethnic employees as a percentage of all employees.
- PI•30** Number of female employees as a percentage of all employees.
- PI•31** Number of female employees promoted as a percentage of all employees promoted.
- PI•32** Number of equality impact assessments as a percentage of total number required.

PEOPLE

STRATEGIC OBJECTIVE THIRTEEN

Tayside Fire and Rescue Board Aims To:-
Recruit and retain high quality people who reflect the communities we serve.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will:-

- AP • 38** Identify development potential in individuals employed and consider multi-tier entry into operational positions.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP • 39** Continue to adopt best practices with regards to recruitment including positive action campaigns directed at under-represented sections of the community.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP • 40** Undertake positive action to increase the number of women applying for promotion.
Lead Department - Personnel Services.
Target Date - September 2008.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 33** Number of women in each role as a percentage of total number of personnel in each role.
- PI • 34** Number of people from minority ethnic groups in each role as a percentage of total number of personnel within each role.
- PI • 35** Number of people from lesbian, gay, bisexual, transgender groups as a percentage of total number of personnel employed.
- PI • 36** Number of voluntary leavers.



STRATEGIC OBJECTIVE FOURTEEN

Tayside Fire and Rescue Board Aims To:-
Ensure the health, safety and well being of employees and the provision of a safe and healthy working environment.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will:-

- AP • 41** Carry out a systematic review, including a gap analysis, of current working procedures and safe systems of work in order to reduce the number of accidents, injuries and near misses.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP • 42** Ensure line managers provide all personnel with appropriate information, training and supervision to enable them to competently perform their health and safety duties.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP • 43** Promote a positive workplace culture towards health and safety, encouraging ownership at all levels of the organisation.
Lead Department - Personnel.
Target Date - March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 37** Number of personal accidents/injuries.
- PI • 38** Number of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents involving personal accidents/injuries.
- PI • 39** Number of vehicle/equipment accidents.
- PI • 40** Number of RIDDOR incidents involving vehicles/equipment.
- PI • 41** Number of near misses.

● The right resources ● In the right place ● At the right time

STRATEGIC OBJECTIVE FIFTEEN*Tayside Fire and Rescue Board Aims To:-***Provide occupational health services which promote a healthy workforce.****Action Points For Achieving This Objective***Tayside Fire and Rescue Will:-*

- AP • 44** Audit our occupational health services to ensure value for money.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP • 45** Ensure managers are making best use of the occupational health services and acting appropriately on advice given.
Lead Department - Personnel Services.
Target Date - March 2009.
- AP • 46** Work with the Healthy Working Lives initiative to promote healthy approaches in the workplace and identify healthy living campaigns which we should promote.
Lead Department - Personnel Services.
Target Date - March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 42** Number of operational personnel removed from operational duties, as a result of fitness test results, as a percentage of total number of operational personnel.
- PI • 43** Number of operational personnel considered for redeployment to alternative duties as a percentage of total number of operational personnel.
- PI • 44** Number of personnel redeployed to modified duties as a percentage of total number of personnel.
- PI • 45** Number of ill health retireals as a percentage of total number of personnel.
- PI • 46** Number of health initiatives undertaken to promote a healthy workforce.
- PI • 47** Percentage of employees participating in health initiatives.

STRATEGIC OBJECTIVE SIXTEEN*Tayside Fire and Rescue Board Aims To:-***Reduce the level of absence through fair and consistent attendance management procedures.****Action Points For Achieving This Objective***Tayside Fire and Rescue Will:-*

- AP • 47** Provide information on attendance levels to support a reduction in sickness absence.
Lead Department - Personnel Services.
Target Date - March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 48** Number of working days lost within each role.
- PI • 49** Number of short term sickness absences against total number of sickness absences (28 days or less).
- PI • 50** Number of long term sickness absences against total number of sickness absences (more than 28 days).



Staff took part in a no smoking day where advice was given and toxic levels in the body measured to highlight the effects of smoking. Our Occupational Health Department run regular health initiatives to encourage a healthy workforce.

PERFORMANCE

STRATEGIC OBJECTIVE SEVENTEEN

Tayside Fire and Rescue Board Aims To:-

Consider the impact of our activities on the environment and seek to eliminate or reduce those which have an adverse effect.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will :-

AP • 48 Carry out an analysis of our organisational carbon footprint.

