



Tayside Fire and Rescue

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Tayside Fire and Rescue

CONTEXT

The Locality

The fire authority covers an area of 7,500 square kilometres, comprising predominantly rural areas, but with urban centres in Dundee and Perth. Tayside Fire and Rescue (TFR) delivers services to a population of over 393,000 people.

Of the population, 98 per cent are classed as white British, 0.7 per cent are Asian, with the remainder being Black, Chinese, or other. The largest minority ethnic groups are Indian and Pakistani. Additionally, the area is a popular destination for migrant workers undertaking predominantly seasonal employment.

Within the service area there are two universities which increase the population of Dundee by approximately 23,000 for parts of the year.

The indices of multiple deprivation (2000) suggest there are 8 areas of concentrated deprivation within the service delivery area: of these, 7 are within Dundee.

The economy has historically been based around journalism, manufacturing and sea based industries. Whilst these are important, there has recently been an increase in research and development sectors. The unemployment rate is 2.8% which is above the Scottish average of 2.6%.

The Fire and Rescue Board

Tayside Fire and Rescue Board is a joint Board formed in 1996. The service covers three constituent council areas, these being Angus, Perth & Kinross and the City of Dundee. The Fire and Rescue Board comprises eighteen elected members, of which five are from Angus, seven from Dundee City and six from Perth & Kinross. The Fire and Rescue Board is led by a convener, who is supported by two vice conveners.

The Board has 4 established sub-committees and panels. These are:

- Performance Monitoring
- Sick Leave
- Senior Officers Appointments
- Integrated Risk Management Planning



The Fire and Rescue Board's revenue budget for 2005/06 was £25.9 million and its capital budget was £1.7 million.

TFR employs over 700 personnel. Of these 409 are operational wholtime firefighters, 236 are retained firefighters, and 24 volunteer firefighters. There are 21 members of the control room and a further 58 support staff.

There are 24 stations located within the area. There are 4 wholtime stations, 2 wholtime/retained stations, and 15 are staffed through the



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retained duty system. There are also 3 stations that are staffed by volunteers. There is a fleet of 57 appliances, including urban search and rescue (USAR) equipment, and other specialist response and service delivery units and vehicles.

The current management structure of TFR is based around functions of service delivery and service support, and comprising references for personnel, community safety, technical services, corporate services and risk management. The service has recently appointed District Liaison Officers (DLOs), whose main role is to support stations predominantly staffed through the retained duty system.

The service received over 14,000 calls in 2004/05 and responded to over 9,000 incidents. The service attended nearly 1,200 primary fires. Significant numbers of other incidents were also attended including 234 road traffic collisions.

We received nearly 4,400 false alarms: of these, 3,400 were caused by automatic fire alarm systems, 314 due to malicious intent and 646 through good intent.



Protecting the Community

TO
PROVIDE THE
HIGHEST STANDARD OF FIRE
SAFETY AND EMERGENCY RESPONSE
SERVICES TO ALL THE COMMUNITIES WE SERVE

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Tayside Fire and Rescue

STRATEGIC MANAGEMENT

Our vision is expressed on the mission poster which is published in all public documents and displayed in all TFR stations and premises. This poster communicates to our stakeholders the mission of TFR plus our four strategic aims under the headings of Prevention, Intervention, People and Performance.

Strategic priorities take into account both the local geographic and demographic factors and legislation as laid out in all statutory instruments relating to the Fire and Rescue Service.

Within our prevention agenda a number of community planning partnerships are currently in force and the strategic objectives set by TFR reflect these partnerships.



Board Sub-Committees

In addition to the main Tayside Fire and Rescue Board, there are a number of sub-committees in operation. These operate at a strategic level

and approve any major strategies or policies proposed by TFR management. They are also instrumental in approving actions which arise as a result of major consultation with our stakeholders. The sub-committees in operation are detailed in the introduction to the submission e.g. a specific Integrated Risk Management Plan (IRMP) sub-committee was established to consider the proposed consultation documents and action plans for each year. In this way local members are given the opportunity to comment/question/opine on the contents of a plan which may have an effect on their individual constituencies.

Management Re-Structure

TFR re-structured¹ in June 2004 in order to introduce a structure capable of delivering the modernisation agenda. The changes included, for example, the introduction of an Information Section formed to manage the ever increasing consultation, information requests, media coverage, and internal/external communication issues resulting from new legislation such as Freedom of Information (Scotland) Act (FOI) and The Fire (Scotland) Act.

Case Study 1

Following an audit in November 2004² Her Majesty's Chief Inspector of Fire Services commended TFR for its excellent approach to communicating issues arising from the modernisation agenda:

"The communication between management and staff has been excellent in this regard and this is another area where the Brigade should be commended for tackling difficult issues with maturity and professionalism."

Jeff Ord, HMCIFS

The next step in this continuing development of the Service is to introduce a culture which is more able to meet the challenges that lie ahead. A

¹ [Restructure Report](#)

² [HMI Report November 2004](#)



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second realignment in the delivery of our service has recently taken place and this is explained in more detail within the Management of Operational Business section of this submission.

Service Planning

Service Planning workshops and a service planning/budgeting annual process timetable³ provide the framework in the pursuance of our mission. These deal with both setting the agenda and business for the following year and mapping out a timetable for when particular actions/approvals should take place in order for the complete process to operate effectively. This also illustrates and develops the linkage between the organisation's strategic objectives, operational requirements, the revenue and capital budgets and the Integrated Risk Management agenda.

Service Planning workshops are held twice yearly. A summer workshop⁴ sets the proposals for the following year including agreement of the strategic objectives which the Service is going to follow. This involves all members of TFR's management team plus their departmental managers in an all day open session held at Perth Training and Development Centre. The outcome from this workshop then informs both the preparation of the following years IRMP and the revenue and capital budgets. The second workshop is held in the autumn⁵ and confirms (or otherwise) the proposals originally put forward.

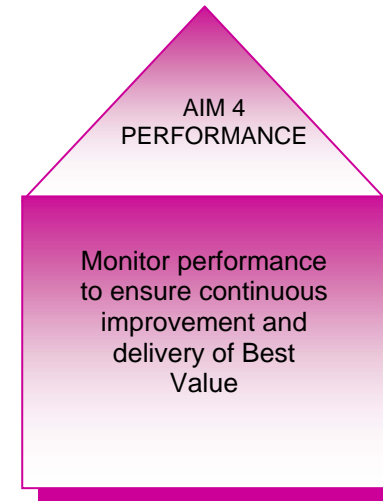
This newly introduced process dovetails into the performance management framework recently introduced, and in effect illustrates how each person within the organisation can contribute towards the highest level mission of TFR. The setting of strategic service plans⁶ is, in turn, cascaded down the organisation through the development of both tactical and operational plans which link to the strategic level and provide a golden

thread which runs through all our activities, including a link to the Scottish Executive mission of providing for a Safer Scotland.

The system will show that all activity is aligned to the Service's vision, through the use of key performance measures, which in turn will aid managers in resource allocation to meet the needs of the Service.

Performance Management

In pursuance of our organisational aim of Performance, we will monitor performance to ensure continuous improvement and delivery of Best Value.



Performance is currently managed through Service Support and Service Delivery within TFR. This is done on a quarterly basis with progress

³ [Service Planning Timetable](#)
⁴ [CFO Service Planning Presentation August 2005](#)
⁵ [CFO Service Planning Presentation March 2006](#)
⁶ [Service Plan 2005-06](#)



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reports⁷ showing the percentage completion statistics against each item on the service plan. The monitoring of this is done on an exception basis whereby any items which may affect TFR achieving one of its strategic objectives are considered and remedial action developed.



Performance indicators have in the past been based on statutory, local and Brigade indicators. Local indicators were ones which were agreed at a national level and Brigade indicators were designed to reflect the issues which were felt to be important at a local level within Tayside. New indicators have now been developed by the Chief Fire Officers Association (Scotland) CFOA(S) / Audit Scotland to reflect the statutory and local

⁷ [Performance Against Service Plan 2005-06](#)

agendas. TFR has developed a new performance management framework which illustrates the linkage between its strategic objectives as laid out in "Towards a Safer Tayside"⁸ and indicators designed to measure the critical success factors in achieving these objectives. This will be used in 2006/07 to measure performance.

Performance Management - Next Steps

The next step in this process is to identify an IT solution which will assist in standardising and streamlining the manner in which the system of performance management is developed within TFR.

The procurement of a performance management software system has many benefits and these are identified below:

- Accelerate the way forward for our performance monitoring.
- Aid in aligning strategic planning and performance monitoring processes.
- A visual representation of performance such as traffic light system across the Service.
- An ability to manage performance across plans down to an individual level.
- Reports tailored to reflect the different needs of the organisation.
- The ability to drill down, up and across plans would enable the service to see the impact of performance across the entire organisation.
- The ability to add tasks/actions within the system and to be able to see their contribution to the delivery of service.

⁸ [TaST Action Plan 2006-07](#)



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- The ability to add comments within the system by a number of people at defined periods to describe/evidence periodic performance.
- The ability to extract data direct from various information systems in the organisation automatically. This will increase efficiency through saving staff hours and improve the accuracy of the data provided.

