

**SERVICE PLAN**

**2004-2005**

# TAYSIDE FIRE BRIGADE

## SERVICE PLAN 2004-05

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**CONTACT US**

Comments on any aspect of the current and planned work of the Brigade, including the contents of this Service Plan, would be welcomed in order to assist in the process of setting future priorities. A copy of the Plan is available on request in CD format.

All correspondence should be addressed to:-

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Tayside Fire Brigade	Fax Number (01382) 200791
Brigade Headquarters	Email brigade@taysidefire.gov.uk
Blackness Road	Website www.taysidefire.gov.uk
Dundee	
DD1 5PA	

**TEAR OFF SLIP**

\* (delete as necessary)

\*I would like a copy of this plan sent to me / I wish to make the following comment(s):

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**Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Post Code:** \_\_\_\_\_

**Email Address:** \_\_\_\_\_

## ABOUT THIS PLAN

This Service Plan forms an integral part of the strategic direction of Tayside Fire Brigade and aims to establish organisational priorities for the year 1 April 2004 to 31 March 2005. The continuation of the service planning process remains part of a wider range of initiatives introduced to ensure that the Brigade delivers Best Value in the provision of its services to stakeholders. This plan maintains a more integrated approach to the process of continuous improvement and identifies how all departments will work closely together to achieve our mission which is to provide the highest standard of fire safety and emergency response services to all the communities served by the Brigade. This will be achieved by the following 4 Corporate Aims.

- |              |                       |   |
|--------------|-----------------------|---|
| <b>Aim 1</b> | <b>Prevention -</b>   | Work with local communities to reduce risks to life, property and the environment from fire and other emergencies   |
| <b>Aim 2</b> | <b>Intervention -</b> | Respond promptly and effectively to deal with fires and other emergencies when they occur   |
| <b>Aim 3</b> | <b>People -</b>       | 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 |
| <b>Aim 4</b> | <b>Performance -</b>  | Monitor performance to ensure continuous improvement and delivery of Best Value   |

Our mission and our aims are summed up with our mission statement “Protecting the Community” and each year key targets will be identified.



## WHAT DOES THE PLAN MEAN TO YOU ?

This plan will be seen by a wide variety of people – from elected members of Tayside Fire Board to the general public. (see Circulation List below).

Whilst it is essentially an internally focused working document, any reader should be able to gain an appreciation of the breadth of improvement work being tackled by personnel of the Brigade this year.

This Service Plan is the visible evidence that the Brigade is committed to the principles of Best Value, including staff and community consultation, national and local performance indicators and the setting of performance targets.

### CIRCULATION LIST

Members of Tayside Fire Board  
Constituent Councils  
Clerk and Treasurer to the Fire Board  
Her Majesty's Chief Inspector of Fire Services for Scotland  
Tayside Fire Brigade's External Auditors  
Tayside Fire Brigade Management Team  
All Departments of the Brigade  
All Wholetime Stations  
All Part Time Stations  
All Volunteer Stations  
Brigade Control  
Representative Bodies  
Tayside Fire Brigade Website

## WHO SHOULD USE THIS PLAN ?

Senior managers of the Brigade will use this plan as a working document over the next 12 months. They will ensure that the work of each department is prioritised in line with the issues highlighted in this plan.

Not all the workloads of each department are highlighted in their improvement programmes but achievement of the issues listed will enable us to demonstrate improvement to our services. Other 'core' work will continue as before.

## HOW WILL OUR PROGRESS BE MONITORED?

Progress against the Plan will be measured formally by the Brigade Best Value Group which is chaired by the Firemaster on a quarterly basis and informally by Heads of Department on a much more regular basis. This constant monitoring process ensures that satisfactory progress is being made and also highlights any areas where targets are not being met and where further investigation may be required.

## WHERE DOES THIS PLAN FIT INTO THE WIDER PICTURE

The Brigade produces two performance setting documents, namely **an annual service plan** and a **three year Strategic Plan** which identifies the future priorities and strategic workload of the Brigade. This annual service plan is a working document and will continually be updated throughout the year as action points are completed or progressed. The Brigade also produces two performance reporting documents, namely the **annual service plan performance report** which shows how we have performed against the yearly plan and secondly the **Public Performance Report** which summarises the detailed annual service plan performance report.



