



Tayside Fire and Rescue Board

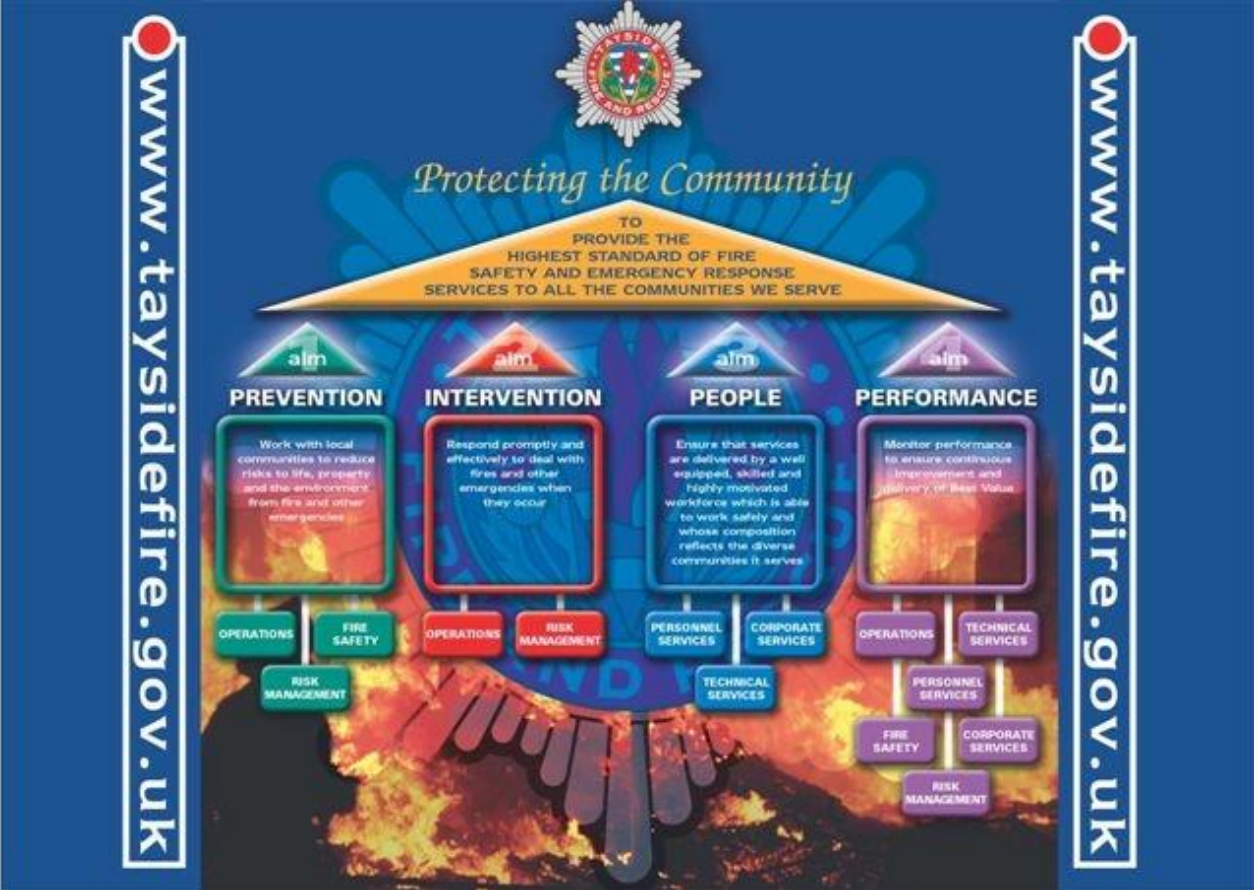
Towards A Safer Tayside

Annual Public Performance Report
2007-2008



Contact Page

OUR MISSION & AIMS



Index

1	Convener's Remarks	4
2	Tayside Fire and Rescue Board	5
3	Chief Fire Officer's Remarks	6
4	Introduction	8
5	Prevention	9
6	Intervention	18
7	People	22
8	Performance	34
9	How To Contact Us	48

CONVENER'S REMARKS

The local government elections in May last year brought many changes to the membership of Tayside Fire and Rescue Board. An elected member induction programme, at both local and national level, along with the creation of the Service Delivery and Service Support Forums of the Board has, however, raised members' awareness of their duties and responsibilities and increased their involvement in the strategic decision making process.

The signing of the Concordat between the Scottish Government and local government has strengthened local responsibility for the funding and delivery of the fire and rescue service. I would like to commend the Chief Fire Officer, the Treasurer and the Chief Executive's and Director's of Finance of the three constituent councils for their work, in this new operating environment, to ensure as reasonable a financial settlement as could be realistically expected for Tayside Fire and Rescue for the next three years. During this period of significant change within the fire and rescue service the communities we serve have a right to expect high quality community safety and emergency response services. They also have a right to expect a service which delivers value for money. It is therefore incumbent upon the Board to ensure that our financial resources, once secured, are managed effectively and that Best Value is achieved in all aspects of the service.

The professional relationship which existed between the previous Board and the service, as recognised by Audit Scotland, has been further developed during the first year of the new Board and this has been to the ultimate benefit of all the communities we serve.

Ken Lyall
Convener

The Board



John R Whyte-Vice Convenor
CON-Angus



Ken Lyall-Convenor
SNP-P &K



Helen Wright-Vice Convenor
LAB-Dundee



David Fairweather
IND-Angus



Frank Ellis
SNP-Angus



Dave Scott
SNP-P &K



Rod Wallace
CON-Dundee



Mohammed Asif
LAB-Dundee



Robert (Bob) Myles
IND-Angus



Peter Mulheron
SNP-P &K



Lewis Simpson
LIB. DEM-P&K



Helen Dick
LIB. DEM-Dundee



George Regan
LAB-Dundee



Sandy West
SNP-Angus



Alexander Stewart
CON-P &K



Archie Maclellan
LAB-P &K



Christine Roberts
SNP-Dundee



James Barrie
SNP-Dundee



Jimmy Campbell
Deputy Chief Fire Officer



Stephen Hunter
Chief Fire Officer



Alasdair Hay
Assistant Chief Fire Officer

CHIEF'S REMARKS

This Report, as presented to Tayside Fire and Rescue Board, relates to the activities and performance of Tayside Fire and Rescue for the period 1 April 2007 to 31 March 2008, in pursuit of our mission of Protecting the Community by providing the highest standard of community safety and emergency response services to all of the communities we serve.

Prevention

Even although our community safety activities are enabling us to reach the most vulnerable members of our society, we have experienced an increase in the number of fire related fatalities this year. Some of these deaths may not be preventable through education alone due to the way some members of our communities lead their lives. It is for this reason we carried out a second demonstration highlighting the benefits, in terms of community safety and firefighter safety, which can be gained through the installation of sprinklers in the domestic environment. Our campaign received support from Angus Council, which has taken the decision to install sprinklers in all new and refurbished social housing in Angus from 2009. This is a tremendous commitment to the protection of the residents of Angus from the devastation, destruction and misery which is caused by fire.

Intervention

The Scottish Government's announcement that there will be no central action to reduce the number of fire command and control centres in Scotland was excellent news for our command and control centre staff, who have faced years of uncertainty over their future. I hope that the forthcoming consultation on the minimum standards of resilience for control rooms necessary to protect Scotland from the challenges we face in the 21st century will enable us to strengthen and build on the vital services our control centre staff already provide to our emergency response crews and the communities we serve.

People

As every member of Tayside Fire and Rescue has a responsibility for our overall organisational performance, I do not normally consider it appropriate to single out individuals. However, the recognition given to Firefighter Tam Brown by the Royal Humane Society, the Dairy Mirror Pride of Britain Awards and the Firefighters Charity Spirit of Fire Awards for his lifesaving actions at an incident in the River Tay in Perth in March deserves a special mention, as does Watch Manager Frazer Macdonald's recognition by the Prince's Trust for his work with young people over many years and Group Manager Gordon McKenzie's award of the MBE in the Queen's Birthday Honours.

Performance

It is vital, to enable us to maintain and indeed further develop our current levels of effectiveness, that we identify more efficient ways of working. The introduction of the first Aerial Rescue Pump into Tayside and the provision of welfare support to firefighters at incidents in a more efficient manner are examples of how we will achieve greater levels of effectiveness whilst achieving the necessary efficiencies.

The partnership approach adopted, coupled with the commitment and enthusiasm shown by members of the Board, the personnel of Tayside Fire and Rescue and the communities we serve has delivered significant achievements in the development of our services over the past year. We cannot, however, afford to become complacent and have set ourselves a challenging Action Plan for the forthcoming year to enable us to continue on our journey Towards a Safer Tayside.

Stephen Hunter
Chief Fire Officer

Introduction

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

Tayside Fire and Rescue is administered by the Tayside Fire and Rescue Board. The Board is made up of elected members from each of the constituent councils of Dundee City Council (7 members), Angus Council (5 members) and Perth and Kinross Council (6 members).

The Service is led by Chief Fire Officer Stephen Hunter and managed through two functional heads covering Service Delivery and Service Support.

Deputy Chief Fire Officer Jimmy Campbell leads Service Delivery, overseeing Community Safety and Risk Management, driving forward the Prevention and Intervention Aims of the organisation. Assistant Chief Fire Officer Alasdair Hay leads Service Support, overseeing Technical Services, Corporate Services and Personnel Services, driving forward the People and Performance Aims of the organisation.

The Service employs around 800 people including firefighters, firefighter (control) and support staff. They are strategically placed throughout the Tayside Area in 24 community fire and rescue stations, to provide services for 400,000 people across an area of 7000 square kilometres. Fifty emergency response vehicles operate from these stations including rescue pumps, water tenders, aerial ladder platforms, foam tenders, heavy rescue units and environmental protection units.