Lead Department - Technical Services.

Target Date - December 2008.

AP • 49 Establish targets for year on year reductions in energy and fuel consumption.

Lead Department - Technical Services.

Target Date - December 2008.

AP • 50 Investigate the use of alternative and sustainable energy sources and technologies such as wind turbines, solar powered hot water systems and photovoltaic systems.

Lead Department - Technical Services.

Target Date - December 2008.

AP • 51 Revise our procurement processes to ensure that our suppliers are supportive and contribute towards the achievement of our environmental objectives.

Lead Department - Corporate Services.

Target Date - December 2008.

AP • 52 Develop a comprehensive set of recycling guidelines and procedures as part of an overarching disposal policy.

Lead Department - Technical Services.

Target Date - December 2008.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

PI • 51 Percentage reduction in energy consumption.

PI • 52 Percentage reduction in vehicle fuel consumption.

STRATEGIC OBJECTIVE EIGHTEEN

Tayside Fire and Rescue Board Aims To:-

Develop and foster effective partnerships which contribute to the achievement of our organisational aims.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will :-

AP • 53 Develop, implement and co-ordinate a corporate partnership register.

Lead Department - Corporate Services.

Target Date - March 2009.

AP • 54 Record all new partnerships, and establish a review timetable for all existing partnerships.

Lead Department - Corporate Services.

Target Date - March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

PI • 53 Percentage of partnerships due for review which have been reviewed.

PI • 54 Percentage of partnerships established which have not been subject to examination.



STRATEGIC OBJECTIVE NINETEEN

Tayside Fire and Rescue Board Aims To:-

Ensure our working practices deliver Best Value.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will :-

- AP • 55** Develop and Review the procedures to be followed during Best Value service reviews.
Lead Department - Corporate Services.
Target Date - June 2008.
- AP • 56** Ensure that all the activities undertaken by Tayside Fire and Rescue comply with the principles of Best Value.
Lead Department - Corporate Services.
Target Date - June 2008.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 55** Number of Best Value reviews carried out as a percentage of those planned.
- PI • 56** Percentage of budget overspend against Tayside Fire and Rescue allocated funding.
- PI • 57** Percentage of internal audit recommendations implemented.
- PI • 58** Percentage of external audit recommendations implemented.



In order to better serve the local community a partnership initiative will see police and fire officers share premises in Kinloch Rannoch.



All personnel are being given awareness training in Tayside Fire and Rescue Business Continuity Plan which ensures our service has sufficient resilience to deal with unexpected emergency events.

STRATEGIC OBJECTIVE TWENTY

Tayside Fire and Rescue Board Aims To:-

Ensure our systems and processes are sufficiently robust to maintain business continuity.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will :-

- AP • 57** Carry out annual risk workshops to assess internal business risks.
Lead Department - Corporate Services.
Target Date - March 2009.
- AP • 58** Develop an annual plan for carrying out exercises which test the adequacy of our processes to ensure business continuity.
Lead Department - Corporate Services.
Target Date - March 2009.
- AP • 59** Review the corporate business continuity plan for currency.
Lead Department - Corporate Services.
Target Date - March 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 59** Annual review of our business continuity plan.

PERFORMANCE

STRATEGIC OBJECTIVE TWENTY ONE

Tayside Fire and Rescue Board Aims To:-

Ensure our performance management framework is sufficiently robust to accurately analyse our performance.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will :-

- AP • 60** Implement Information Technology (IT) solutions to compliment our performance management framework.
Lead Department - Corporate Services.
Target Date - June 2008.
- AP • 61** Implement an IT solution which will ensure a user friendly system of project management.
Lead Department - Corporate Services.
Target Date - November 2008.
- AP • 62** Incorporate the principles of the business excellence model into our performance management framework.
Lead Department - Corporate Services.
Target Date - November 2008.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 60** Percentage of Scottish Local Performance Indicators (LPI) returns submitted within the required quarterly timescale.
- PI • 61** Percentage of performance management reports submitted to management team.
- PI • 62** Percentage of automated feeds into our performance management systems.