The project of procuring such a system is in its early stages; however, TFR are leading on discussions aimed at agreeing a collaborative approach with other Fire and Rescue Services in the purchase of such a system.

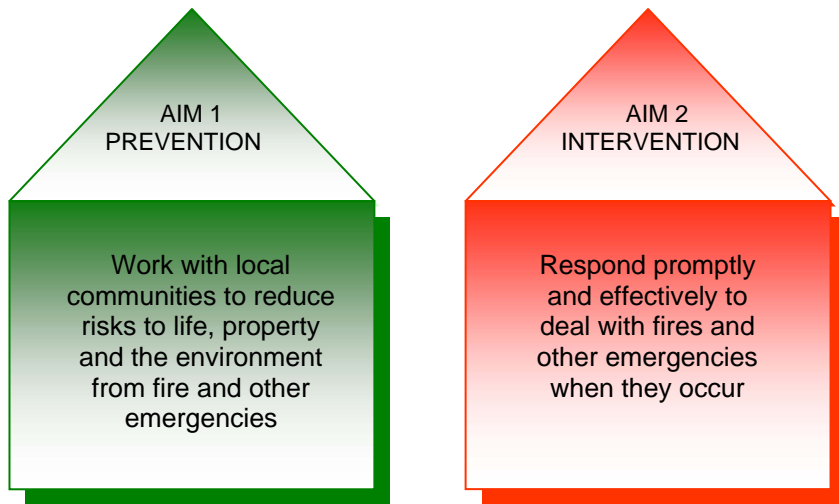
TFR is developing its method of performance management in line with best practice and will continue this development using the most up-to-date technological solutions at its disposal.



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PREVENTION AND RISK MANAGEMENT

In pursuance of our organisational aims of prevention and intervention we will work with local communities to reduce risks to life, property and the environment from fires and other emergencies and will respond promptly and effectively to deal with these when they occur.



An Effective IRMP

The IRMP entitled “Towards a Safer Tayside” (TaST)⁸, has taken full cognisance of the Fire and Rescue Framework document and all department heads have identified action points that are included in the Service Plan through the IRM process. The priorities contained within the framework document for fire prevention and risk management have been met in full. A good example of this is that a full consultation process⁹ has

⁸ [TaST Action Plan 2006-07](#)

been undertaken involving stakeholders with a view to shaping the organisation to reflect the need of the local communities. The Risk Management Department has been heavily involved in providing data to support TaST to ensure that evidence has been collated prior to any decision about the provision of an effective and efficient service. There is greater evidence of programmed Community Fire Safety (CFS) work¹⁰ and there are paper based and intranet based systems in place to ensure that the initiative objective and outcome is recorded in the Fire Services Emergency Cover (FSEC) system which in turn ensures that areas of high risk are identified and targeted in terms of resources.

Data Analysis

The Risk Management Department has been heavily involved in the provision of quality data both in-house and to external agencies. They have also run and are continuing to run scenarios to challenge our service provision. These scenarios are shaped around the risks that exist within our communities and we are looking to establish the best and most efficient use of resources. During these scenarios we have challenged the following:

- Relocation of appliances on a temporary or permanent basis
- Considering the type of appliances that may be required to provide a quality service
- Relocating fire stations to ensure that the resources are in the appropriate locations that cover the high risk areas
- Differentiating between wholtime/part-time crewing
- Changing watch based personnel’s working patterns

⁹ [TaST Consultation Document 2004](#)

¹⁰ [CFS Timetable](#)



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Data has also been provided to a variety of departments within the service to support management team papers that challenge the efficiency and effectiveness of TFR's service provision. These have included:

- Mobilisation of Senior Officers to Fire Alarm Incidents¹¹
- Automatic Fire Alarm (AFA) Mobilisation Policy¹²
- Analysis of Call Activity¹³
- Aerial Appliance Provision and Use¹⁴

Data is also provided to our community planning partners with a view to monitoring fire deaths/injuries and incidence of accidental dwelling fires throughout Tayside. This information is utilised both in-house and externally to target at risk groups in an effort to reduce the instances of such events. Working hand in hand with our community planning partners in all three unitary authority areas, we as an organisation have sourced monies from a variety of funding streams to support our community safety activities.

We have three officers within the organisation who are fully conversant with the functions of FSEC. They have received training at the Scottish Fire Services College (SFSC) with each Fire and Rescue Service providing instruction which was reinforced by members of the FSEC team from the Office of the Deputy Prime Minister. This ensures that the information entered into the system is accurate and can be readily interrogated to identify trends, etc., which can in turn be forwarded to watch based personnel for action.

Data capture is vital to the organisation's future direction and as a result we have made Browser for Operational System Status (BOSS) information available to all Senior Officers, District Liaison Officers and watch based community safety co-ordinators who can identify trends and initiate

appropriate measures to address the issue. The current BOSS system has recently been upgraded and we are about to embark upon a greater use of operational staff at both senior and watch based level to input appropriate data which will readily identify use of specialist appliances, equipment and the role of senior officers. This will assist in creating a more comprehensive database of information to ensure that a much more in depth analysis of our service provision can take place.



District Liaison Officers and certain operational based staff are heavily involved in the creation of Tactical Plans and Fire Safety Risk Assessments. The purpose behind the initiative is to ensure that quality data is captured and transferred onto the FSEC and Vehicle Mounted Data

¹¹ [Mobilisation of Senior Officers to Fire Alarm Incidents](#)

¹² [AFA Mobilisation Policy](#)

¹³ [Analysis of Call Activity](#)

¹⁴ [Aerial Appliance Provision and Use](#)



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System (VMDS) where the information can be fully utilised by all members of staff.

Case Study 2

A seconded officer is currently working on a Historic Scotland Project which entails gathering risk critical information on historic properties to firstly create an accurate database of properties for Historic Scotland. During this process the officer is conducting a fire safety risk assessment in addition to a tactical plan and this information will again be fed into the FSEC and VMDS systems as a source of information for frontline staff and data analysis purposes. This information will be held on hard copy within the appropriate fire safety file as a source of information for any officer who is likely to conduct future fire safety inspections on the respective property.

Scenario/Option Analysis

Risk Management staff have also been heavily involved in the Brigade Response Options System (BROS) project which assesses the number of personnel required to respond to an incident and to perform the task to a high standard whilst taking all appropriate health and safety measures into account at all times. To populate the database 39 generic scenarios have been run.

Through running computer based scenarios we have challenged our provision of service and we will continue to explore all available options to ensure we are achieving our mission of 'Protecting the Community'.

Senior Management representatives from within the Legislative Fire Safety Group attend the CFOA Prevention Business Stream and its associated sub groups to prepare for the implementation of the Fire (Scotland) Act Part 3 regarding Fire Safety. Across Scotland there is a desire to ensure that consistent introduction of the legislation is achieved. We feed into the consultation process in terms of the Fire (Scotland) Act as well as the Draft Fire Safety Guide.

A senior legislative fire safety officer from TFR is a member of a working group focused on progressing the new fire safety legislation including the guidance documents, publicity campaign and the transfer of responsibility for enforcement of fire safety legislation on 'special premises' sites once the Fire Certificates (Special Premises) Regulations 1976 are revoked. The working group comprises of representatives from several fire and rescue services across Scotland along with colleagues from the Scottish Executive and Her Majesty's Inspectorate of Fire Services (Scotland). This will lead to a common standard of enforcement across Scotland when the legislation is introduced.





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IRMP Implementation

The initial IRMP¹⁵ was implemented to address the issues in the heads of agreement following the period of industrial action. Through analysis of data there has been a redeployment of frontline staff (8 posts) to other key areas within the organisation which helps support the development of members of the workforce in terms of provision of high quality training. Equally the expansion of the Community Safety/Risk Management Departments is considerably enhanced by the creation of the District Liaison Officers posts to support Aim No 1 of the Service Mission Poster – Prevention. An overtime policy¹⁶ was introduced to ensure that appliances were kept ‘on the run’ as far as is reasonably practicable.

The IRMP is firmly entrenched within the Service Planning process within TFR and action points from the plan are reported and discussed at the Service Delivery meetings.

Case Study 3

With the redeployment of staff as a result of the introduction of the Heavy Rescue Units and the subsequent increase in community safety staff as a result, it is evident that community safety is taking a much higher profile in the delivery of community based initiatives. The District Liaison Officers are conducting legislative fire safety inspections within the business community and have given the business community another point of contact in terms of provision of fire safety advice.

The organisation has a view that each and every member of uniformed staff throughout the service is on the frontline in terms of provision of fire safety advice. To achieve this a training programme¹⁷ has been created and is to be delivered to all personnel on the wholetime and retained duty systems.

¹⁵ [TaST Action Plan 2005 -06](#)

¹⁶ [Overtime Policy](#)

¹⁷ [Fire Safety Advice Training Programme](#)

Our commitment to Legislative Fire Safety is evident and inspections continue to be conducted by both community safety and specialist fire safety staff in line with the risk assessment process which exists within the organisation.



Partnership Working

TFR recognise that working in partnership with others is a powerful tool for tackling the difficult policy and operational challenges faced by the organisation. Partnership working can be an effective way of achieving more by pooling resources and removing the duplication of effort and in turn reduce the burden on local tax payers and enhance the resources to front line services. The number and type of partners working with TFR has



grown dramatically over the years in response to both national issues and local initiatives. TFR consider a partnership to be a

“joint working arrangement where the partners co-operate to create an organisational structure or process designed to secure a common goal by sharing information, risks and rewards.”