The Fire (Scotland) Act 2005 directs fire and rescue services to place greater emphasis on fire prevention activities, especially activities directed at members of the community who are at greatest risk. Tayside Fire and Rescue works in partnership with many other agencies to ensure that our communities receive the highest standard of services.

The Local Government (Scotland) Act 2003 imposes a duty on each local authority and its partners to report to the public on the outcomes of its performance. This Public Performance Report for 2007/08 details Tayside Fire and Rescue's performance against the action points listed in the Towards a Safer Tayside Action Plan. The actions were identified as being key to us achieving success against our Strategic Objectives. By doing so we aim to provide the highest standard of community safety and emergency response services to all the communities we serve.

PREVENTION

STRATEGIC OBJECTIVE ONE

What the Board aims to do:-

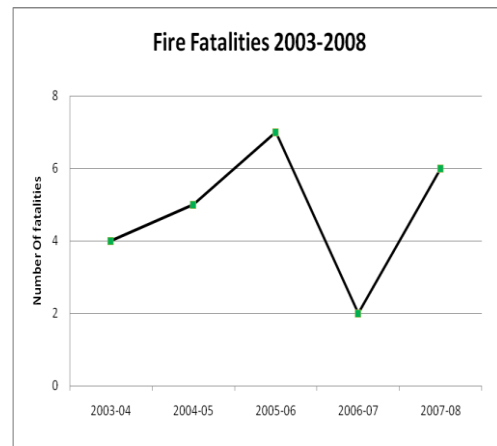
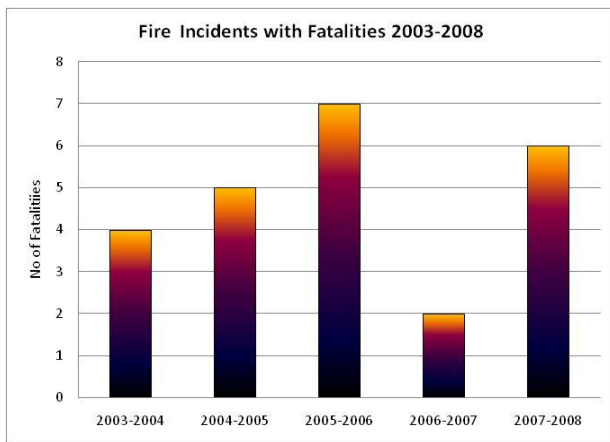
SO1 Reduce the number of deaths and injuries due to fires, road traffic collisions and other emergencies.

Action Points for Achieving This Objective

	What We Said We Would Do	What We Have Done
AP1	<p>Continue to promote our home fire safety visit and smoke alarm installation programmes.</p> <p>Intended Outcome – Reduction in the risk of fire within the home.</p>	<p>We have widely advertised the Home Fire Safety Visit (HFSV) and smoke alarm installation programmes including a partnership advertising booklet which was circulated to 60,000 homes in Dundee.</p>
AP2	<p>Continue to support all relevant national community safety campaigns.</p> <p>Intended Outcome – Reduction of the risk of fire and Road Traffic Collisions within Tayside.</p>	<p>We are active in supporting the national campaigns such as <i>Don't Give Fire A Home</i> and <i>Safe Drive Stay Alive</i> road safety initiative. We also run campaigns such as <i>Alcohol Fuel For Fire</i> in an attempt to reduce the number of chip pan fires whilst highlighting the dangers of alcohol consumption.</p>
AP3	<p>Collate and analyse incident data to assist in identifying trends and to develop prevention initiatives.</p> <p>Intended Outcome – More effective targeting and use of resources to help reduce the incidences of fire and other emergencies.</p>	<p>In April 2007 Risk Profiles were compiled for the Tayside area and each wholetime station area. This provides a statistical data source from which Station Managers can draw when devising the risk reduction strategies for their station grounds.</p>

Monitoring Performance

PI1 – Number of Deaths From Fire



TAYSIDE FIRE DEATHS APRIL 2007 – MARCH 2008

WHO ...

SEX	AGE	CIRCUMSTANCE
Male	28	Immobility
Male	27	Trapped - by fire for other reason
Male	70	Trapped by fire because unaware e.g. asleep
Male	39	Not Known - Awaiting inquest or inquiry
Female	37	Immobility
Male	69	Immobility

WHERE ...

DATE	DAY OF WEEK	TIME
April 2007	Monday	01:54:52
June 2007	Thursday	10:12:18
June 2007	Friday	23:31:14
July 2007	Wednesday	10:47:28
October 2007	Thursday	06:48:52
November 2007	Tuesday	00:53:35

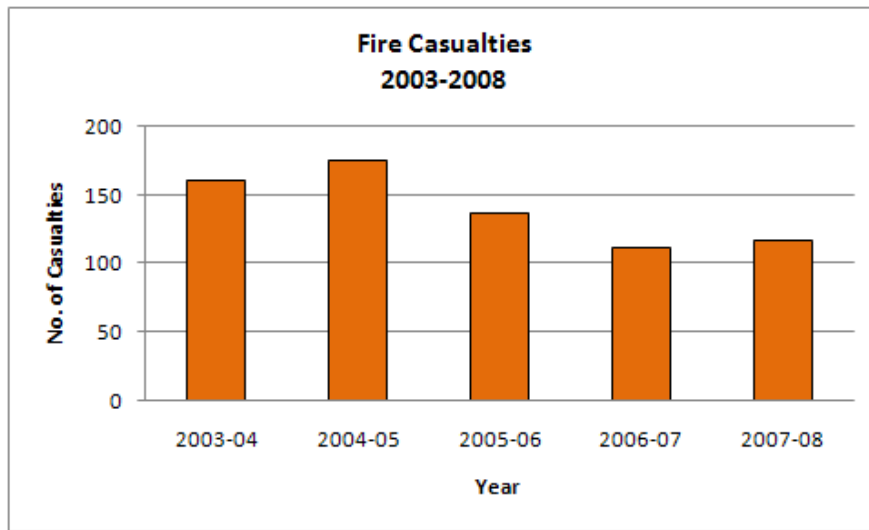
WHEN ...

AREA	PROPERTY TYPE	LOCATION OF FATALITY
ANGUS	Car/Van/Caravan	Room, cabin or compartment of origin
DUNDEE	Flat/Tenement	Different room on floor of origin
DUNDEE	Flat/Tenement	Room, cabin or compartment of origin
DUNDEE	Other Houses	Two or more floors below origin
DUNDEE	Flat/Tenement	Room, cabin or compartment of origin
ARBROATH	Flat/Tenement	Different room on floor of origin

WHY ...

SMOKE DETECTOR	CAUSE OF FIRE
No Smoke Alarm	Undetermined
Smoke Alarm did not Operate	Undetermined
Smoke Alarm did not Operate	Smoking Materials
Smoke Alarm did not Operate	Wilful
Smoke Alarm Operated – Raised Alarm	Smoking Materials
Smoke Alarm did not Operate	Smoking Materials

PI2 - Number of Injuries From Fire



	What We Said We Would Measure	How We Have Performed Against The Objective
PI3	Number of deaths from road traffic collisions.	The number of fatalities from RTC's in Tayside was 29 . <i>This information is produced in conjunction with our partners at Tayside Police.</i>
PI4	Number of injuries from road traffic collisions.	The number of injuries from RTC's in Tayside was 231 . <i>This information is produced in conjunction with our partners at Tayside Police.</i>
PI5	Number of deaths from other emergencies (other than fires or road traffic collisions).	There were 3 deaths from other emergencies in 2007-08.
PI6	Number of injuries from other emergencies.	There were 20 incidents resulting in 25 casualties from other emergencies in 2007-08.

STRATEGIC OBJECTIVE TWO

What the Board aims to do:-

SO2 Reduce the number of fires, road traffic collisions and other emergencies.

Action Points for Achieving This Objective

	What We Said We Would Do	What We Have Done
AP4	Continue to work with key agencies	We lead the <i>Safe Drive Stay Alive</i> road

to reduce the number of road traffic collisions.

Intended Outcome – Reduction in the number of Road Traffic Collisions.

AP5 Work with Police and other partners to create innovative means of conveying the road safety message.

Intended Outcome – Reduction in the number of road traffic collisions.

AP6 Deliver initiatives aimed at reducing the risk of emergencies within vulnerable groups.

Intended Outcome – More effective targeting of resources and subsequent reduction in the number of fires and other emergencies.

safety road show which reached S5 & S6 pupils in Angus, Dundee and Perth & Kinross local authority and private secondary schools.

We are partners with *Driving Ambition*, *Tayside Road Safety Forum*, and *Tayside Safety Camera Partnership* and are members of *CFOA(S) Road Safety Forum*.