STRATEGIC OBJECTIVE TWENTY TWO

Tayside Fire and Rescue Board Aims To:-

Identify and adopt effective stakeholder consultation to inform our business planning processes.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will :-

- AP • 63** Enhance the consultation process for our Towards a Safer Tayside document by researching and implementing methods of engaging "hard to reach groups" in the community.
Lead Department - Corporate Services.
Target Date - March 2009.
- AP • 64** Develop the European Foundation for Quality Management (EFQM) Business Excellence model and issue internal and external stakeholders questionnaires based on the business excellence model criterion parts.
Lead Department - Corporate Services.
Target Date - October 2008.
- AP • 65** Carry out a communications survey in respect of accessibility of information to internal and external stakeholders.
Lead Department - Corporate Services.
Target Date - October 2008.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI • 63** Number of responses to the TAST Consultation Document as a percentage of total number of stakeholders consulted.





STRATEGIC OBJECTIVE TWENTY THREE

Tayside Fire and Rescue Board Aims To:-
Ensure the free flow of information, through accessible information systems.

Action Points For Achieving This Objective

Tayside Fire and Rescue Will :-

- AP•66** Implement any changes recommended by the Scottish Government with regard to Freedom of Information "one year on" and produce a Data Protection/Freedom of Information booklet for staff.
Lead Department - Corporate Services.
Target Date - January 2009.
- AP•67** Carry out review of the Tayside Fire and Rescue Complaints Procedure.
Lead Department - Corporate Services.
Target Date - January 2009.
- AP•68** Develop a common file plan/classification scheme.
Lead Department - Corporate Services.
Target Date - January 2009.
- AP•69** Ensure compliance with World Wide Web Consortium (W3C) guidelines in relation to the format of our website.
Lead Department - Corporate Services.
Target Date - January 2009.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI•64** Number of hits on website.
- PI•65** Number of hits on intranet.

STRATEGIC OBJECTIVE TWENTY FOUR

Tayside Fire and Rescue Board Aims To:-

Ensure our financial management processes are sufficiently robust to accurately analyse our financial position.

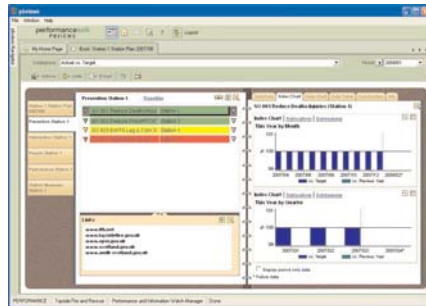
Action Points For Achieving This Objective

Tayside Fire and Rescue Will :-

- AP•70** Develop systems to provide more comprehensive information regarding the monitoring of revenue and capital income and expenditure.
Lead Department - Corporate Services.
Target Date - March 2009.
- AP•71** Develop and deliver a financial training package to non-financial managers.
Lead Department - Corporate Services.
Target Date - October 2008.
- AP•72** Implement a Bankers Automated Clearing System (BACS) of payment for creditors.
Lead Department - Corporate Services.
Target Date - October 2008.

Against This Objective, Tayside Fire and Rescue Will Measure The:-

- PI•66** Number of revenue/capital monitoring reports submitted to Management Team.



Screen shot of performance management software showing an example of information available to users for monitoring performance throughout organisation.