At present TFR have embarked on an evaluation of our partners to establish:

- the effectiveness of each partnership
- the resource commitments of the collaboration
- the delivery of agreed objectives
- the identification of risks involved
- to ensure alignment with our corporate aims

A Partnership Register¹⁸ has been created and published on the intranet for collation of all our partnership information and a partnership directory will also be created with a strategic policy document to follow. Working with our partners has helped TFR to influence a wide range of activities from promoting community safety to tackling anti social behaviour. A considerable amount of work has taken place to ensure that the community safety element of TFR's Service Plan⁶ has as far as possible been incorporated into the Local Authorities Community Safety Plans^{19,20,21,22,23} and Anti Social Behaviour Strategies.^{24,25,26,27}

⁶ [Service Plan 2005-06](#)

¹⁸ [Partnership Register](#)

¹⁹ [Dundee Community Safety Partnership](#) (Pages 38, 39, 40, 45)

²⁰ [Angus Community Safety Plan](#) (Pages 18, 20, 44, 46, 53)

²¹ [Angus Community Plan Indicators Supplement](#) (Page 5)

²² [Perth and Kinross Community Strategy](#) (Pages 2, 5, 7, 8, 10, 13, 18)

²³ [Working Together for Perth and Kinross Community Plan](#) (Pages 25, 26)

²⁴ [Dundee Anti Social Behaviour Strategy](#)

²⁵ [Dundee Anti Social Behaviour Technical Appendix](#) (Pages 3, 7, 15, 16, 24, 26, 32)

²⁶ [Angus Anti Social Behaviour Strategy](#)

²⁷ [Perth and Kinross Anti Social Behaviour Strategy](#) (Page 11)

Corporate Risk

TFR in partnership with Perth & Kinross Council conducted a Corporate Business Risk Workshop at Fire and Rescue Headquarters in November 2005 to which a full copy of the Corporate Risk Register²⁸ is available.

The workshop looked at and identified risks specific to TFR and subsequently carried out an Impact v Probability score. This resulted in identifying Controls and Action Plans and also giving each risk area an owner and time plan to put in place additional control measures where appropriate.

These workshops are designed to be a systematic and structured approach to identifying and managing risks across the organisation. The aim is to ensure effective risk management to support the delivery of the strategic priorities. To summarise, the objectives are:

- to clearly identify the objectives, roles and responsibilities for managing risk
- to improve co-ordination of risk management activity
- to reduce duplication between services in managing overlapping risks
- to provide opportunities for shared learning on risk management and promote 'best practice'
- to offer a framework for allocating resources to identified risk areas
- to provide a basis to assess objectively the strategic, operational, project and other risks arising from weaknesses in the management arrangements under review
- to ensure compliance externally
- to build risk management into our approach towards continuous improvement

²⁸ [Corporate Risk Register](#)



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The findings of this and previous workshops are then built in to the service planning process³ with action points identified. Active management involvement in the process is necessary to ensure that all the relevant risks are identified, within and across services. The workshop process (on an annual basis) is recognised as being the most effective method of gathering information and exchanging ideas.

Tayside Regional Emergency Co-ordinating and Planning Group

For many years a number of agencies with a role to play in Integrated Emergency Management (IEM) have worked closely together to plan for and respond to serious emergencies within the Dundee City, Angus and Perth & Kinross Council areas. This group is known as the Tayside RECAP Strategic Co-ordinating Group (SCG).

Recently the structure, role and remit of the Tayside RECAP SCG has undergone a comprehensive review to meet the requirements of the Civil Contingencies Act 2004 (CCA) and its associated Scottish Regulations and Guidance. This legislation will enable RECAP to build upon existing informal arrangements that have been in place for many years. Membership of RECAP and associated Support Groups is drawn from Category 1 and 2 responders as defined by the CCA.

Tayside Community Risk Register

The Tayside Community Risk Register²⁹ has been compiled by RECAP in accordance with the CCA and its associated Regulations and Guidance as outlined in the Scottish Executive document Preparing Scotland www.scotland.gov.uk/publications/2006/02/27140215 and as detailed in the UK Resilience website on www.ukresilience.info.

The Community Risk Register (CRR) is intended to inform the communities of the Tayside area of a range of potentially disruptive events that the responder agencies have considered and to confirm the state of

preparedness to deal with the occurrence of such emergencies ensuring a swift return to normality. The CRR will provide the basis for the responder agencies to develop, implement and confirm emergency plans, to meet the requirements of RECAP.

The CRR has been compiled using the areas of potential risk based on national guidance, reviewed by RECAP and listed in the register. Certain risk categories from the national guidance were not relevant to the Tayside area and are therefore excluded from this risk register. Likewise RECAP identified additional risks for inclusion.

An assessment has then been made of the **Likelihood** and **Impact** of an event occurring, using historical and empirical evidence and projected occurrence data over a five year period, to give a **Risk Rating**.



³ [Service Planning Timetable](#)

²⁹ [Community Risk Register](#)



Business Continuity Management

The CCA requires Category 1 responders to maintain plans (Business Continuity Plans) to ensure that they can continue to perform their functions in the event of an emergency to ensure that:

- Category 1 responders can mobilise the functions they need to perform to deal with the emergency
- the impact of the emergency on the responder's day-to-day activity is kept to a minimum
- vital services for the community can be maintained at an appropriate level

This duty relates to all the functions of a Category 1 responder, not just its civil protection functions. Category 1 responders need to maintain their own crisis response capabilities in order to help others in the event of an emergency. However, Category 1 responders also need to be able to continue to deliver critical aspects of their day-to-day functions (e.g. law enforcement, looking after vulnerable people, attending minor fires) in the event of an emergency, if the impact on the community is to be kept to a minimum.

Business Continuity Management (BCM) is a flexible management framework designed to help organisations to continue operating in the face of a wide range of different types of disruptions. It can assist in dealing with a range of disruptions from "normal" internal business crises to the major emergencies caused by external events.

TFR has officer representation on the CFOA(S) Business Continuity Management Group which deals with these issues on a national level. The main objectives of the group are:

- to provide a forum from which the statutory responsibilities of the Civil Contingencies Act 2004, Chapter 6: Business Continuity for Category 1 responders can be identified
- to identify a management framework that will assist Fire and Rescue Services in Scotland to comply with Business Continuity

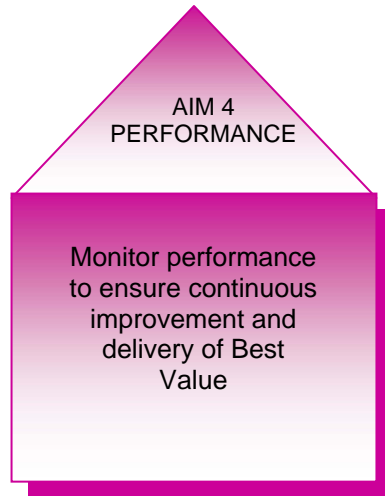
responsibilities to be contained within the Contingency Planning (Scotland) Regulations 2005.



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FINANCIAL MANAGEMENT

In pursuance of our organisational aim of Performance, we will monitor financial performance to ensure continuous improvement and the delivery of Best Value.

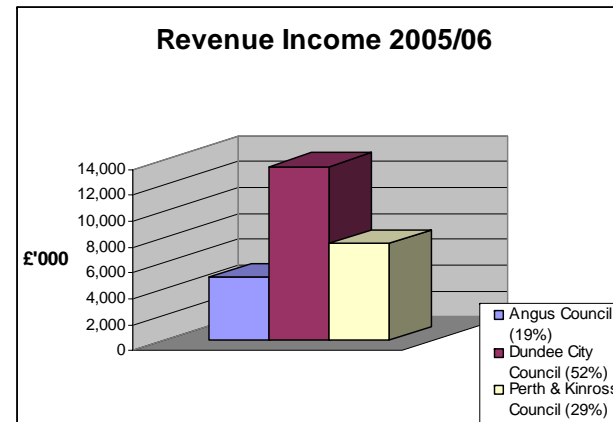


Revenue

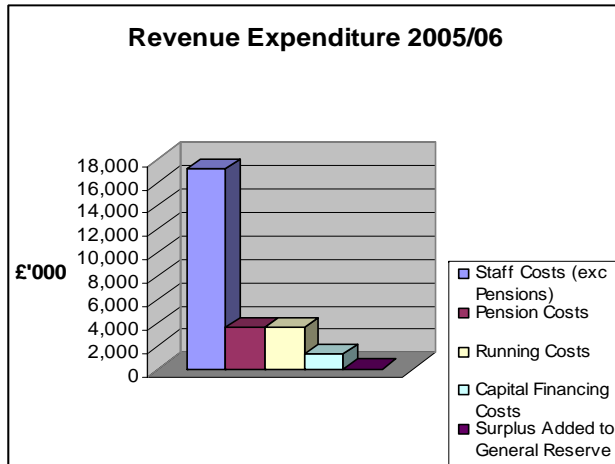
TFR sets a zero based revenue budget³⁰ each year with regard to the large cost categories such as staff costs. The budget is restricted to the GAE funding received by the constituent Councils to the Board. In recent years with the receipt of transitional funding the revenue budget has been pegged to the GAE funding plus the amount of transitional funding allocated to the previous year. This approach was agreed at Board level given the timing of the first transitional funding to be allocated.