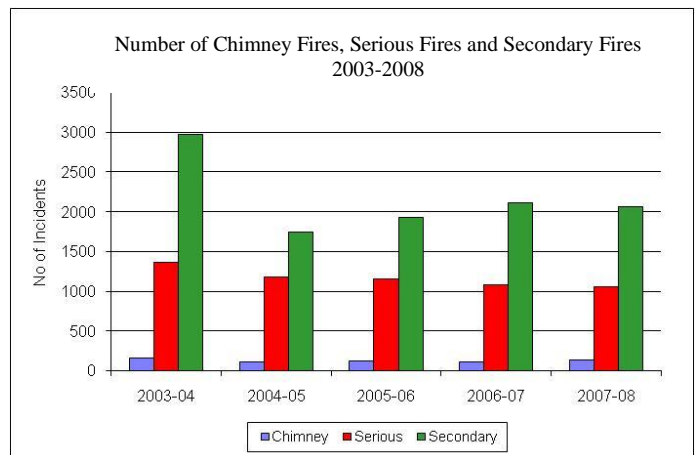
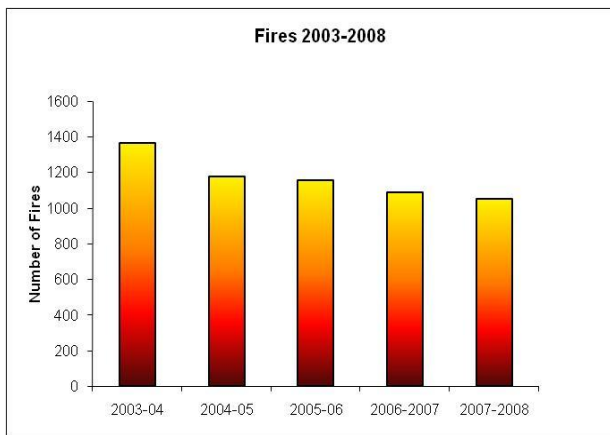
We had a Watch Manager seconded to the Road Safety Unit of Tayside Police to review all the current road safety initiatives and integrate Tayside Fire and Rescue's contribution to road safety campaigns.

We continue to work with vulnerable groups on the *Young Firefighters programme*, *Fire Academy* and the recent introduction of *Fire College* in partnership with Perth College.

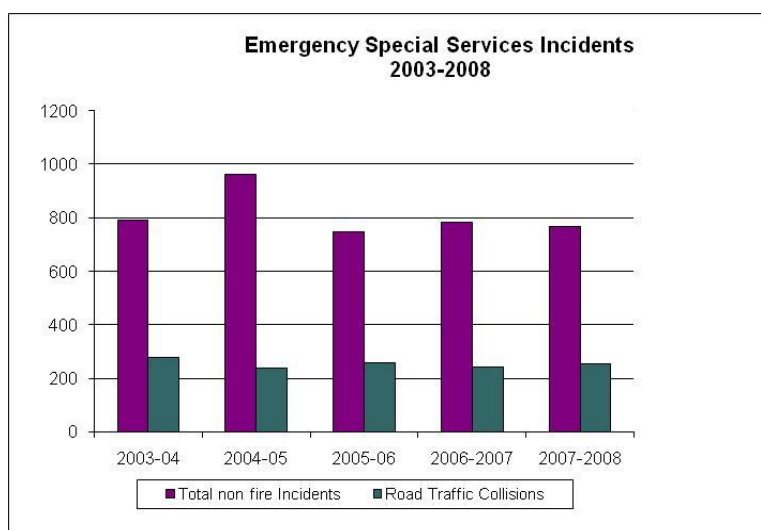
Through working in partnership with the Social Work Department, a domestic sprinkler system was fitted within a residential home which will ensure protection for the residents against the outbreak of fire.

Monitoring Performance

PI7 - Number of fires attended by Tayside Fire and Rescue.



PI8 - Number Of Road Traffic Collisions Attended By Tayside Fire And Rescue



What We Said We Would Measure

How We Have Performed Against The Objective

- PI9** Number of other emergencies attended by Tayside Fire and Rescue. We attended **515** other emergency special services other than road traffic collisions in 2007/08.

STRATEGIC OBJECTIVE THREE

What the Board aims to do:-

- SO3** Protect our communities through the enforcement of fire safety legislation, and community safety activities.

Action Points for Achieving This Objective

What We Said We Would Do

What We Have Done

- AP7** Continue the implementation of risk education in schools.
Intended Outcome – Improved community and personal safety education for school aged children.
- We continue to implement a variety of risk education initiatives to schools including *Junior Fire Inspectors, Young Firefighters, Use It Don't Abuse It, How to make a Responsible 999 Call, Safe Drive Stay Alive* and *Driving Ambition*.
- AP8** Continue to implement Part 3 of the Fire (Scotland) Act 2005.
Intended Outcome – More effective use of resources.
- The District Enforcing Officers have now fully embraced a system that requires them to 'Audit' the fire safety measure adopted by the persons responsible for the management of non-domestic premises throughout Tayside. Resources are

primarily aimed at Premises assessed as being Very High and High Risk.

A pilot of ‘Thematic’ inspections by Community Safety Operational crews is concluding, and is expected to be extended across the service during 2008/09.

AP9 Continue to promote the installation of fire suppression systems in the home.

Intended Outcome – Reduction of the risk of fire within the home.

The promotion of fire suppression systems in the home continues to be one of our key fire prevention initiatives. A well attended seminar and demonstration held in Forfar clearly illustrated the benefits of such systems. All our constituent councils have now implemented schemes which include the provision of some form of fire suppression systems.

AP10 Investigate methods of quantifying the benefits of our legislative and community safety activities.

Intended Outcome – More effective targeting of resources.

The recent introduction of risk profiles for station areas has facilitated the ‘intelligent targeting’ of our community safety campaigns and initiatives. Greater emphasis can now be placed upon accessing hard to reach groups and vulnerable individuals within our communities.

Monitoring Performance

PI10 Number of deaths from fire within the scope of Part 3 of the Fire (Scotland) Act 2005	1
PI11 Number of injuries from fire within the scope of Part 3 of the Fire (Scotland) Act 2005	3
PI12 Number of fires within premises within the scope of Part 3 of the Fire (Scotland) Act 2005	314

STRATEGIC OBJECTIVE FOUR

What the Board aims to do:-

SO4 **Improve the safety and wellbeing of our communities through community planning partnerships.**

Action Points for Achieving This Objective

What We Said We Would Do

What We Have Done

AP11 Ensure the causes and effects of fires and other emergencies on society are recognised by our

The Community Plans and Community Safety Strategic Plans belonging to the three constituent *Community Planning*

community planning partners.

Intended Outcome – Safer communities overall and business continuity planning.

Partnerships now include the causes and effects of fires and other emergencies.

This data contributes to the development and implementation of a variety of prevention strategies.

AP12 Undertake a review of our youth engagement activities.

Intended Outcome – Identify and develop new and existing youth engagement programmes.

We have completed a draft youth engagement development plan as a result of a comprehensive review of our youth engagement activities.

We continue to develop youth engagement programmes such as *Fire Academy* and *Young Firefighters*.

Monitoring Performance

What We Said We Would Measure – How We have Performed Against This Objective

PI13 Number of deaths from fire outwith the scope of Part 3 of the Fire (Scotland) Act 2005	5
PI14 Number of injuries from fire outwith the scope of Part 3 of the Fire (Scotland) Act 2005	112
PI15 Number of fires outwith the scope of Part 3 of the Fire (Scotland) Act 2005	537

Number of Incidents Resulting in Casualties per 10,000 Population				
2003/04	2004/05	2005/06	2006/07	2007/08
Actual	Actual	Actual	Actual	Actual
1.8	1.47	1.73	2.21	2.45

Number of Accidental Dwelling Fires per 10,000 Population				
2003/04	2004/05	2005/06	2006/07	2007/08
Actual	Actual	Actual	Actual	Actual
13.3	11.79	12.31	11.82	11.56

What We Said We Would Measure

PI16 Effectiveness of our contribution to community planning by annual review.

How We Have Performed Against The Objective

Tayside Fire and Rescue actively contribute to community planning and our performance is measured within the 3 local community plans aligned to local authority areas. Tayside Fire and Rescue are now contributing to the first Council led Single Outcome Agreements.

STRATEGIC OBJECTIVE FIVE

What the Board aims to do:-

SO5 Safeguard our environment and heritage.

Action Points for Achieving This Objective

	What We Said We Would Do	What We Have Done
AP13	Continue to work with Historic Scotland to consider developing a database for B and C listed heritage buildings in Tayside. Intended Outcome – More effective use of resources.	Tayside Fire and Rescue is collaborating with Historic Scotland regards Category ‘B’ and ‘C’ listed properties to ensure that firefighting crews attending incidents in these premises have valuable information available to them via the vehicle mounted computer systems.

Monitoring Performance

	What We Said We Would Do	What We Have Done
PI17	Number of fires in Historic properties.	There were 39 incidences of fire in Historic properties within Tayside in 2007/08.
PI18	Number of incidents affecting the environment.	We attended 27 incidents with the potential to affect the environment.

STRATEGIC OBJECTIVE SIX

What the Board aims to do:-

SO6 Continue to develop our fire investigation capabilities.

Action Points for Achieving This Objective

	What We Said We Would Do	What We Have Done
AP14	Expand the role of fire investigation throughout the organisation. Intended Outcome – More effective use of resources.	Fire investigation training at levels 1, 2 and 3 is being developed nationally by the CFOA Fire Investigation Forum. Great emphasis continues to be placed upon thorough fire investigation being carried out at every fire we attend to determine an accurate cause for each fire.
AP15	Continue to develop inter-agency working and training to ensure best	Tayside Fire and Rescue continue to liaise with the Scottish Police Services Authority,

exchange of information and practices.

Intended Outcome – More effective use of resources.

and Procurator Fiscals Office. ‘Memorandum of Understanding’ (MOU’s) are being revised. Joint seminars and training with the Police have taken place promoting the exchange of information and adoption of best practice for Fire Investigations.

AP16 Review the existing memorandums of understanding for fire investigations between partner agencies.

Intended Outcome – More effective use of resources.

The ‘Memorandum of Understanding’ (MOU) between Tayside Fire and Rescue and Tayside Police for Fire Investigation has been reviewed and updated to accommodate the Fire (Scotland) Act 2005. The MOU will require a further review to reflect the outcome of the restructure of the Scottish Police Services Authority (SPSA).

Monitoring Performance

What We Said We Would Measure

How We Have Performed Against The Objective

PI19 Our fire investigation capabilities by annual review.