OUR MISSION STATEMENT

# “PROTECTING THE COMMUNITY”

OUR MISSION

TO PROVIDE THE HIGHEST STANDARD OF FIRE SAFETY AND EMERGENCY RESPONSE SERVICES TO ALL THE COMMUNITIES SERVED BY THE BRIGADE

OUR AIMS

**Service Delivery**

**AIM 1 PREVENTION**

Work with local communities to reduce risks to life, property and the environment from fire and other emergencies

- Operations
- Fire Safety

**AIM 2 INTERVENTION**

Respond promptly and effectively to deal with fires and other emergencies when they occur

- Operations

**Service Support**

**AIM 3 PEOPLE**

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

- Personnel
- Technical Services
- Performance & Finance

**AIM 4 PERFORMANCE**

Monitor performance to ensure continuous improvement and delivery of Best Value

- Operations
- Personnel
- Technical Services
- Fire Safety
- Performance & Finance

AIM 1  
PREVENTION

Work with local communities to reduce risk to life, property and the environment from fire and other emergencies.

KEY TARGETS FOR 2004-05

- Review the structure of Fire Safety Department including Community Fire Safety
- Implement revised inspection frequencies including evening inspections
- Develop further safety partnership arrangements with other agencies and organisations

**Operations**

Whilst maintaining a state of operational readiness personnel carry out planned fire safety inspections of premises within their station area to ensure compliance with relevant fire safety legislation. Personnel are also involved in community fire safety education through visits by local schools and groups to fire stations and by attendance at gala days, fetes etc.

**Fire Safety**

Personnel of the Fire Safety department are actively involved in the enforcement of fire safety legislation and the delivery of community fire safety education and initiatives in partnership with other agencies. Fire Safety personnel also investigate the causes of fires.

## PREVENTION ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Fire Safety Dept</b>									
1.1	Investigate the potential with other Scottish Brigades to develop a malicious fire-raising reduction strategy similar to the system currently in place in England and Wales.	FS	Head of FS						
1.2	Facilitate a sprinkler seminar to raise awareness of domestic sprinkler systems.	FS	Head of FS						
1.3	Review the number and grade of personnel assigned to legislative and CFS duties.	FS	Head of FS						
1.4	Implement policy and introduce specialist advice for temporary and seasonal workers and liaise with persons in control of such sites and other relevant agencies.	FS	CFS Manager						
1.5	Review all legislative fire safety policies so as to ensure a full compliance with relevant current standards and to devise a continuous review process to maintain currency.	FS	FS Manager						
1.6	Implement a fire safety evening inspection programme for operational personnel.	FS	FS Manager						
1.7	Review the Brigade's strategy on assigning numbers of patrons to licensed premises.	FS	FS Manager						
1.8	Implement revised inspection frequencies for all premises inspected by Brigade.	FS	FS Manager						
1.9	Investigate the possibility of creating a model protocol for fire investigation across all Scottish Brigade's.	FS	FS Manager						
1.10	Further develop Brigade intranet site in terms of both legislative and community safety.	FS	FS Manager						
1.11	Investigate methods to deliver an enhanced Fire Investigation capability.	FS	FS Manager						
<b>Community Fire Safety</b>									
1.12	Develop corporate promotional information for CFS activities including identified Brigade stationary	FS	Head of FS						
1.13	In collaboration with Personnel Department formulate a Fire Safety and Community Fire Safety Media policy	FS	Head of FS						
1.14	Investigate possibility of developing an interactive CD for primary school children in partnership with community safety planning groups to promote safety in the communities served by the brigade.	FS	Head of FS						

## PREVENTION ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Community Fire Safety Cont'd</b>									
<b>1.15</b>	In conjunction with ORS produce Community Fire Safety survey for use in schools.	FS	Head of FS	£5k					
<b>1.16</b>	Investigate possibility of providing fire safety documentation in electronic format for ease of accessing.	FS	FS Manager						
<b>1.17</b>	Develop work of CFS department in line with evidence provided by analysis of data as part of the IRM process.	FS	CFS Manager						
<b>1.18</b>	Formulate strategy to gain access to primary school curriculum in Perth & Kinross and Angus for community fire safety educational purposes.	FS	CFS Manager						
<b>1.19</b>	Collaborate with Technical Services to refurbish the fire safety unit to include a more interactive educational environment to promote community fire safety.	FS	CFS Manager	£40k					
<b>1.20</b>	Develop protocol with community planning partners to identify CFS activities by means of data share and analysis.	FS	CFS Manager						
<b>1.21</b>	In liaison with Tayside Police investigate potential and formulate strategy to develop use of the Road Traffic Accident Road Show concept to promote safer use of the Tayside road network.	FS	CFS Manager						
<b>1.22</b>	Develop protocol for partnership working with community wardens through community planning partnership arrangements.	FS	CFS Manager						
<b>1.23</b>	Implement the Brigade's smoke alarm/home fire safety check policy.	FS	CFS Manager						
<b>1.24</b>	Develop protocols with the 3 Constituent Councils to reduce risk from abandoned vehicles and implement strategy for the reporting and removal of these vehicles.	FS	CFS Manager						
<b>1.25</b>	Develop protocols with the 3 Constituent Councils for the reporting and removal of abandoned combustible materials that pose a significant threat of fire to our communities.	FS	CFS Manager						
<b>Long Term Action Points</b>									

## AIM 2

### INTERVENTION

Respond promptly and effectively to deal with fires and others emergencies when they occur.