The GAE mechanism and formulae which dictates the allocation of funds to the fire service is due to be reviewed in 2008/09 and a GAE Working Group was set up some years ago to consider the alternatives available. This has, however, been suspended until 2008/09, although the portion of GAE relating to pensions funding has been changed from a historical basis to a predictive method with the support of all Scottish fire and rescue authorities. The method by which pensions within the Fire Service in Scotland are financed has also been subject to consultation and review but the work of this group has also been suspended. A comparable review has been implemented in England and Wales.

The other sources of funding available to TFR are through the normal capital grant allocation system and through the top-slicing allocation by bid.



³⁰ [Revenue Budget 2006-07](#)



Financial Strategy and Governance

All management team reports which are proposed/abled include implications paragraphs for finance. These financial implications include the costings for each option being considered in order that this can be taken into account when a final decision is being made. If a financial decision (or any other decision) is outwith the delegated powers of the Chief Fire Officer, contact will be made with the Treasurer to the Board or the decision will be elevated to Board level where members will approve a proposal or otherwise.

The service planning process³ includes proposals by each department within TFR on the action plans applicable to their department for the coming year. These action plans have elements of resource requirements and risk management implications attached to them.

Expenditure Monitoring

Revenue and capital monitoring are reported to TFR management team on a monthly basis and any changes to planned expenditure are approved at that forum. Monitoring reports³¹ are also presented at TFR Board meetings on a quarterly basis where Members are given the opportunity to comment on levels of revenue and capital expenditure.

In addition all external and internal audit reports are presented at TFR Board level where the relevant auditor is given the opportunity to present their audit findings and comment accordingly. TFR has a service level agreement with Perth & Kinross Council Internal Audit Section.

Transitional Funding

The Transitional Funding allocated to TFR is as follows:

2004/05 £1,138,614

2005/06: £726,809

2006/07: £605,515

2007/08: £484,278

This additional funding is, in effect, added to the Fire GAE allocation each year and the revenue budget is modelled around that figure using it as a total revenue funding available. Because of the timing of the cash allocation it was not possible during the first year of Transitional Funding to use that year's allocation, therefore the allocations for 2003/04 and 2004/05 were amalgamated and utilised during 2005/06. Subsequent to this all Transitional Funding allocations are used one year in arrears i.e. allocation for 2005/06 was added to 2006/07 GAE for the total revenue funding available for that year.

³ [Service Planning Timetable](#)

³¹ [Expenditure Monitoring 2005-06](#)



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Transitional Funding is used to fund pay awards during the period to 2007/08. Any costs thereafter are expected to be funded through normal budgetary streams which will have taken cognisance of the outcome of the IRMP process.

Capital

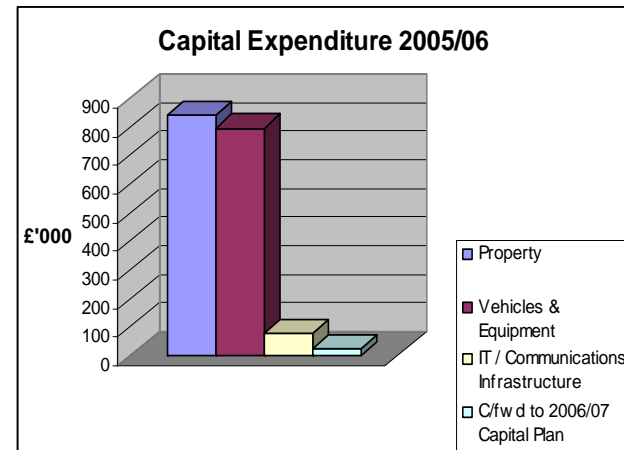
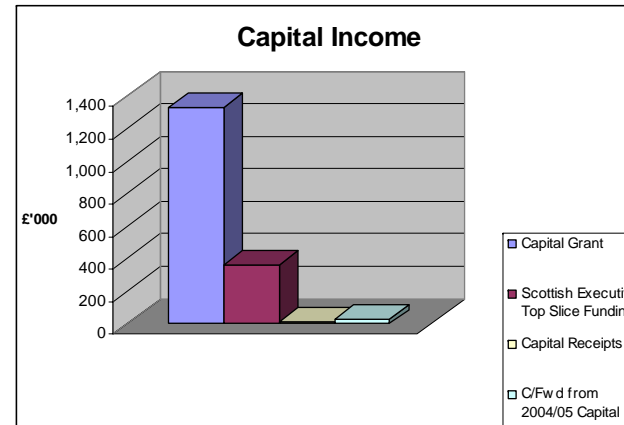
TFR presents an annual Capital Expenditure Financial Plan³² to its Board which covers the next three years capital planning. This takes into account the asset replacement policy in place for vehicles and IT Equipment and also covers any major builds intended for the following three years. The expenditure plan is also designed as an asset management plan in that the narrative explains the reasons for particular assets being acquired and what they will be used for. This plan is revised annually to take account of any further funding allocated through the top-slicing process.

Board reports are also prepared to approve any further expenditure proposed under the prudential code regime³³. The Board however has not been required to approve such expenditure as management within TFR have taken a conscious decision that the capital expenditure incurred in year should be limited to the amount of capital grant plus top-slice funding³⁴ in order to avoid further loan charges to the revenue account.

A service planning timetable³ has recently been approved by the management team which lays out a framework linking the revenue expenditure plans, capital expenditure plans, corporate strategies and the IRMP.

The timetable allows any implications arising from the service planning and IRMP agendas to be properly costed, approved and allocated within the revenue and capital budgets. This timetable will be implemented for

the financial year 2006/07 with the first service planning workshop arranged for summer 2006. This links in with the first year in which scenario based costings will be considered through the use of the FSEC and BOSS systems, therefore allowing authorised proposals to be allocated funds from the budgets.



³ [Service Planning Timetable](#)
³² [Capital Expenditure 2006-07 – 2008/09](#)
³³ [Prudential Indicators 2006-07](#)
³⁴ [Capital Top Slice Allocation 2006-07](#)



Tayside Fire and Rescue

CASHABLE/NON-CASHABLE EFFICIENCY GAINS

Category	One-Off / Recurring	Capital / Revenue	Annual Cashable Efficiency Gain (£)	Annual Non-Cashable Efficiency Gain (£)
Work Routines: Operational personnel at watch level are now working a greater number of positive hours within the wholetime working week routine. This has generated a Non-Cashable Efficiency Gain.	Recurring	Revenue		1,298,746
Work Routines: The work routines of day related officers has been changed from a 37 hour week to a 42 hour week. This has generated a Non-Cashable Efficiency Gain	Recurring	Revenue		170,002
Review of Resources: 8 Firefighters posts have been redeployed to Community Fire Safety and Training and Development. No additional funding was sought or received for this initiative and the redeployment was in effect cost neutral. This in real terms can be classed as an Non-Cashable Efficiency Gain.	Recurring	Revenue		199,492
Introduction of Rescue Pumps: A higher level of capability will be achieved by the introduction of Rescue Pumps in each of the wholetime and part-time stations. The roll-out of this initiative continues across all of Tayside Fire and Rescue. This will result in the provision of a more effective service using less resources. This represents a Cashable Efficiency Gain.	Recurring	Revenue	92,065	
Station Closure: A decision was reached in May 2004 and subsequently endorsed at Board level to close the volunteer station at Airlie Estate. This generated Cashable Efficiency Gains in the areas of, repairs and maintenance, staff costs and vehicle maintenance.	One-Off	Revenue	16,225	
Review of Resources: 6 Fire Safety Officers have been redeployed from legislative Fire Safety to Community Liaison and Community Safety. No additional funding was sought or received for this initiative and the redeployment was in effect cost neutral. This in real terms can be classed as a Non-Cashable Efficiency Gain.	Recurring	Revenue		186,154
Review of the supply of Uniforms: A review was carried out of the way in which we supply uniforms to our operational personnel. Through the switch to online ordering, streamlining of the Stores function and a reduction in price it has been possible to realise a Cashable Efficiency Gain.	Recurring	Revenue	22,143	
Reduced Attendances: A decision was taken by Tayside Fire and Rescue Board to review the Pre-Determined Attendances to Automatic Fire Alarms. It is estimated that this will generate a 10% reduction in the costs relating to overtime and fuel. This represents a Cashable Efficiency Gain.	Recurring	Revenue	52,224	
Rank to Role: The rank to role process within Tayside Fire and Rescue is now all but complete. This process, to date has been cost neutral, however once pay protection periods have expired there should be, in real terms, an identifiable Cashable Efficiency Gain.	Recurring	Revenue	0	0
Funding of Pre-planned Overtime: In order to fund the rise in costs relating to pre-planned overtime, Cashable Efficiency Gains were required in other areas of the revenue budget. The rise in the overtime budget therefore represents a Cashable Efficiency Gain.	Recurring	Revenue		155,935
Occupational Health (OH) Service Review: A review was carried out of the OH service previously provided. This resulted in a proposal being approved which replaced the existing structure of an OH Nurse and 2 Watch Managers with an OH Advisor and 1 Fitness Advisor. This has generated a Cashable Efficiency Gain.	Recurring	Revenue	31,000	
		TOTAL	213,657	2,010,329



WORKFORCE MANAGEMENT

In pursuance of our organisational aim of People, we will ensure 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 it serves.