An annual review of our fire investigation capabilities was conducted.

There were **11** full fire investigations (Level 3 Investigations) conducted in 2007/08.

INTERVENTION

STRATEGIC OBJECTIVE SEVEN

What the Board aims to do:-

SO7 Respond promptly and effectively to fires, road traffic collisions and other emergencies.

Action Points for Achieving This Objective

	What We Said We Would Do	What We Have Done
AP17	<p>Provide services in accordance with the Fire (Scotland) Act 2005 and the Fire (Additional Functions) (Scotland) Order 2005.</p> <p>Intended Outcome – More effective emergency response capability.</p>	<p>We have an Urban Search and Rescue (USAR) capability based in Dundee and a Hazardous Material Unit based in Perth providing an effective Chemical, Biological, Radiological, and Nuclear response capability. We also have two Environmental Protection Units to deal with major environmental incidents including flooding. Furthermore every frontline fire engine has early intervention capability.</p>
AP18	<p>Continue to assess the type and number of emergency vehicles we send to incidents based on risk assessment and robust evidence.</p> <p>Intended Outcome –More effective use of resources.</p>	<p>We continually assess the type and number of emergency vehicles we send to incidents. The assessment process is underpinned by analysing historical incident data supported by a computer modelling tool.</p>
AP19	<p>Continue to assess the most suitable locations from which our appliances are mobilised.</p> <p>Intended Outcome – More effective use of resources.</p>	<p>The number and disposition of fire appliances is constantly monitored and evaluated. Any proposals to relocate appliances are presented to the Fire and Rescue Board for approval.</p>
AP20	<p>Work with the Scottish Executive to progress the implementation of the Firelink Communications Project.</p> <p>Intended Outcome – Fully integrated emergency services communications network leading to more effective use of resources.</p>	<p>Building work has been completed for an equipment room adjoining the Command Control Centre to accommodate the Airwave equipment required for the replacement radio scheme. A Firelink security audit of our radio communication systems has been satisfactory completed and a Firelink Custodian appointed for the project.</p>

Monitoring Performance

	What We Said We Would Measure	How We Have Performed Against The Objective
PI20	Effectiveness of our operational debriefing system by annual review.	<p>A review of the existing procedures is currently being undertaken to make the recording of debriefing more robust.</p> <p>Any identified issues and best practices are highlighted and actioned to ensure the organisation is fully aware of the outcomes. There were 72 operational debriefs conducted in 2007/08.</p>

STRATEGIC OBJECTIVE EIGHT

What the Board aims to do:-

SO8 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

	What We Said We Would Do	What We Have Done
AP21	Continue to assess the type of equipment and training required to mitigate the impact of emergency incidents.	We have now fully implemented the Post Incident Review Module (PIRM) which records the type of equipment used to deal effectively with operational incidents.
	Intended Outcome – More effective use of resources and a more proficient workforce.	Analysis of this information contributes to the decision making process of ensuring the right equipment is available at the right locations.

Monitoring Performance

	What We Said We Would Measure	How We Have Performed Against The Objective
PI21	Stakeholder satisfaction of our handling of incidents.	We have commissioned Opinion Research Services (ORS) to conduct an independent 'After the Incident' survey which is currently ongoing. An interim report on our performance will be provided to us in May 2008. A further report Benchmarking with other fire and rescue services will also be provided to ourselves in July 2008.

STRATEGIC OBJECTIVE NINE

What the Board aims to do:-

SO9 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

	What We Said We Would Do	What We Have Done
AP22	Continue to assess the resources, both human and physical, to ensure resilience for dealing with major incidents. Intended Outcome – More effective emergency response capability.	We contribute to the various forums both locally and nationally ensuring continuity of response whilst dealing with major incidents, this includes chairing the Tayside Strategic Coordinating Group sub group responsible for the Tayside Community Risk Register.

Monitoring Performance

	What We Said We Would Measure	How We Have Performed Against The Objective
PI22	Effectiveness of our contribution to strategic co-ordinating group by annual review.	An annual review has been conducted of the multi agency plans held by the Tayside Strategic Co-ordinating group. All plans remain relevant to cover risks likely to be encountered.

STRATEGIC OBJECTIVE TEN

What the Board aims to do:-

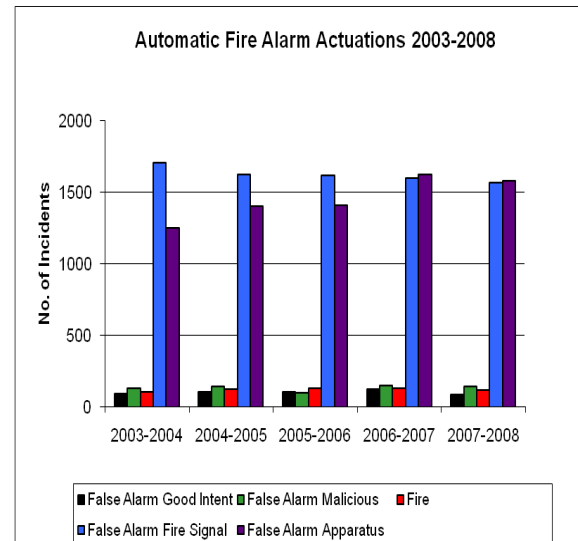
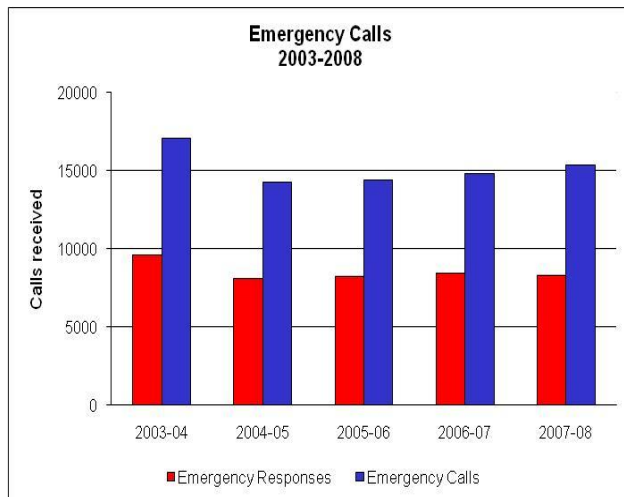
SO10 Reduce the number of malicious and hoax emergency calls.

Action Points for Achieving This Objective

	What We Said We Would Do	What We Have Done
AP23	Develop innovative solutions for dealing with hoax calls. Intended Outcome – Reduction in the number of hoax calls.	We are now delivering two initiatives in an attempt to reduce hoax calls. ‘ <i>How to make a 999 Call</i> ’ is being targeted at primary school pupils and ‘ <i>Use It Don’t Abuse It</i> ’ which is being targeted at secondary school pupils.

Monitoring Performance

PI23 - 999 calls from landlines	320
PI24 - 999 calls from mobiles	69
PI25 - AFA actuations	142
Other sources	119



The number of emergency calls received differs from the number of emergency responses due to occasions when multiple calls are received for the one incident or where no action is taken.

Call Response Times					
Time Taken to handle Calls to Incidents by Fire Control Operators					
Call Handling Time	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Actual
Handled within 1 minute	69.5%	68.3%	64.6%	54.8%	52.6%
Handled within 2 minutes	95.6%	94.8%	94.6%	90.8%	85.9%

Points to bear in mind

Call response times measure the speed with which appliances are mobilised in response to an emergency 999 call. Callers to the Command and Control Centre who use mobile telephones and are unfamiliar with the surroundings, often take longer to provide a reliable address. Similarly, people contacting the centre who are in a distressed state may find it difficult to give exact details of the incident.

PEOPLE

STRATEGIC OBJECTIVE ELEVEN

What the Board aims to do:-

SO11 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

	What We Said We Would Do	What We Have Done
AP24	Continue to develop learning and development packages to ensure personnel develop and maintain competence within their roles. Intended Outcome – A more skilled and qualified workforce.	A project plan has been implemented to produce learning and development packages. These packages provide additional information to support the national <i>Firefighter Development Programme</i> . Work is also ongoing to develop packages for fire control personnel.
AP25	Evaluate the investment in, and effectiveness of, learning and development. Intended Outcome – A more skilled and qualified workforce.	An evaluation of our <i>Supervisory Management Programme</i> has been undertaken. The results are currently being analysed to assess the impact of this learning on individuals and the organisation.
AP26	Initiate a review of all working patterns. Intended Outcome - More efficient use of resources.	Initial investigation is underway, with various options explored by senior managers. This will be carried forward to 2008/09.

Monitoring Performance

	What We Said We Would Measure	How We Have Performed Against The Objective
PI26	Percentage of employees competent in their role.	An infrastructure has been implemented to support Trainee Firefighters to attain the Scottish Vocational Qualifications, <i>Operations in the Community</i> . The number of firefighters with 3 or more years service deemed competent is 96% .
PI27	Policies in place to ensure effectiveness by annual review.	All standing instructions and policies, when written, are allocated with a document

review date to ensure our procedures remain current and compliant.

STRATEGIC OBJECTIVE TWELVE

What the Board aims to do:-

SO12 Develop a highly skilled workforce to meet the needs of our communities through continuous learning and development.

Action Points for Achieving This Objective

	What We Said We Would Do	What We Have Done
AP27	Implement Assessment and Development Centres (ADC's) at each of the three management levels. Intended Outcome – More effective workforce development.	A Memorandum of Understanding has been agreed and signed for Tayside Fire and Rescue to run Assessment and Development Centres (ADC's) in collaboration with both Grampian and Highland and Islands Fire and Rescue Service. We have successfully run an ADC at all 3 levels, with a Strategic Level ADC being hosted by us in 2007. Costs, time and resources are all shared between the three Fire and Rescue Services.
AP28	Continue with our long-term programme of upgrading training facilities to meet our current and future needs. Intended Outcome – More effective use of resources.	Upgrading of training facilities have been completed at Blackness Road, Dundee and Arbroath. Proposals have been put forward to upgrade the existing training facilities at Macalpine Road, Dundee.