Performance

GLOSSARY OF TERMS and ABBREVIATIONS

Action Points	Action points are Tayside Fire and Rescue activities which contribute towards achieving our corporate aims and strategic objectives. Each action point is numbered and listed under a specific objective which in turn contributes towards a corporate aim.	Integrated Personal Development System	A national system based on role rather than rank. It provides individuals with a structured training path enabling them to maintain skills at their current level or work towards developing their career.
Aerial Rescue Pump or CARP	Combined Aerial Rescue Pump. Rescue Pump with additional capacities to be used as a high reach appliance.	Integrated Risk Management Planning	The management and planning of a risk assessment process ensuring the correct balance between prevention, protection and intervention. It tries to ensure that the right resources are in the right place at the right time.
Assessment Development Centre	A national promotion process, comprising a set of ability tests which identify the potential of candidates to progress to supervisory, middle and strategic management level.	IT/ICT	Information and Communication Technology. The study, design, development, implementation, support or management of computer-based information systems. The use of computer technology to help individuals, businesses and the organisation process information.
Automatic Fire Alarm	Apparatus which detects fire in a building and automatically notifies the Fire and Rescue Service of a potential problem, via a call centre.	Local Strategic Partnerships	Partnerships with other external agencies at both strategic and practitioner level to try to make Tayside safer.
BACS	Bankers Automated Clearing System. UK scheme for the electronic processing of financial transactions.	Multi-Tier Entry	Professionally qualified individuals without previous experience in the fire and rescue service who are recruited into operational management positions.
Collaboration	A partnership entered into with other fire and rescue services, the purpose being to derive the same benefits such as efficiency savings and standardisation.	New Dimensions	A government programme which seeks to ensure Fire and Rescue Authorities are sufficiently trained and equipped to deal safely and effectively with terrorist incidents on a national scale.
Community Risk Register	A register designed to reassure the people and communities of Tayside that an assessment of potential hazards and threats had been made or considered and to satisfy the requirements outlined in the Civil Contingencies Act 2004.	Performance Indicators	Quantifiable measures reflecting the critical success factors of the organisation. A way of measuring the organisation's progress towards achieving our strategic objectives.
Community Safety Partnership	A partnership entered into by local authorities under the Local Government (Scotland) Act 2003, its purpose being to prepare, plan and promote the safety and well being of our communities.	Response	Our reaction to a request for our services. This could be an emergency, a complaint or advice on a safety matter.
Continuous Personal Development	The requirement to continually update one's knowledge, skills and competences from point of entry into the service until retirement.	RIDDOR	Incidents which meet the criteria of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.
Duty Systems	The various types of shifts worked by uniformed staff. These include day work, flexible officer's rota and station-based shifts all enabling twenty-four hour cover across the region.	Risk	This is considered to be the likelihood of exposure to a hazard. It reflects the probability that harm will occur and the consequences or severity if it does.
EFQM	European Foundation for Quality Management. A model of business excellence which provides benchmarking. A self-assessment framework with the capability to produce a comprehensive picture of the overall health and effectiveness of the organisation's activities.	Shared Services	A Scottish Executive driven initiative which focuses on local authorities joining up with each other to share support services such as payroll, accommodation and information technology. The aim being to drive efficiency and effectiveness within the Public Service.
Emergency Response	The way we react to a call for help, from our call management to the number of appliances or other resources mobilised to an incident. This is often pre-determined but is also dependent on information received which allows a dynamic response.	Stakeholder Consultation	The term used for how we will inform people who may be affected by any changes or alterations to the services we provide. We may do this through a number of different methods such as mail drops, focus groups, email, staff seminars and the local media.
Fire Risk Assessment	An assessment which will be carried out by the owner/occupier of commercial premises to identify fire risks in the workplace and put in place measures to reduce and/or eliminate the identified risks.	SCG	Strategic Co-ordinating Group — A multi-agency partnership group which utilises resources from public, private and voluntary sectors for the resolution of any major emergency situation.
Hazard	A hazard is a source of danger with the potential to cause death or injury to people and damage or loss to property or equipment.	SVQ	Scottish Vocational Qualification — A qualification based on standards of competence (National Occupation Standards) that describe a candidate's ability to work in real conditions. Awarded and accredited through the Scottish Qualifications Authority.
HFSV	Home Fire Safety Visit — a free visit to a person's home by fire and rescue personnel to give advice and assess the premises in relation to fire safety in the home.	W3C	World Wide Web Consortium. An international group who devise agreed workable standards for web design. Website built to relevant web standard specifications making websites more accessible to all viewers.

IN
LOVING MEMORY

CLAIRE LACEY

AGED 30 YEARS

"MY HUSBAND SHOULD HAVE DONE IT"

PAUL LACEY

AGED 34 YEARS

"MY LANDLORD SHOULD HAVE DONE IT"

TOM LACEY

AGED 3 MONTHS

EXCUSES KILL



Get a
smoke
alarm



Alcohol fuel for fire

The majority of fire deaths in the
Tayside area involve alcohol —

DON'T BE NEXT

If you have been drinking . . . leave the cooker off!

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

. . . make sure your cigarette is out!

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



Protecting The Community