General

An organisational training and development plan³⁵ has been produced that outlines the activities that are to be undertaken in 2006. The plan identifies a variety of interventions that are to be taken to meet objectives. It is a high level document this year as the key issues that will inform the plan are still to be fully evaluated e.g. rank to role and single status.

Further development of this plan will be undertaken throughout 2006/07 to create the linkage between it and the service planning and budgeting

³⁵ [Training and Development Plan](#)

processes to ensure that any initiatives highlighted within the plan are properly resourced.

Course allocation spreadsheet, watch & retained plans, individual development plans, risk profiling and trainees' initial plan, all link to the organisational training and development plan.

IPDS Implementation

TFR continues to be actively involved in the implementation of the Integrated Personal Development System (IPDS)³⁶, with a representative on all Scottish IPDS working groups, including the Chief Fire Officers Association (Scotland) Learning and Development Forum and the IPDS Management Board, which coordinates the implementation of IPDS within Scotland.

All wholetime firefighters not yet deemed competent are now being assessed against the Firefighter National Occupational Standards (NOS). The previous development programme is no longer required and has consequently been withdrawn.

A fundamental principle of IPDS is that all firefighters should complete the same development programme regardless of duty system. In order to meet this requirement TFR has analysed the trainees course delivered at the Scottish Fire Services College and has implemented a development programme that meets these objectives.

To support the implementation of IPDS within the organisation, a programme has been developed in conjunction with Dundee College which enhances our trainer's skills to ensure that all training resources reflect best practice.

Implementation of the electronic development recording system (PDR Pro) has continued with all wholetime watch personnel having completed their training with retained and volunteer programmed for completion this year.

³⁶ [Progress on IPDS Board Report](#)



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The interim solution for identifying potential has been implemented for all three management levels within IPDS. This is the first phase of implementation of Assessment and Development Centres (ADC). A Scottish working group is developing the framework for full ADCs within Scotland.



The training facilities within the organisation have been enhanced through the completion of the new training building at Arbroath fire station. Design work is currently being undertaken to re-develop the training block at Blackness Road, Dundee. These facilities, in conjunction with the Training and Development Centre at Perth, enable a wide range of operational scenarios identified in the Generic Risk Assessments to be simulated, thus enabling operational development in support of IPDS.

A reviewed Crew and Watch Manager Development Programme³⁵ has been produced following feedback from the pilot course. This new programme will facilitate a more flexible delivery method and incorporate the development of risk critical skills in the initial stages of the programme. One of the significant changes is that Dundee College has now entered the partnership and will be the principal provider for Tayside Fire and Rescue, thus enabling us to work more closely with one of our training providers.

The rank to role process has been completed with all uniformed personnel transferring to their new roles. Work is ongoing to review job descriptions and link these to appropriate development programmes. This is a significant piece of work that will inform the appraisal system that is critical to performance management.

With regard to the next steps in the development of IPDS the following issues are planned:

- Continuation of the collaboration work being conducted with the other Scottish fire and rescue services and the Scottish Fire Services College on all component parts of IPDS.
- Work towards gaining accreditation from the Scottish Qualifications Authority (SQA) for the delivery of the retained trainee's course.
- Continue to support the implementation of the Firefighter Development programme and development planning.
- Develop a policy and procedure for the evaluation of training interventions to ensure that we continually provide best value and meet organisational needs.

Multi Tier Entry

We are refining all of our local development resources to be stand alone modular units. These will subsequently provide clear learning outcomes,



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which can then be mapped from the evidence portfolios of candidates from outside the fire and rescue service.

The Scottish Fire Service development programmes will be linked to SQCF (Scottish Qualifications Credit Framework).



As with a number of other developments within the Fire Service generally, the introduction, implementation and development of multi-tier entry will largely be dependent on the ongoing analysis carried out in relation to our IRMP process. In addition, this initiative will be influenced by issues such as changes in pension scheme and the terms and conditions of service for local authority firefighters (Grey Book).

Working Arrangements

With regard to the above, a number of policies have been implemented within TFR to demonstrate our commitment to family friendly and flexible working arrangements.

These include policies relating to pre-planned overtime and procedures which were approved and implemented through Brigade Orders, station work routines³⁷, flexitime and core hours for day related managers, and policies such as career breaks³⁸, mixed crewing³⁹, light duties⁴⁰, and, generally, more flexible working practices.

Changes to recruitment practices to promote flexibility have also been made. Application forms now include a section asking if the applicant would like to work part-time/ job share, and, the order in which tests are carried out has been altered to be more flexible for those working or with caring commitments as the number of visits to TFR has been reduced.

The benefit of having such policies in place is tangible and can be demonstrated through the following examples:

- Personnel on the retained / volunteer duty system can now attend wholetime training courses if there is an identifiable training need, this allows more flexibility. Our new work routine allows us to target stations / watches at specific times that are conducive to the learning process.
- The new watch work routine has enabled us to do more training at weekends and in the evening.
- Career breaks are available to all employees who meet set criteria and this type of break has been used for family/personal/ educational reasons.

³⁵ [Training and Development Plan](#)

³⁷ [Station Work Routines](#)

³⁸ [Career Breaks](#)

³⁹ [Mixed Crewing](#)

⁴⁰ [Light Duties \(Equal Opportunities Order, Page 10, Section 2.3.4\)](#)



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- The introduction of planned overtime has allowed us to staff positive action events such as the women's open morning held on 6 November 2004 and the recruitment weekend held on 15 April 2006.

Equality and Diversity

Equality and Diversity is given a particularly high priority within TFR, illustrated by the fact that we have a full-time dedicated member of staff to deal with this subject.

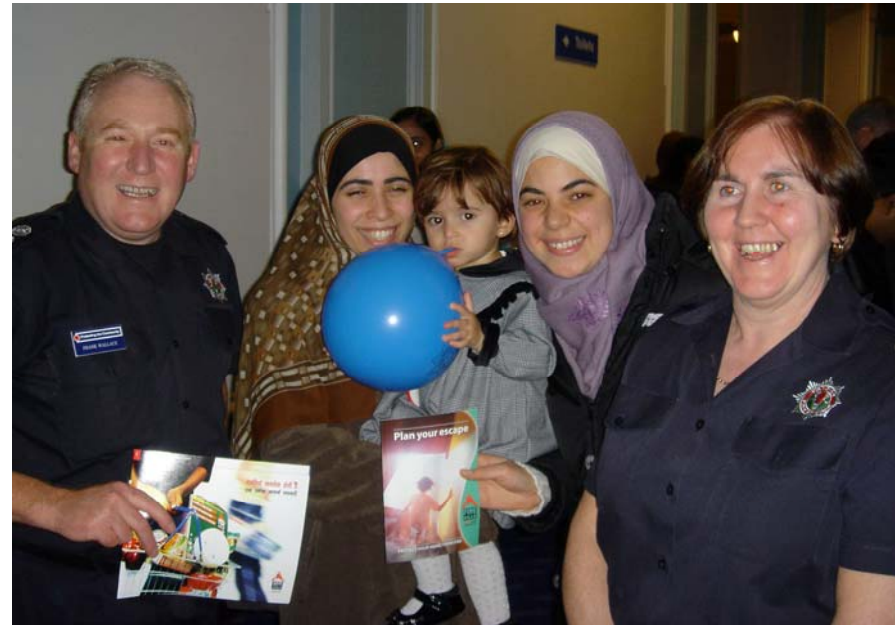
In relation to addressing equality issues, the following initiatives have been introduced:

- Face to face training on equality and diversity
- Awareness Guide⁴¹
- Access to E Learning training which covers age, gender, sexual orientation, disability and Race, religion and belief
- Guest speakers – Mental health awareness talk, with future plans to include a presentation on sexual orientation
- Face to face inputs on Wholetime Firefighter recruitment campaign, which includes information on positive action, what it is and what TFR is doing (information events)
- Individual awareness and responsibility is included in job descriptions
- All advertising is non-discriminatory and encourages applications from underrepresented groups
- Different media and formats are used in order to target underrepresented groups i.e. local newsletters, targeted news papers, websites

⁴¹ [Diversity Awareness Guide](#)

- We provide initial fairness and equality training to trainees as part of their induction before and on return from SFSC, prior to starting on shift
- Equality/Diversity forum consisting of representatives across TFR

An e-learning training package which allows all staff to, firstly, self assess their awareness of equality issues and, secondly, test themselves on that awareness has been introduced. Training reports are available through the system and evaluation sheets sent to all individuals on completion of the training.



As an organisation we have a responsibility to ensure that equality is mainstreamed in everything that we do. In order to assess how effective this is we monitor equality through, for example, the number of contacts



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made to our Harassment Contact Advisors, the number and quality of queries received through the Diversity Forum, adjustments made in the workplace, and our recruitment process. This monitoring will be further developed under the Employment Duty of the Board's Equality Schemes.