Monitoring Performance

	What We Said We Would Measure	How We Have Performed Against The Objective
PI28	Percentage of employees receiving satisfactory appraisals.	Nil – the introduction of an appraisal system to be carried forward to next year.

PI29 - Number Of Employees Receiving Educational Support Grants

2003-04	2004-05	2005-06	2006-07	2007-08
10	21	23	23	29

STRATEGIC OBJECTIVE THIRTEEN

What the Board aims to do:-

SO13 Embrace diversity and offer equality of opportunity in everything we do.

Action Points for Achieving This Objective

What We Said We Would Do	What We Have Done
<p>AP29 Develop action plans to ensure we meet the requirements of all new legislation such as that affecting Equality, Maternity and Parental Leave and Flexible Working.</p> <p>Intended Outcome – A More diverse and inclusive workforce which promotes equality for all.</p>	<p>Annual reviews have been published on our website, detailing progress in relation to our Race and Disability Equality Scheme Action Plans.</p> <p>Legislative changes relating to Maternity, Religion and Belief, Sexual orientation and Immigration, Asylum and Nationality were brought to the attention of Management Team and relevant policies were updated.</p>

Monitoring Performance

What We Said We Would Measure	How We Have Performed Against The Objective
PI30 Percentage of premises with adequate gender and disability specific facilities.	82% of our premises are provided with adequate gender and disability specific facilities.
PI31 Number of investigations relating to equality and diversity issues.	Nil - there were no investigations relating to equality and diversity issues.
PI32 Number of discipline cases relating to equality and diversity issues.	Nil - there were no discipline cases relating to equality and diversity issues.
PI33 Number of approaches to harassment contact advisors.	In 2007/08 our harassment contact advisors were contacted by members of staff on 2 occasions.

STRATEGIC OBJECTIVE FOURTEEN

What the Board aims to do:-

SO14 Recruit and retain high quality people who reflect the communities we serve.

Action Points for Achieving This Objective

What We Said We Would Do	What We Have Done
AP30 Introduce the new firefighter point of entry selection tests.	We have reviewed the new selection test criteria however there will be no

Intended Outcome- Improved recruitment and selection testing for firefighter recruitment.

requirement to carry out wholetime firefighter recruitment in Tayside during 2008.

AP31 Continue to develop and deliver Positive Action campaigns directed towards under represented sections of our communities.

We continue to develop and deliver positive action campaigns.

Intended Outcome - More diverse and inclusive workforce which provides equal opportunities for all.

Talks were delivered and an event was held at our Training and Development Centre, in Perth. A trial run *Multi Stage Fitness Test* was held for women to provide an opportunity to try the fitness test and to speak to the Fitness Advisor in preparation for the campaign.

Monitoring Performance

PI34 - Number And Percentage Of Applicants Meeting Person Specification

Posts advertised	12
Applications received	742
Persons interviewed	335
Percentage of applicants meeting person specification	45.2%

PI 35 - Number Of Women In Each Role As A Percentage Of Total Number Of Personnel In The Role

Total number of female personnel in post based on figures as at 30 August 2007.

<u>Wholetime</u>			<u>Retained</u>		
Role	Number	%	Role	Number	%
Brigade Manager	0	0	Watch Manager	0	0
Area Manager	0	0	Crew Manager	1	2.8
Group Manager	0	0	Firefighter	10	5.3
Station Manager	0	0	<u>Volunteer</u>		
Watch Manager	0	0	Role	Number	%
Crew Manager	0	0	Crew Manager	0	0
Firefighter	2	3.2	Firefighter	2	7.69
Firefighter	15	5.95			

Control			Support		
Role	Number	%	Role	Number	%
Station Manager	0	0	Head of Department	0	0
Watch Manager	3	75	Section Head	3	42.86
Crew Manager	2	66.67	Section Co-ordinator	5	41.67
Firefighter	11	73.33	Supervised Staff	34	61.82

Total number of women personnel in post is based on figures as at 30 August 2007.

What We Said We Would Measure

How We Have Performed Against The Objective

PI36 Number of people from minority ethnic groups in each role as a percentage of total number of personnel within each role.

There are currently **3** Firefighters from minority ethnic groups which equates to **1.19%** of our total Firefighters.

There is currently **1** Firefighter (Control) from a minority ethnic group which represents **6.61%** of the total Firefighters (Control).

PI37 Number of people from lesbian, gay, bisexual, transgender groups in each role as percentage of total number of personnel in each role.

There is a difficulty associated with gathering and producing this data due to its sensitive, personal nature. More research is being conducted into how we may collect this data in the future.

PI38 - Number of Voluntary Leavers

Wholetime personnel	19
Fire Control staff	2
Retained Duty system/Volunteers	15
Support staff	3
Total	39

(These figures incorporate personnel who have reached their retirement.)

STRATEGIC OBJECTIVE FIFTEEN

What the Board aims to do:-

SO15 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

What We Said We Would Do

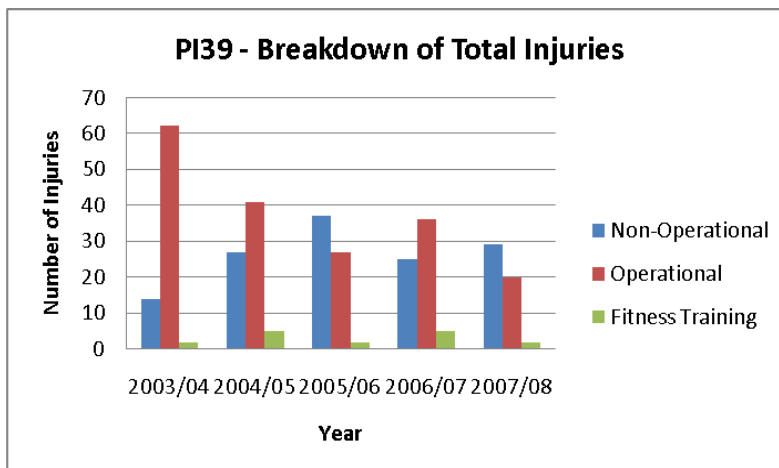
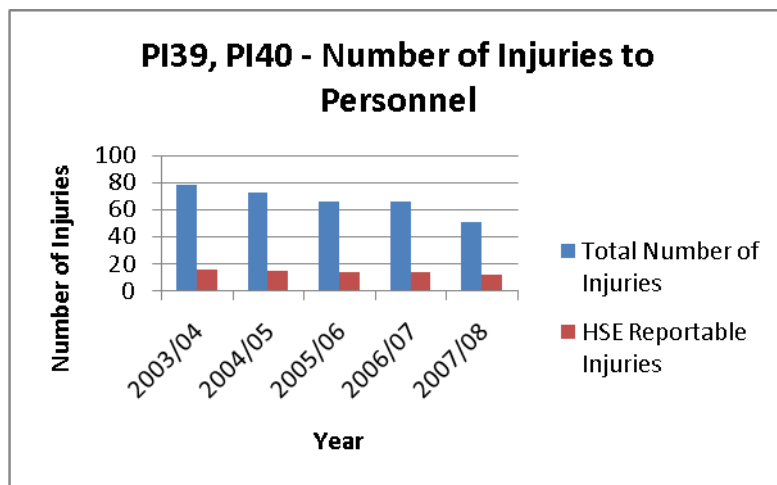
AP32 Implement a comprehensive accident investigation procedure.

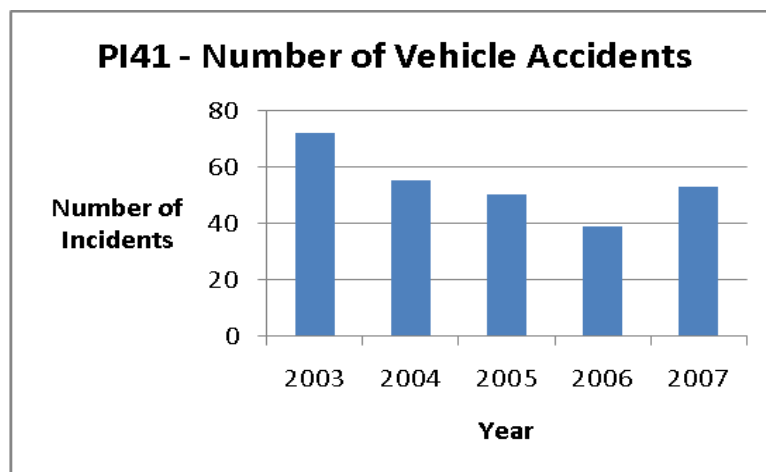
Intended Outcome – Reduction in the number of accidents leading to a safer workforce and safer workplace overall.

What We Have Done

The accident reporting and investigation policy and procedure has been reviewed and revised. The *Kelvin Top-Set* methodology for accident investigation has been accepted and introduced into the organisation.

Monitoring Performance





What We Said We Would Measure How We Performed Against The Objective

PI42 Number of RIDDOR reportable incidents involving vehicles/equipment. There was one reportable equipment incident involving a Breathing Apparatus failure. (This was subsequently re-categorized as non-reportable however had already been reported to the HSE.)

PI43 - Number of Near Misses

2003/04	2004/05	2005/06	2006/07	2007/08
11	6	8	5	16

STRATEGIC OBJECTIVE SIXTEEN

What the Board aims to do:-

SO16 Provide occupational health services which promote a healthy workforce.