#### KEY TARGETS FOR 2004-05

- Progress Rescue Pump/Heavy Rescue Unit Project
- Formulate policy and strategy for working at height
- Implement New Dimension Equipment Roll Out and Training Programmes

#### Operations

As well as the statutory responsibilities of rescuing people trapped in fire, extinguishing fires and mitigating the damage caused by fire, operational personnel provide a wide range of rescue and assistance services to the community. These include road traffic accidents, flooding and incidents involving chemicals and other hazardous materials. Operations are responsible for ensuring that personnel, equipment and stations continue to be operationally effective in line with the requirements of the Fire Services Act and the Home Office Standards of Fire Cover. This entails the monitoring of incidents and the production of operational procedures for dealing with all types of incidents. All emergency calls which require the attendance of the Brigade are received and handled by personnel within the Brigade's Command and Control Centre. As well as taking all the details of the emergency situation from the caller personnel are responsible for alerting and mobilising the operational personnel to the incident and controlling all the resources required to satisfactorily deal with the operational situation.

## INTERVENTION ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Operations</b>									
<b>2.1</b> <u>New Dimensions</u>	OPS	Group Mgr (Emergency Planning)							
2.1.1 Ensure that all equipment is effectively deployed.									
2.1.2 In collaboration with Technical Services plan and implement alterations to appliances as necessary.									
2.1.3 In collaboration with Technical Services consider procurement of new urban search and rescue equipment.									
2.1.4 In conjunction with the IS Group develop intranet website for all emergency planning and new dimension matters.									
2.1.5 Carry out multi-agency consolidation exercises in Mass Decontamination.									
2.1.6 Progress Urban Search and Rescue procedures.									
<b>2.2</b> Formulate operational policy and strategy for chemdata on the fireground.	OPS	Ops Mgr (Technical)							
<b>2.3</b> Initiate Community Fire Safety Projects in our communities including schools.	OPS	Ops Mgr (Technical)							
<b>2.4</b> Review pre-determined attendances to incidents as part of Rescue Pump roll out strategy.	OPS	Ops Mgr (Technical)							
<b>2.5</b> Identify agencies and organisations to collaborate with on CFS Projects.	OPS	Ops Mgr (Technical)							
<b>2.6</b> Liaise with other agencies and neighbouring brigades on Incident Command and Cordon Control.	OPS	Head of Ops							
<b>2.7</b> Develop interoperability procedures with other brigades and agencies and carry out operational validation exercises.	OPS	Head of Ops							
<b>2.8</b> Implement the Fire Control aspects of the Brigade's policy on Automatic Fire Alarms.	OPS	Group Mgr Fire Control							
<b>2.9</b> Implement the Fire Control aspects of the Brigade's policy on handling Malicious Fire Calls.	OPS	Group Mgr Fire Control							
<b>2.10</b> Formulate mobilising procedures for 4x4 Brigade vehicles to the fireground.	OPS	Group Mgr Stn 21							
<b>Long Term Action Points</b>									

## AIM 3 PEOPLE

Ensure that services are delivered by a well equipped, skilful and highly motivated workforce which is able to work safely and whose composition reflects the diverse communities it serves.

### KEY TARGETS FOR 2004-05

- Implement full Integrated Personal Development System strategy for all employees
- Review current health and safety policies and strategies
- Implement full Fairness and Diversity strategy for all employees
- Review the provision of Information Technology Support

### Personnel

Personnel Department is responsible for the management of Human Resources including recruitment, training, health and safety, occupational health and discipline of all Brigade personnel, ensuring at all times that policies promote fairness and equality in employment.

### Technical Services

Technical Services is responsible for all transport, operational equipment, property, information technology, communications equipment and stores matters in the Brigade and additionally perform a research and development function for all new equipment.