TFR Board's second Race Equality Scheme⁴² has recently been agreed. The progress that we made in the first three years of producing the scheme will be built on with the introduction of Equality Impact Assessments and more consultation with local minority ethnic communities within Tayside. The scheme will also be enhanced with the Disability Equality Scheme to be published in December 2006 and the Gender Equality Scheme in April 2007.

Cultural Awareness

The issue of cultural awareness has been addressed through a number of initiatives within the organisation. These include, in addition to the aforementioned e-learning training package and awareness guides, a translation guide being developed nationally in conjunction with CFOA(S), participation in national cultural audit, specific cultural awareness training identified in Equality Training Strategy⁴³ and delivered to those in Command & Control, General Office and those involved with training, disability awareness training given to senior managers and a translation service available through our Command and Control Centre.

This has been visibly effective with managers having practical involvement in workplace adjustments linked with health and safety and DDA requirements, an increase in those with disabilities applying for jobs and being successful, and, a reduction in retirement on health grounds.

Leading an Empowered Organisation

TFR is creating a flexible, responsive workforce able to make appropriate decisions close to the point of service delivery. This involves developing and working in a much more decentralised organisation. This is a major culture change. Recognising this, TFR has, in conjunction with Leeds University and NHS Tayside, introduced Leading an Empowered Organisation (LEO) course for all managers.

LEO is a four day course which not only explores the benefits of decentralisation and empowerment but also equips managers with practical skills they can use on a daily basis. Supporting our managers through the change process in this way is a key to successfully changing the culture and improving our service.



Responsibility + Authority + Accountability = Decentralisation

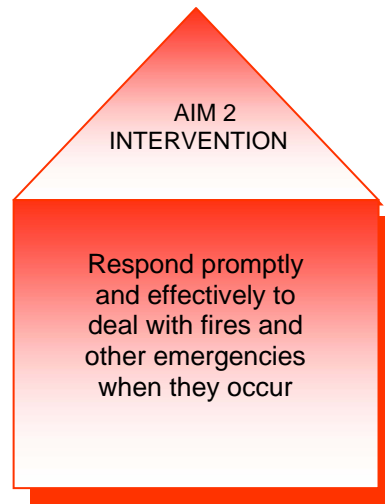
⁴² [Race Equality Scheme](#)
⁴³ [Equality Training Strategy](#)



Tayside Fire and Rescue

MANAGEMENT OF OPERATIONAL BUSINESS

In pursuance of our organisational aims of prevention and intervention we will work with local communities to reduce risks to life property and the environment from fires and other emergencies and will respond promptly and effectively to deal with these when they occur.



Community Safety – Prevention

As a demonstration of TFR’s commitment to the delivery of the prevention agenda the former Operations and Community Fire Safety departments have merged to become Community Safety. This will ensure that Firefighters, Control and Community Fire Safety (CFS) staff are fully integrated within one department and focussed on a common goal of reducing the number of deaths and injuries from fires.

This is a significant change and is intended to reflect the importance placed on community safety work and the overarching prevention aim.

The focus of this new department, which includes the majority of our personnel, has changed from one of primarily emergency response role to one where all personnel play a vital part in the delivery of the prevention agenda. An example of this is demonstrated in our Fire Setters Counselling Initiative where a number of our Control staff have undertaken this training and are regularly involved in counselling activities in their work with Safe Taysiders and Safe Angus.



The inclusion of all personnel has greatly improved our capacity and the coordination of our community safety program. A revision of working routines³⁷ has recently been completed to underpin the development of community safety education and in support of our strategic objectives.



Tayside Fire and Rescue

We have recognised that staff require training to ensure that they have the necessary knowledge and skills to undertake these new tasks. To address this we have delivered a programme of Community Safety Development³⁷ that will allow them to deliver community safety initiatives in a structured manner.

The following case study demonstrates how many of the activities we are involved in, provided opportunities for Service personnel to develop and learn new skills. These skills confirm staff working with youth groups have had suitable and sufficient training.

Case Study 4

In September 2004 we seconded a Community Safety Support Officer for 1 day per week to Angus Dialogue Youth based in Forfar. The objective behind this initiative is to engage with, and develop, young people in Angus in terms of the following areas: personal safety, career advice, fire raising, fireworks, joyriding, etc.

During the secondment a project was undertaken to explore the relationships and perceptions that exist locally between young people and firefighters. This project would aim to raise awareness of firefighters' understanding of 'youth culture and issues' and of young people's understanding of the roles and responsibilities of firefighters. The culmination of this project was an initiative called the 'Fire Academy'.

As a result of working with 'Angus Dialogue' a Crew Manager has embarked upon an SVQ in Youth Work level 2 supported by the Angus Council Community and Development Service.

Additional resources have been committed to our Community Safety Department. Their role, primarily, is the co-ordination of community safety activities ensuring that staff, the Councils and partner agencies work together to achieve our aim.

Case Study 5

Specialist Community Fire Safety staff

Resources at October 2005

- 1 Group Manager
- 2 Watch Managers

Resources at April 2006

- 1 Group Manager
- 3 Watch Managers
- 3 Crew Managers
- 5 District Liaison Officers

Increasing these resources has been achieved as a result of efficiency savings brought about by the implementation of our enhanced rescue strategy⁴⁴. Integral to this strategy is to provide a rescue pump on each wholtime and retained station, capable of dealing with fires as well as a wide range of non-fire emergencies including road traffic collisions and chemical incidents. In addition to improving our capability this will enable a phasing out of rescue units located on four retained stations.

Through continued use of the FSEC modelling process we will analyse the growing volume of data and consider further redeployment of staff from front line duties to that of community safety in support of our mission statement of 'Protecting the Community'.

A foundation on which to build safer communities are our community safety partnerships. With the support of the Scottish Executive, these are now well established throughout Scotland. In 1998 a joint Scottish

³⁷ [Station Work Routines](#)

⁴⁴ [Enhanced Rescue Strategy \(HRU Implementation Strategy & Rescue Pump Strategy\)](#)



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Executive/CoSLA/ACPOS strategy was launched under the "Safer Communities Through Partnerships" banner. All Scottish local authorities and police forces currently participate in multi-agency activity designed to improve safety within their communities. While these partnerships were initially directed towards crime prevention, they are now viewed very much as part of the broader "community safety" agenda including fire safety, health promotion and road safety.



These actions add value and create savings for partner organisations. Two examples are as follows:

- Each fatality prevented by CFS action saves £1.1m, most of which would be incurred by the NHS (Source: Home Office / ODPM 2003).
- The Authority plays a significant part in the reduction of crime through youth diversion and restorative justice schemes.

Working with our constituent councils we are now fully involved at strategic and tactical levels in three Community Planning Partnerships, which are led by each of the constituent councils. This is an excellent model and one which meets the objectives of the Executive and the Scottish Community Fire Safety Group (SCFSG) and delivers the joint approach to community safety.

Case Study 6

A community safety support officer has been seconded 1 day a week to work with Dundee City community safety team. The aim of this initiative is to develop closer links between Dundee City Council's community safety plan and TFR's community safety agenda.

A key development delivered from this approach has been the establishment of a community safety Fire Sub Group which has been linked with the community safety Intelligence Network. This will have a significant impact on the gathering and sharing of data aimed at identifying problem areas.

Also, we have established a joint initiative with Tayside Police and Community Wardens. Together with these partners we have carried out joint patrols in areas where issues have been identified (e.g. antisocial behaviour and wilful fire raising).

This has greatly increased our ability to quickly identify problems on the ground and take appropriate action. Within the Hilltown Ward this has led to a reduction of 46% in wilful fire raising.

A considerable amount of work has taken place to ensure that the relevant elements from our TaST⁸ and Service Plans⁶ are then incorporated into



Tayside Fire and Rescue

the Local Authorities Community Safety Plans¹⁹⁻²³ and Anti Social Behaviour Strategies²⁴⁻²⁷. Positive feedback has been provided from our Community Planning Partners reflecting the part we play in the community planning and safety role.

Examples of working together with other community safety partners include:

- Young Firefighters Scheme
- Joyriders Initiative
- Safe as Houses Campaign
- Safe Taysiders and Safe Angus
- Electric Blanket Testing Scheme (Bronze Award Achieved from RoSPA in 2006)



Case Study 7

During October 2005 a partnership was formed with Angus Council Learning and Development Service. Together we delivered a specialised residential project to a group of young citizens in Angus who had been involved in fire setting behaviour. The methodology behind this initiative was three fold;

- Evoke self awareness and personal change around firesetting
- Raise awareness around general fire safety
- Increase respect between young people and TFR

The course ran over a three day period with a range of fire related activities being addressed during this timetable.

The key recommendations and impact of this successful project were highlighted at a Fire Academy Dissemination Event which was conducted at Forfar Fire Station on Friday 10th February 2006. This event involved representatives from within the partnership along with the projects director of CoSLA.

The partnership took the opportunity to forward the project outcomes to CoSLA as part of the excellence awards scheme. Future funding for the event has been secured for the next two years and preparation is underway for the next course.