Action Points for Achieving This Objective

What We Said We Would Do

What We Have Done

AP33 Revise Occupational Health policies and procedures placing an emphasis on prevention.

All existing occupational health and wellbeing policies and procedures were reviewed. Three new policies were formulated i.e. Management Referrals, Pre-employment and Fitness.

Intended Outcome – A fitter, healthier workforce.

AP34 Work with *Scotland's Health at Work* (SHAW) to promote health and fitness initiatives.

We are working towards Bronze level of *Healthy Working Lives* (previously Scotland Health at Work – SHAW). Work is well advanced with the expectation we

Intended Outcome - A fitter, healthier workforce. will achieve core and additional criteria within next 4 to 6 months.

Monitoring Performance

	What We Said We Would Measure	How We Have Performed Against The Objective
PI44	Number of personnel removed from operational duties as a result of fitness test results.	Nil - There were no persons removed from operational duties as a result of fitness testing.
PI45	Number of personnel removed from operational duties as a result of medicals.	Nil - There were no personnel removed from operational duties as a result of programmed medicals.
PI46	Number of personnel considered for redeployment to alternative duties.	1 person was considered for redeployment to alternative duties.
PI47	Number of personnel redeployed to alternative duties.	1 person was redeployed on alternative duties.
PI48	Number of ill health retireals.	There was 1 retirement due to ill-health in 2007/08.
PI49	Health initiatives undertaken to reduce sickness absence.	There were 10 health initiatives undertaken across the organisation in 2007/08. (For example topics included - <i>sun awareness, lung cancer awareness, breast cancer awareness.</i>)

SICKNESS ABSENCE LEVELS

These measure the proportion of both operational firefighting time and non-operational staff time lost through sickness and injury.

	2003/04	2004/05	2005/06	2006/07	2007/08
	Actual	Actual	Actual	Actual	Actual
Rider Shifts lost due to sickness absence and light duties	6.2%	6.6%	5.9%	8.1%	4.5%
Rider Shifts lost due to sickness absence	5.8%	6.1%	5.3%	7.1%	4.13%
Rider Shifts lost due to light duties	0.4%	0.5%	0.6%	1.0%	0.37%
Absence for all other staff directly employed	4.4%	4.7%	6.2%	5.7%	6.38%

Points to bear in mind

Sickness absence levels in the fire and rescue service are generally high in comparison with the public sector average, partly as a result of the hazardous nature of the work, and the special needs in respect of fitness.

STRATEGIC OBJECTIVE SEVENTEEN

What the Board aims to do:-

SO17 Further reduce the level of absence through fair and consistent attendance management procedures.

Action Points for Achieving This Objective

What We Said We Would Do	What We Have Done
<p>AP35 Ensure all managers are trained in the new attendance management procedures.</p> <p>Intended Outcome – More effective management capabilities.</p>	<p>Our new attendance management procedures have been introduced and training carried out to ensure that all managers are trained in the new procedures.</p>
<p>AP36 Ensure all personnel are familiar with the new attendance management procedures.</p> <p>Intended Outcome – A safe, healthy workforce, making effective use of our human resources.</p>	<p>All managers are trained in the new procedures and a standing instruction issued to all personnel making them aware of employee’s responsibilities.</p>

Return to work interview following periods of sickness as a percentage of total incidences of sickness

	2003/04	2004/05	2005/06	2006/07	2007/08
Station 1-11	70%	72%	56%	65%	74%
Stations 21-34	47%	78%	67%	71%	80%
Personnel Services	42%	46%	89%	96%	85%
Technical Services	79%	62%	50%	81%	86%
Risk Management	45%	81%	69%	77%	100%
Corporate Services	77%	59%	37%	74%	82%

Monitoring Performance

PI50, PI51 - Total Days Lost By Sickness Category Expressed As A Number And As A Percentage of Total Days Lost by Sickness

Sickness Category	Wholetime		Control	
	No of Days	Percentage	No of Days	Percentage
Back	430	11.15	0	0.00
Upper Limb & Neck	537	13.92	108	13.15
Lower Limb	710	18.40	173	21.07
Other Orthopaedic	0	0.00	0	0.00
Hearing	0	0.00	0	0.00
Cardio Vascular	338	8.76	0	0.00
Respiratory	115	2.98	0	0.00
Eye/Vision	27	0.70	0	0.00
Neurological	0	0.00	0	0.00
Psychological	466	12.08	352	42.87
Other	1,235	32.01	188	22.90
Total	3,858	100.00	821	100.00

Caveat: PI's 50 & 51 relates to the total days lost 'including rota days/weekends'.

PI52, PI53 - Number Of Short/Long Term Working Days Lost Through Sickness Within Each Role

	Short Term	Long Term	Control	Short Term	Long Term
Firefighter	1,096	1,266	Firefighter (Control)	118	126
Crew Manager	138	171	Supervisory	25	161
Watch Manager	105	125			
Station Manager	27	0			
Group Manager	48	25			
Area Manager	50	66			
Brigade Manager	0	0			
Total	1,464	1,653		143	287

STRATEGIC OBJECTIVE EIGHTEEN

What the Board aims to do:-

SO18 Continue to develop relevant remuneration policies and practices.

Action Points for Achieving This Objective

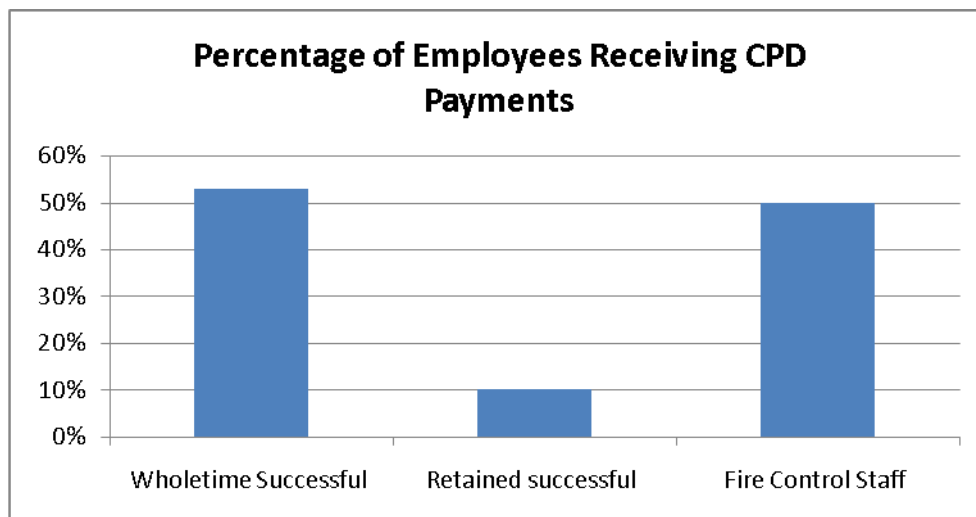
What We Said We Would Do

What We Have Done

AP37	Review allowances for all personnel in accordance with revised conditions of service.	A review of allowances has been carried out as part of the rationalisation of terms and conditions of service for all personnel who are affected by the implementation of the Single Status Agreement.
	Intended Outcome – More efficient financial management and legal compliance.	
AP38	Initiate a review of remuneration of personnel conditioned to the retained duty system.	A recent High Court appeal case decision regarding employees on the Retained Duty System requires to be analysed before further work proceeds in this area.
	Intended Outcome – A more diverse and inclusive workforce which promotes equality for all.	
AP39	Progress the implementation of the Single Status agreement.	The implementation of the Single Status Agreement for Local Government Employees is on target to be introduced on 1 August 2008. Consultations with recognised Trade Unions, as well as staff meetings, are ongoing.
	Intended Outcome – A more diverse and inclusive workforce which promotes equality for all.	

Monitoring Performance

PI54 - Percentage Of Employees Receiving CPD Payments



STRATEGIC OBJECTIVE NINETEEN

What the Board aims to do:-

SO19 Continue to develop effective employee relations.

Action Points for Achieving This Objective

	What We Said We Would Do	What We Have Done
AP40	<p>Further develop our empowerment culture.</p> <p>Intended Outcome – More effective management capabilities.</p>	<p>Work continues on delivering our <i>Leading an Empowered Organisation</i> (LEO) training. Two further courses were delivered to both uniformed and non-uniformed managers. A third facilitator has recently completed training with Leeds University to increase our capacity to deliver empowerment training. Several Managers have attended <i>7 Habits of Highly Effective People</i> course with NHS Tayside for possible use by the organisation.</p>

Monitoring Performance

	What We Said We Would Measure	How We Have Performed Against The Objective
PI55	<p>Number of discipline investigations conducted at each level of discipline.</p>	<p>Discipline levels: Formal stage 1 – Investigations by Watch Managers – Nil Formal stage 2 – Investigations by Station Managers – 1 Formal stage 3 – Investigations by Group Managers – 3</p>
PI56	<p>Number of grievances submitted.</p>	<p>There were 15 grievances submitted during 2007/08.</p>

Equality and Diversity

Tayside Fire and Rescue Equality Schemes require us to report our progress in the Annual Public Performance Report.

Gender Equality

What We Said We Would Do

Monitor our recruitment and positive action campaigns/ events.

Build on the positive action initiatives to include different employee types/job roles.

Work towards ensuring equal pay by completing single status and ensuring terms/ conditions/ pay are non discriminatory across the organisation

Continue to deliver gender equality awareness training

Produce and publish an Equal Pay Statement

How We Have Done

Feedback was sought from attendees and fed back to the Recruitment group and was generally positive. One male from a minority ethnic background and two females who attended the positive action event are now trainees at the Scottish Fire Service College.

At this time development of positive action has been limited to the post of Firefighter.

After consultation the Management Team decided the working week for support staff should be 37 hours. A letter detailing the new pay structure and their terms and conditions has been sent to all support staff.