### Performance and Finance

Performance and Finance Department is responsible for all financial, insurance and legal matters in the Brigade including liaison with the Clerk and Treasurer to the Fire Board. The other main function of this department is to ensure that all of the Brigade's policies and procedures are monitored and audited with deficiencies identified and in collaboration with the appropriate department, corrective action and adjustments to policy implemented.

## PEOPLE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Technical Services</b>									
<b>3.1</b> <u>Appliance Procurement</u>	TS	Procurement & Engineering Manager							
3.1.1 Identify opportunities for joint procurement of fire appliance chassis.									
3.1.2 Identify opportunities for joint procurement of fire appliance bodywork and fire engineering.									
<b>3.2</b> <u>Transport Maintenance</u>	TS	Procurement & Engineering Manager							
3.2.1 Formulate policy in line with CACFOA Guidelines.									
3.2.2 Implement strategy in line with CACFOA Guidelines.									
3.2.3 Formulate policy on management reports to monitor all Brigade transport matters.									
<b>3.3</b> Review the project team membership to deliver the national Firelink communications project.	TS	Info Services Mgr							
<b>3.4</b> Review the provision of firefighting equipment in conjunction with Operations Department for the Brigade's fleet of 4x4 vehicles.	TS	Tech Mgr							
<b>3.5</b> <u>Personal Protective Equipment</u>	TS	Tech Mgr							
3.5.1 Formulate PPE policy.									
3.5.2 Implement effective tracking and monitoring systems (as part of Asset Management Project)									
3.5.3 Roll out programme									
3.5.4 Review laundering procedures.									
<b>3.6</b> <u>Heavy Rescue Units/Rescue Pumps</u>	TS	Tech Mgr							
3.6.1 Carry out a Best Value Review on the Provision of Rescue Units.									
3.6.2 Construct two Heavy Rescue Units (HRU).	TS	Tech Mgr	£80k						
3.6.3 Produce a technical specification for 4.3m long chassis Rescue Pumps (RP).	TS	Tech Mgr							
3.6.4 Plan and deliver conversion of ET's into Rescue Pumps.	TS	Tech Mgr	£80k						
3.6.5 Develop RP roll out strategy.									
3.6.6 Plan conversion of existing fleet into RP's.	TS	Tech Mgr							
3.6.7 Implement risk assessments and safe systems of work for all heavy rescue equipment and procedures.									
3.6.8 Review the numbers of personnel required to perform duties at generic incidents including incident command.	TS	Safety Mgr/ Head of Ops							
3.6.9 Review pre-determined attendances for Rescue Pumps/Heavy Rescue Units.	TS	Head of Ops							

## PEOPLE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Technical Services</b>									
<b>3.7</b> <u>Water Rescue</u> 3.7.1 Formulate policy. 3.7.2 Formulate implementation strategy. 3.7.3 Evaluate and procure equipment.	TS	Tech Mgr	£30k						
<b>3.8</b> <u>Working at Height</u> 3.8.1 Formulate policy. 3.8.2 Formulate implementation strategy. 3.8.3 Evaluate and procure equipment.	TS	Tech Mgr	£30k						
<b>3.9</b> Carry out a Best Value Review for the provision of telephony services.	TS	IT Manager							
<b>3.10</b> Introduce telephony enhancements, direct dial in (DDI) and 100% increase in the Perth-Macalpine-Blackness tie lines.	TS	IT Manager							
<b>3.11</b> Carry out a Best Value Review for the provision of IT support.	TS	IT Manager							
<b>3.12</b> Formulate a programme for full Integrated Personal Development Systems installations at all stations (in conjunction with Training Division).	TS	IT Manager							
<b>3.13</b> <u>Property Maintenance</u> 3.13.1 Formulate Property Maintenance Policy. 3.13.2 Formulate strategy for property maintenance of Brigade premises. 3.13.3 Formulate strategy for new build, refurbishment and minor works projects. 3.13.4 Formulate key performance indicators and targets to enable the monitoring of service provision.	TS	Facilities Manager							
<b>3.14</b> Carry out a Best Value Review of catering services on stations.	TS	Facilities Manager							
<b>3.15</b> Complete Phase 3, Refurbishment and Construction of Training Facilities at Perth.	TS	Facilities Manager	£480k						
<b>3.16</b> Complete upgrade of toilets/showers at the following stations in terms of Equality Agenda (subject to funding availability). • A1 • A4 • A11	TS	Facilities Manager	£140k						
<b>3.17</b> Review and implement safety guidelines for contractors.	TS	Facilities Manager							