⁶ [Service Plan 2005-06](#)

⁸ [TaST Action Plan 2006-07](#)

¹⁹ [Dundee Community Safety Partnership](#) (Pages 38, 39, 40, 45)

²⁰ [Angus Community Safety Plan](#) (Pages 18, 20, 44, 46, 53)

²¹ [Angus Community Plan Indicators Supplement](#) (Page 5)

²² [Perth and Kinross Community Strategy](#) (Pages 2, 5, 7, 8, 10, 13, 18)

²³ [Working Together for Perth and Kinross Community Plan](#) (Pages 25, 26)

²⁴ [Dundee Anti Social Behaviour Strategy](#)

²⁵ [Dundee Anti Social Behaviour Technical Appendix](#) (Pages 3, 7, 15, 16, 24, 26, 32)

²⁶ [Angus Anti Social Behaviour Strategy](#)

²⁷ [Perth and Kinross Anti Social Behaviour Strategy](#) (Page 11)



Home Fire Safety Check Programmes

We have recently completed a pilot project on Home Fire Safety Checks⁴⁵ and Smoke Alarm Installation⁴⁶ within residential/domestic properties involving operational firefighters. The object behind this initiative is to drive down the instances of fire deaths, injuries and accidental fires within domestic properties. The documentation supporting this project is currently under review with a view to developing the project across the entire organisation.

In partnership with Angus Council's Safe as Houses Campaign we have a partnership arrangement to provide smoke alarms for the hard of hearing and these are being fitted by partner organisation staff. In exchange we are providing training to these partners in hazard/risk identification.

Home fire safety visits and the installation of smoke alarms within residential dwellings have been piloted in Forfar, Blairgowrie, Perth and Dundee. This scheme has involved both Wholetime and Retained personnel and will now be extended across the whole of Tayside in an effort to protect those most at risk. Risk profiling conducted within FSEC will provide Community Safety Staff with a list of the area's requiring to be targeted.

Domestic Sprinkler Systems

As well as the important role of community safety education, TFR supports the installation of sprinklers in the residential environment as a highly effective means of saving more lives.

In October 2005 TFR in partnership with our Dundee Community Planning Partners conducted a one day seminar entitled 'Increasing Community Safety Using Residential Sprinklers'. The purpose behind the event was firstly to promote and endorse the use of this type of fire suppression system to protect life and property within the domestic environment, and secondly to attempt to influence key decision makers with responsibility for

⁴⁵ [Home Fire Safety Check Policy](#)

⁴⁶ [Smoke Alarm Installation Policy](#)



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housing stock within Tayside to consider installing such life saving devices in their properties. The day consisted of several theoretical inputs in the morning from invited guest speakers from the sprinkler industry followed by a practical house burn demonstration in the afternoon within a property due for demolition, which was supplied by Dundee City Council.

Case Study 8

Following this event we have had several meetings with the housing departments. This has led to a commitment from Dundee City Council to install sprinkler systems within their housing stock over the next 10 years at a cost of £4000 per house. It is expected other councils will soon follow as this would have a major impact on our communities through the saving of life and property.



Delivering the Message

Communications are a key part of our work in getting the fire safety message out to the residents and communities of Tayside. CFS staff, assisted and supported by the communications team, is actively involved with the media within our area. A CFS calendar¹⁰ has been produced to assist in the co-ordination of themed messages throughout the year taking into account religious festivals.

Press releases are circulated to the printed media and frequent discussion and interview is given to local and regional radio stations.

Community Safety - Intervention

TFR is acutely aware of the necessity to maintain and ensure public safety and confidence through being able to respond promptly and effectively to deal with emergencies when they occur. Key to the delivery of this objective is ensuring we have a well equipped, trained and flexible workforce able to respond to the needs of our communities.

Greater flexibility and more efficient use of resources will enable more emphasis to be placed on prevention whilst ensuring development of our response capabilities.

A range of initiatives have been implemented to enable us to ensure that our objectives are delivered. Some examples include:

- Implementation of an overtime policy¹⁶. This will reduce the number of times an appliance is unavailable due to insufficient personnel or skill levels. To manage the allocation of overtime an intranet based database of personnel and their skills has been developed.
- A fire alarm mobilisation policy¹² has recently been introduced which will ensure that the attendance to such incidents will be two pumps reducing the drain on our resources and appliance journeys. AFA mobilisation figures for the first quarter of this year



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have been compared to last years first quarter and it has displayed a reduction of 362 appliance mobilisations.

- Policies and procedures are in place to allow personnel to undertake mixed crewing³⁹. Since their introduction we now have 13 wholtime personnel undertaking retained duties at various stations throughout the region. There are a number of key benefits gained from this approach. A reduction in the number of times fire appliances are unavailable due to insufficient personnel and efficiencies made through not having to recruit and train new staff. Following training of retained duty firefighters in city specific risks these staff will be able to undertake duties to cover for deficiencies in both Perth and Dundee.
- In conjunction with our Risk Management Department a significant analysis project is taking place which will look at the activity and use of aerial appliances¹⁴. Once complete, this information will be used to develop future option appraisals on response options and requirements of key operational equipment assets. Informed decisions can then be made on the resources required to respond to incidents and determine suitable equipment in support of our risk management plans and asset management programmes.
- A strategic objective to minimise the impact of flooding is being met by a partnership approach involving numerous stakeholders. The purpose of this group is to discuss the finding of a report on flooding submitted to the RECAP group from TRF. The contents of this report have been recommended for adoption by RECAP Parent and Policy Group.

¹⁰[CFS Timetable](#)

¹²[AFA Mobilisation Policy](#)

¹⁶[Overtime Policy](#)

³⁹[Mixed Crewing](#)

¹⁴[Aerial Appliance Provision and Use](#)





Tayside Fire and Rescue

Joint Working Arrangements

In support of the other Fire and Rescue Authorities in Scotland we are fully involved and committed to the development of new equipment and skills to meet the New Dimensions agenda and facilitate working together. Key individuals have been nominated to attend the CFOA forums on Operational Practices and New Dimensions respectively. Following the introduction of the new Fire (Scotland) Act mutual assistance agreements have been reached both locally and across Scotland.



Presently we undertake monthly joint training programmes with Fife Fire and Rescue Service to ensure improved coordinated work practices. In addition, exercises have taken place with Grampian and Central Fire and Rescue.

The Authority takes its role in maintaining a safe environment for all seriously. Operational training notes and safe systems of work are issued to inform personnel how to deal with occurrences that may have an environmental impact. In a partnership arrangement with the Scottish Environment Protection Agency equipment has been provided to ensure that personnel can deal with any pollution threat effectively.



COMMUNICATIONS

In pursuance of our organisational aims of Prevention, Intervention, People and Performance, we will communicate effectively with all of our stakeholders.

General

Within Tayside Fire and Rescue, communication with staff is achieved in a number of straightforward and intuitive ways. These methods include the use of Routine and Brigade Orders, Training Notes, TFR intranet, Quickfire newsletter, e-mail, bulletins and safety bulletins which are readily accessible to all staff. We have also recently introduced snap frames and new notice boards for display at all stations. In addition, Core and Team briefings, breakfast meetings with the Chief Fire Officer have also been introduced along with the more routine practices such as managers being encouraged to have face-to-face contact with staff, e-mail free days, etc.

Internal Stakeholder Consultation

In 2004, as part of our consultation programme, Tayside Fire and Rescue issued an ORS questionnaire⁴⁷ to all employees within the organisation to assess the level of employee satisfaction in a number of areas. These included, job satisfaction, views on teamwork, health and safety, the performance of management and the decision making process, and, the service provided to the public.

Responses were received and these were then analysed by a working group specifically established for this task.

A number of broad areas were clarified and confirmed with individual groups of staff who were all given the opportunity to make follow up comment on their completed questionnaires.

⁴⁷ [ORS Questionnaire](#)

A number of the broad opinions and statistics are noted below:

Case Study 9⁴⁹

“More communication and openness from management”

“More contact with senior officers who could inform personnel of future developments and listen to views for watch members on all aspects of the service”

“More communication, always told everything at the last minute”

“Much better communications esp., from the very top of the tree”

“67% of employees felt that their immediate boss communicates well with the team, but 31% of all employees did not share this view. Non-operations staff were significantly less likely to agree that their immediate boss communicates well (just 44% agreed)”

“While over half of the respondents (55%) would prefer to receive information face-to-face from their team leader, only 22% of employees currently do so”

We said we would act on the views expressed and accordingly the following actions have either been taken or are programmed to take place:

- The development and implementation of the Occupational Research Services (ORS) Action Plan⁴⁸ arising from the recommendations made within the ORS staff consultation report⁴⁹.
- Conduct follow-up meetings with regard to the Action Plan and progress made to establish its success or otherwise.
- Continue to consult with our stakeholders in order to improve our ability to deliver services which meets the needs and expectations of the community.

⁴⁸ [ORS Action Plan](#)

⁴⁹ [ORS Staff Consultation Report](#)

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- The development and implementation of a corporate communications strategy⁵⁰.
- Formulate an Information systems strategy and include IRM.
- Formulate a Media Policy and strategy including a Major Incident protocol.



In addition to the above initiatives, we have asked all employees what they thought of the format, delivery, content and structure of the staff

newsletter. All returns were considered and integrated into the new look Quickfire newsletter⁵¹.