Training with the e learning modules continues.

An Equal Pay statement was produced and agreed by the Fire and Rescue Board and published (on internet/publications) 29 September 2007.

Race Equality

What We Said We Would Do

Utilise the current service monitoring systems (e.g. for recruitment, after the fire booklets and complaints) to identify requirements and prioritise their resolution.

Publish clearly written summaries of all assessment, consultation and monitoring reports and distribute these widely via the Public Performance Report and website.

Ensure public information is always accessible and available in a range of languages, appropriate to the local community.

Monitor the information we provide to ensure it is considered satisfactory by those using it.

Identify and address knowledge and skill gaps of staff groups using the e-

How We Have Done

Recruitment applicants are asked to complete Equal Opportunity monitoring forms and their progress is tracked through the various stages of recruitment. Analysis is carried out to ensure there are no invisible barriers to prevent people from certain ethnic backgrounds, progressing to employment.

Any formal complaints received are registered and data analysed to identify possible trends effecting equal opportunities.

The stakeholders list for the distribution of documents produced for the public is constantly being updated to include more diverse persons and organisations from the community.

This year the website has also been updated. The new site provides easy access to information in an accessible format including our Equal Opportunities Policies.

We joined a scheme called *Happy to Translate* this year. The *Happy to Translate* scheme provides training and materials which assist in situations where there are language barriers. The service extends to translating documents into the appropriate language and setting up a meeting with a translator, if necessary. The range of languages covered is impressive with 102 different languages and dialects catered for.

Feedback questionnaires have been introduced as part of the positive action undertaken prior to this year's wholetime firefighter recruitment campaign. The feedback will allow the format of events to be refined prior to the next campaign.

Training is ongoing as not all employees have completed all online modules within

learning training package as a guide.

the training package. Following trainee feedback alterations have been made due to the way in which Retained Firefighters receive their training.

Create and install appropriate systems to meet our Equality Monitoring Strategy duty to monitor employment details by racial group.

Processes are now in place for monitoring employees involved in grievances, disciplinary action and employees who cease employment.

Funding for external training/further education courses is also monitored.

Work with community related organisations to widen access to information and education resources.

Community groups and interested parties provide inputs on recruitment through the local ethnic jobs club. They also provide input on Fire Safety information distributed through the local Mosques.

Build on the Fire Safety information that is readily available in various languages.

Community Safety leaflets are available in various languages with work ongoing to increase the number of languages.

We attended an event specifically for people from eastern European countries living or visiting the Tayside area.

Fire Safety talks using interpreters together with a safety DVD have been provided for community members who don't speak English as a first language.

Ensure that as part of the standard format, equality issues are incorporated into all Service Level Agreements.

Standard information on equality and diversity is included in all Service Level Agreements.

Integrate race equality and knowledge of equality issues into all interview procedures, including promotion interviews.

A knowledge and understanding of diversity and equal opportunities is required at all recruitment interviews and it is stated in all Person Specifications that this will be tested at interview.

Assessment and Development Centres are now in place for Wholtime Firefighters wishing to move to the next role within the organisation. One of the key areas that must be passed is *Commitment to diversity and integrity*.

Continue to review the ergonomic layout of fire appliances and other vehicles to address general equality requirements.

Ensure updates are provided on cultural awareness legislation for all Firefighters.

Research and trials on the ergonomic layout of appliances and equipment take place prior to procurement.

In addition to the online training, the organisation newsletter Quickfire and the intranet are used to update employees in relation to legislative changes and developments.

Another avenue used for the promotion of new policies or initiative is the Diversity Forum. The forum is made up of a number of employees, from across the organisation who feed information back to their departments and colleagues.

Disability Equality Scheme

What We Said We Would Do

Making smoke detectors more accessible. Develop the work being carried out in Angus.

Ensure inclusion of Disability Discrimination Act requirements in Attendance Management Policies/Procedures.

Training – internal and external training – Capability Scotland.

Accessibility of information: intranet and internet access.

Build on disability monitoring that is carried out, in relation to internal procedures. Introduce monitoring of training and appraisals.

How We Have Done

Standard smoke detectors do not meet the needs of all members of the community. For people with a hearing impairment or for those who are deaf, for example, alternative smoke detectors are required. A referral procedure is in place in each of our constituent councils areas regards the installation of these detectors.

New Attendance Management Policy and Procedures were published in June 2007 along with an Attendance Management Guide which now includes the obligations that are in place in relation to disabilities, for example making reasonable adjustments and helping individuals back to work.

A pilot training session on *Initial Contact* incorporating communication barriers and the way to overcome them was held with one of the Watches at our Perth Station. It is planned that the training will be available to all employees.

Tayside Fire and Rescue launched a new website which provided the opportunity to improve the accessibility of the site. The new site meets W3C (World Wide Web Consortium) standards for access, which are internationally recognised. In addition to this, a *Read speaker* facility has been installed enabling users to select specific pieces of text or full pages and have them read aloud.

Monitoring is now carried out in relation to a number of internal processes. These include promotions, Assessment and Development Centres, disciplines and grievances.

PERFORMANCE

STRATEGIC OBJECTIVE TWENTY

What the Board aims to do:-

SO20 Develop and foster effective partnerships which contribute to the achievement of our organisational aims.

Action Points for Achieving This Objective

	What We Said We Would Do	What We Have Done
AP41	Continue to develop a corporate partnership register. Intended Outcome – Improved Community Safety and more effective use of resources.	The number of partnerships formally entered into by Tayside Fire and Rescue currently stands at 26 , all of which have been entered to the Corporate Partnership Register. A template and procedure have also been developed in order to review the effectiveness of these partnerships.

Monitoring Performance

PI57 Number of partnerships	26
PI58 Number of partnerships examined in compliance with the review programme	7
PI59 Number of new approved partnerships	24
PI60 Number of partnerships withdrawn from	0

STRATEGIC OBJECTIVE TWENTY-ONE

What the Board aims to do:-

SO21 Ensure our working practices deliver Best Value.

Action Points for Achieving This Objective

	What We Said We Would Do	What We Have Done
AP42	Review departmental business procedures. Intended Outcome – More effective and efficient use of resources.	All departmental business procedures have been reviewed and rationalised to ensure a consistency in the way in which we conduct our business. These procedures have been placed in a central intranet file for access by all staff.
AP43	Implement relevant elements of the McClelland Report on procurement.	The McClelland report recommends that an e-procurement system is incorporated into

Intended Outcome – More effective use of resources to ensure our working practices deliver best value.

all public sector authorities. We have entered into a collaborative partnership, with other Scottish Fire and Rescue services to achieve efficiencies thus reducing the time and costs of transactions by doing business electronically.

AP44 Introduce an integrated Payroll/Personnel system.

The new Resourcelink Integrated Payroll/Personnel System has been implemented with all personnel being paid through this system. There is still further development to be carried out on the personnel database and it is envisaged that this will be completed during 2008/09.

Intended Outcome - More effective and efficient use of resources.

AP45 Consider the implications of the Scottish Executive's shared services agenda.

Consideration has been given by Tayside Fire and Rescue to the shared services agenda being promoted by the Scottish Government. This is also being progressed through the Chief Fire Officers Association Scotland on a national platform.

Intended Outcome - More effective and efficient use of resources.

Monitoring Performance

PI61 - Annual Review Conducted Of All Strategic Performance Indicators

	Prevention	Intervention	People	Performance
2006/07				
Strategic objectives	6	6	8	7
Action Points	15	9	13	6

2007/08				
Strategic objectives	6	4	9	7
Action Points	16	7	17	11
Performance Indicators	19	6	31	15

STRATEGIC OBJECTIVE TWENTY-TWO

What the Board aims to do:-

SO22 Ensure our systems and processes are sufficiently robust to maintain business continuity.

Action Points for Achieving This Objective

What We Said We Would Do

What We Have Done

AP46 Implement the outcomes of the internal business continuity review.

A Business Continuity Management Group has been established within Tayside Fire

Intended Outcome – To ensure our systems and processes are sufficiently robust to maintain business continuity.

and Rescue. Through this group a programme of Business Continuity Plan familiarisation training has been initiated and a number of exercises, to test the capability of the Plan, programmed for 2008/09.

Monitoring Performance

What We Said We Would Measure

How We Have Performed Against The Objective

PI62 Effectiveness of business continuity plan by annual review.

Annual review of Business continuity plan has been completed and recommendations made to ensure it remains effective.

STRATEGIC OBJECTIVE TWENTY –THREE

What the Board aims to do:-

SO23 Ensure our performance management framework is sufficiently robust to accurately analyse our performance.

Action Points for Achieving This Objective

What We Said We Would Do

What We Have Done

AP47 Develop and implement Information and Communications Technology solutions to deliver our performance management framework.

An Electronic Performance Management system reflecting our performance framework has been purchased. This system will facilitate greater control and management over our performance in key strategic areas. All strategic performance indicators for 2008/09 have been built into the system and methods of capturing raw data have been developed.

Intended Outcome – To ensure our performance management framework is sufficiently robust to accurately analyse our performance.

Monitoring Performance

What We Said We Would Measure

How We Have Performed Against The Objective

PI63 Effectiveness of performance management framework by annual review.

Annual review of our performance management framework has been completed and recommendations made to ensure it remains effective.

STRATEGIC OBJECTIVE TWENTY –FOUR

What the Board aims to do:-

SO24 Identify and adopt effective stakeholder consultation to inform our business planning processes.

Action Points for Achieving This Objective

What We Said We Would Do	What We Have Done
<p>AP48 Review our current methods of consultation and consider effective alternatives.</p> <p>Intended Outcome – More effective and inclusive stakeholder consultation and feedback process.</p>	<p>Following review it was concluded that we would retain our current methods but aim to reach a wider audience. To facilitate this we reviewed our stakeholder register in order to ensure hard to reach sections of our communities are being fully consulted on our plans. This resulted in additional contacts being made with groups representing the elderly, people with disabilities, migrant workers and persons whose first language was not English.</p>

Monitoring Performance

What We Said We Would Measure	How We Have Performed Against The Objective
<p>PI64 Effectiveness of the stakeholder list by annual review.</p>	<p>Annual review of our stakeholder consultation list has been completed resulting in the stakeholder list being increased from 310 to 326 points of contact.</p>

PI65, PI66 - Responses to TaST Consultation Document Received

	Internal	External
Number circulated	43	283
Number of returns	9	40
Percentage	21%	14%

STRATEGIC OBJECTIVE TWENTY-FIVE

What the Board aims to do:-

SO25 Ensure the free flow of information, through accessible information systems.

Action Points for Achieving This Objective

What We Said We Would Do	What We Have Done
---------------------------------	--------------------------

- AP49** Continue to implement our e-strategy.
- Intended Outcome** – More effective and efficient use of resources.
- Unified Messaging* was deployed throughout the organisation providing voice mail, instant messaging and 'fax to mailbox' facilities. The initial stage of the Windows Vista Operating System deployment was implemented at the Perth Training and Development Centre.
- AP50** Review of intranet content and procedures.
- Intended Outcome** – More effective information and communications delivery.
- A review of the structure and content of our intranet site has been completed and proposals for rationalisation and greater control accepted. A working group to implement the outcomes of the review during 2008/09 has been established.

Monitoring Performance

What We Said We Would Measure

How We Have Performed Against The Objective

- PI67** Number of hits on website.
- The number of hits on our website is monitored on a monthly basis; the average monthly number of hits for 2007/08 was **1,421**.
- PI68** Number of hits on intranet.
- The average number of monthly hits on our intranet site at corporate page level was **19,424**.

PI69 – Level of Feedback From Communication Channels

Communications Channels

Level of Feedback

- | | |
|----------------------|------------------------------|
| Breakfast with Chief | 12 responses received |
| EFQM Survey | 17 groups surveyed |
| Online Survey | 86 responses received |

STRATEGIC OBJECTIVE TWENTY-SIX

What the Board aims to do:-

- SO26** Ensure our financial management processes are sufficiently robust to accurately analyse our financial position.

Action Points for Achieving This Objective

What We Said We Would Do

What We Have Done

- AP51** Consider a system of cost centre
- Our method of allocating budgets

budgeting to reflect the ongoing needs of the organisation.

Intended Outcome – To ensure our financial management processes are sufficiently robust.

throughout the organisation was reviewed in order to consider devolving budgets to lower levels. Following the review it was decided that our current budgeting methods are satisfactory and the levels of control should remain at their present level.

Monitoring Performance

	What We Said We Would Measure	How We Have Performed Against The Objective
PI70	Number of monitoring reviews during year.	The number of monitoring reviews conducted in 2007/08 were 9 .
PI71	Statutory accounts qualifications.	There were no accounts qualifications issued therefore we have a 100% record for accounts validated in 2007/08.

Complaints from Members of the Public

Year	2003/04	2004/05	2005/06	2006/07	2007/08
Number of Complaints	3	1	4	2	2

These are complaints whether written or verbal which have been dealt with under the Tayside Fire and Rescue *Complaints from Members of the Public Policy*.

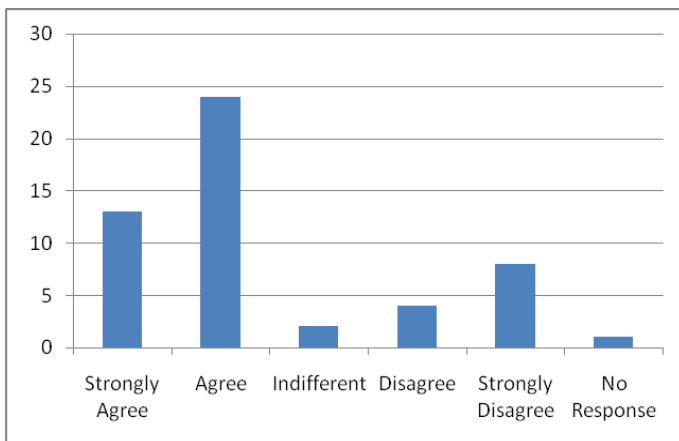
Consultation

Graphs showing responses received in completed questionnaires as part of the consultation process for our Towards a Safer Tayside document. (Questions detailed below)

Question

We believe that we can improve our use of resources and improve community safety by reviewing the number and disposition of fire engines and special appliances across Tayside Fire and Rescue area. How strongly do you agree with these proposals?

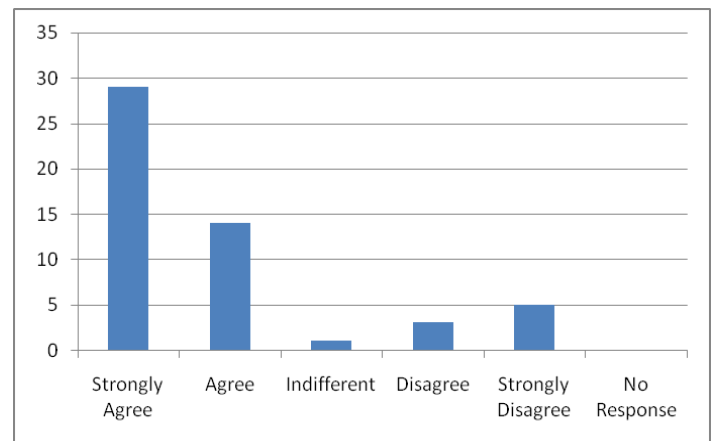
Use of Resources and Disposition of Fire Engines



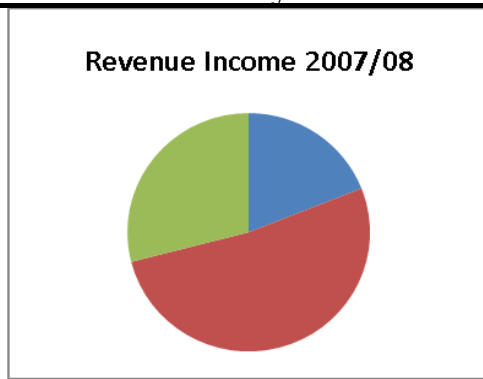
Question

We intend to devote more of our personnel and resources towards preventing fires. How strongly do you agree with this change in emphasis?

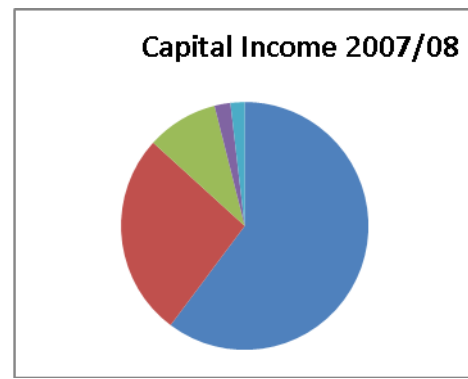
Change of Emphasis Towards Preventing Fires



Where The Money Comes From....

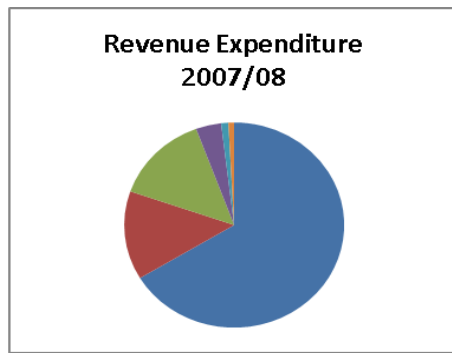


<i>Funded By:</i>		<u>£'000</u>
● Angus Council (19%)		5,219
● Dundee City Council (52%)		14,284
● Perth & Kinross Council (29%)		<u>7,966</u>
		<u>27,469</u>

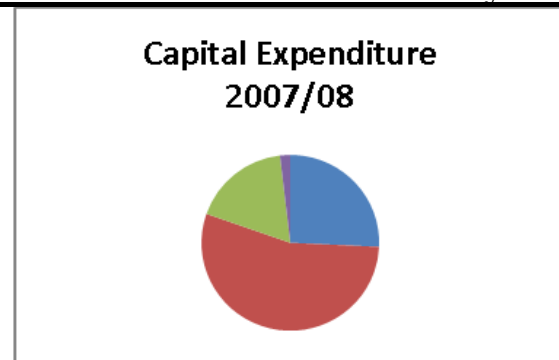


<i>Funded By:</i>		<u>£'000</u>
● Capital Allocation		1,330
● Additional Top Slice Funding		585
● Other Funding		206
● Sale of Assets		46
● C/Fwd from 2006/07 Capital Allocation		<u>41</u>
		<u>2,208</u>

..... And Where The Money Goes



<i>Funded By:</i>		<u>£'000</u>
● Staff Costs (Exc Pensions)		18,240
● Pension Costs		3,819
● Running Costs		3,856
● Depreciation/Amortisation		1,030
● Interest Payments		293
● Surplus Added to General Reserve		<u>231</u>
		<u>27,469</u>



<i>Funded By:</i>		<u>£'000</u>
● Property		568
● Vehicles, Equipment and Plant		1,207
● IT/Communications Infrastructure		392
● C/fwd to 2008/09 Capital Plan		<u>41</u>
		<u>2,208</u>

Copies of the actual audited accounts for 2007/08 are available by writing to: The Chief Fire Officer, Tayside Fire and Rescue, Fire and Rescue Headquarters, Blackness Road, Dundee, DD1 5PA.