Within our corporate communications strategy we make the following statement:

“Communications is not just the responsibility of the Information Team but all the departments within the organisation. Managers must view internal and external communications as an integral part of their jobs and recognise that they are responsible for effective communication in their everyday work activity.”

Internal Communications needs a positive lead from senior management, but the best results are achieved when everyone in the organisation accepts responsibility and accountability to communicate. The principal links must be middle managers who are communicating in both directions, and who should encourage the expression of employees’ views in order to make better and more understandable decisions”.

External Stakeholder Consultation

Within Tayside Fire and Rescue we have developed a Consultation and Stakeholder Consultation Programme⁵².

A stakeholder register/database is utilised and various intuitive forms of capture of stakeholders’ views managed.

After the preparation of our first IRMP consultation document⁹, public forums were held in the Marryatt Hall, Dundee, the Meffan Institute, Forfar, and Perth Library along with an extensive maildrop. Religious festivals and anniversaries as well as liaison with under represented groups were also used by the media team to promote the IRMP as well as community safety initiatives.

⁹ [TaST Consultation Document 2004](#)

⁵⁰ [Corporate Communications Strategy](#)

⁵¹ [Quickfire Newsletter](#)

⁵² [Stakeholder Consultation Programme \(Strategic Plan 2004-07, Page 10\)](#)



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From these consultations, “Towards a Safer Tayside” Action Plan¹⁵ was devised and produced.

Various other methods of engaging with our key external stakeholders are also used, including ‘Have your say’ leaflets, Chief Fire Officer talks to strategic groups, the Radio Tay ‘talk in’, website links, displays, media articles, radio broadcasts, etc.

All external consultations will include an opportunity for respondents to join a fire service consultation panel which can be used for more qualitative research in the future. A membership database is maintained and updated by the Information Team within TFR. Additionally, a database of key stakeholders is maintained by the service for consultation on all relevant external research.

Public Performance Reporting follows the guidance contained within Local Government (Scotland) Act 2003 (“Guidance on s13 - The duty to make arrangements for the reporting to the public of the outcome of the performance of its functions” *January 2005*).

This includes the publication of two key strategic documents, “Towards a Safer Tayside”⁸, which is our IRMP and lays out what our strategic aims and objectives are for the coming year, and “Towards a Safer Tayside” Public Performance Report⁵³ which outlines how we have progressed against the achievement of these objectives for the year past.

Information Technology

Structure

Tayside Fire and Rescue’s Information Technology (IT) Department sits within the Technical Services Function and comprises three members of staff, IT Manager, IT Support Engineer and IT Trainer, with the addition of another IT Support Engineer to be advertised soon.

⁵³ [TaST PPR 2005-06](#)

⁸ [TaST Action Plan 2006-07](#)

¹⁵ [TaST Action Plan 2005-06](#)

Negotiations with IT staff are on-going regarding the introduction of an Out of Hours Cover scheme which will enhance the current maintenance arrangements. This scheme will be funded mainly from funds diverted from existing maintenance contracts which will become redundant upon introduction of the scheme. Preliminary discussions with the relevant representative body have taken place and will continue as this initiative progresses over the forthcoming months.

Enterprise Single Sign-On Biometric Password Authentication

Personnel at all wholetime and retained stations have access to IT facilities and use computers for a variety of functions such as:

- Accessing orders and instructions
- personal e-mail accounts
- ordering their uniforms and equipment
- accessing, delivering and recording training

All of these systems require the user to log in with a user name and password. Trying to remember several passwords can prove to be difficult especially when they have to be changed regularly to maintain the security and integrity of the systems. Also, some of our retained and volunteer firefighters only access some of the systems occasionally. This can lead to people forgetting their login and password details.

To alleviate this problem, TFR has entered into an agreement with Imprivata Inc. of Boston, Massachusetts to use their Enterprise Single Sign On system (ESSO). This removes the need to log in using passwords by allowing users to login simply by placing a finger onto a biometric reader.

This provides a number of benefits to the organisation such as faster access to systems, improved system security and user protection and importantly, a considerable reduction in the time taken to reset lost and forgotten passwords.



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This is very much an invest to save initiative and it is estimated that the system will pay for itself in less than a year by reducing the time IT staff spend resetting access rights. This will also free up staff time to improve our ability to carry out training with personnel.



Command & Control Centre - Fortek VISION Project

TFR's current means of controlling its resources in the discharge of its statutory duties are inherently reliant upon a robust means of communication over a number of different media including telephony and private radio. These systems are presented and operated at a user level utilising what is termed an Integrated Command and Communication System (ICCS).

The ICCS is the primary interface for the control staff at TFR's Command and Control Centre to receive calls and radio communications, and its operational availability is paramount in allowing us to provide an efficient and effective service.

The current system has been in service since the early 1990's. It has been operational on a continuous basis since this date, and has been maintained under contract with the original equipment manufacturer (Phillips), with first line support being provided through a local Service Level Agreement with Tayside Police.

Over the last few years it has become increasingly difficult to maintain this system, primarily due to the age of the equipment and the lack of spares and technical expertise from the original equipment manufacturer.

This has culminated in correspondence from the original equipment manufacturer stating that they would no longer be able to provide ongoing maintenance and support for the ICCS. Given the specialist nature of the product, there are no alternative maintenance providers available. Such a scenario is obviously untenable in respect of such a mission critical system. This potential issue was previously identified by TFR as part of the Firelink project risk assessment undertaken in conjunction with Mott McDonald Ltd.

A project has now commenced to upgrade the current ICCS to Fortek's VISION.

Development of Information Technology

The department has developed a new IT Strategy which will be presented to the June 2006 Management Team Meeting. This document is designed to support corporate aims and integrate with the corporate Communications Strategy⁵⁰ and the Procurement Strategy⁵⁴, especially with regard to implementation of e-procurement initiatives in order to

⁵⁰ [Corporate Communications Strategy](#)

⁵⁴ [Procurement Strategy](#)



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realise efficiencies and comply with the Implementing Electronic Government (IEG) agenda. It will become the main driver for IT development activities and is linked via an Action Plan to the Technical Services Departmental Plan.

The organisation has and will continue to pursue a policy of working towards attainment of the BS7799 (now ISO/IEC 27001:2005) Information Security Management System standard.

Operational and Strategic IT Requirements

A recent project undertaken by TFR was to upgrade our existing communication links between stations. The current network infrastructure was due for replacement under the existing seven year strategy and there were clear advantages for a similar revenue cost.

The project involved the implementation of a fully managed Cisco network, monitored and supported from Telewest's National Operations Centre and was a key stage in deploying key applications to previously isolated stations.

Applications such as the ESSO system including biometric fingerprint readers can now be deployed to all stations allowing us to provide easy-to-use access to all ICT systems including our own Intranet, PDR Pro and Diversity modules.

In addition, an improved service has been provided to wholtime stations as the bandwidth has increased and network topology changed to reflect an on-going Datacentre project. This will allow for more demanding applications such as streaming video to be utilised for delivering training packages and improve existing services such as Voice Over IP telephony.

The mobilising system can also now benefit from a singular means of mobilising by utilising the new IP technology. This should enable quicker and more reliable signalling to all stations when a call is received by Command & Control and a single point of contact in the case of a failure.

Tayside Fire and Rescue is continually improving access to its various software packages; this includes a roll-out of access to PDR Pro (in relation to the development of IPDS), Equality & Diversity and other training packages at all stations. Provision of VMDS on appliances also allows improved risk assessment at incidents.

The organisation is committed to the provision of computer access for personnel at all stations and departments. This has been achieved, with the exception of the three volunteer stations which are due to receive equipment once suitable ADSL connections can be established in the current financial year. Once this has been completed, all personnel will have access to the corporate intranet, internet access, e-mail and training resources.

As a result of responses received in the recent employee survey (detailed earlier in this section), an ORS Action Plan⁴⁸ has been developed to consider the feasibility of providing additional PC terminals at stations. This consideration has also been incorporated into refurbishment plans for all premises.

Data Analysis and Risk Reduction

In order to drive down the risk to the community we serve, Tayside's firefighters are becoming increasingly involved in analysing risk profiles within their station areas, and devising initiatives to reduce the risk to the community from fires and other emergencies. This is done by accessing specialised software systems such as FSEC and Fortek's BOSS system which is linked to the VISION system in the Command & Control Centre.

⁴⁸[ORS Action Plan](#)



Looking Forward

The future of the Fire Service, having emerged from the pay dispute and the implementation of the modernisation agenda, is becoming clearer. The National Framework articulates many of the Government's expectations, and with that in mind TFR is in the process of considering what its next steps are. The continuing process of self examination and assessment has focused our attention on areas where we feel we are doing well, those which may require further development and those which will continue to evolve over the coming years.

We are committed to this agenda of continuous improvement and will work with all of our stakeholders both internal and external to provide a service which truly satisfies our commitment to Protect the Community.

This document is a positive one. The strengths and successes portrayed in the document outweigh its areas for improvement. However we are not complacent and we recognise that there are areas where we can and will improve. We also recognise the need to continue to move forward, and it is for this reason that it is the objective of staff and members of Tayside Fire and Rescue to strive for excellence and continue to do so.

If there are any queries relating to this document please contact:

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