## PEOPLE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Technical Services</b>									
<b>3.18</b> Develop policy and strategy for the management and maintenance of property.	TS	Facilities Manager							
<b>3.19</b> Collaborate with Tayside Police to re-tender all unplanned maintenance contracts.	TS	Facilities Manager							
<b>3.20</b> Carry out Access Audits to all Brigade premises in relation to the Disability Discrimination Act.	TS	Facilities Manager							
<b>3.21</b> <u>Brigade Management Restructure</u>									
3.21.1 • In conjunction with Restructure Implementation Group prepare short and long term programmes creating suitable workplaces for restructured departments.	TS	Head of TS							
<b>3.22</b> Formulate a Media Policy and Strategy (including a major incident protocol).	TS	Comms Manager							
<b>3.23</b> Ensure that all classes of information listed in the FOI publication scheme are available to the public.	TS	Comms Manager							
<b>3.24</b> Implement data protection training to comply with legal requirements and raise awareness throughout the Brigade.	TS	Comms Manager							
<b>Personnel Services</b>									
<b>3.25</b> Identify true costs of injuries to personnel.	PS	Safety Manager							
<b>3.26</b> Continue the review of work place and work equipment risk assessments.	PS	Safety Manager							
<b>3.27</b> Carry out a Best Value Service Review of Health and Safety Policy and Training Strategy.	PS	Safety Manager							
<b>3.28</b> Review Manual Handling activities and assessments within the Brigade.	PS	Safety Manager							
<b>3.29</b> Review Safety Training and Information procedure in line with European specifications.	PS	Safety Manager							
<b>3.30</b> Carry out a Best Value Review of system of Quality Safety Audits.	PS	Safety Manager							
<b>3.31</b> Re-establish a Brigade Health and Safety Committee and set a clear policy and strategy for the committee.	PS	Safety Manager							
<b>3.32</b> Within the forum of the Information Strategy Group consolidate Brigade Orders, H&S Orders, Equal Opportunities Orders, Support Staff Employee Handbook and all Brigade Policies into a single set of Brigade Orders.	PS	Head of PS							

## PEOPLE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Personnel Services Cont'd</b>									
<b>3.33</b> Formulate a policy and review Brigade Order relating to assistance to Personnel undertaking further education.	PS	Head of PS							
<b>3.34</b> Amend brigade orders to reflect the conditions of service in the revised grey book.	PS	Head of PS							
<b>3.35</b> Implement revised retained duty system commitment procedures.	PS	Head of PS							
<b>3.36</b> Formulate policy and strategy to encourage recruitment applications from under represented groups.	PS	HRM							
<b>3.37</b> Implement outcome of Best Value Service review of occupational health.	PS	Head of PS							
<b>3.38</b> Introduce compartment fire behaviour training.	PS	Training & Development Mgr							
<b>3.39</b> Formulate a return to work after leave of absence training policy.	PS	Training & Development Mgr							
<b>3.40</b> Implement the recommendations of the working group to review policy and strategy for rope working.	PS	Training & Development Mgr							
<b>3.41</b> Review current Health and Safety policies and strategies including training to ensure current best practice and endorsement by the Fire Board.	PS	Training & Development Mgr/ Safety Mgr							
<b>3.42</b> In collaboration with Corporate Services identify and address knowledge and skill gaps of all staff groups (Training Need Analysis).	PS	Training & Development Mgr							
<b>3.43</b> Carry out a Best Value Service Review of Training of all Staff.	PS	Training & Development Mgr							
<b>3.44</b> Review provision of non rider operational cover and consider policy and strategy to include maintenance of operational competence for non rider personnel.	PS	Training & Development Mgr							
<b>3.45</b> Formulate policy and strategy for training of personnel while continuing to provide operational fire cover.	PS	Training & Development Mgr							

**PEOPLE ACTION PLAN**

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Personnel services Cont'd</b>									
<b>3.46 Integrated Personal Development System</b>									
3.46.1	Develop an IPDS strategy for all employees.	PS	Trg & Dev Mgr HRM						
3.46.2	Revise and implement a Personal Development Review Scheme for all personnel	PS							
3.46.3	Implement all the component parts of the IPD system.	PS							
3.46.4	Implement Competence Based Training on all stations.	PS	Trg & Dev						
3.46.5	Implement the Phase II Firefighter Development Programme.	PS	Mgr						
3.46.6	Review the Training Division structure to facilitate the IPDS.	PS	Trg & Dev Mgr						
3.46.7	Undertake an IPDS gap analysis and implement a development programme.	PS	“						
3.46.8	Continue to deliver presentations and information to personnel regarding plans and processes.	PS	“						
3.46.9	Formulate development plans and reviews to encompass role map objectives into appraisal systems.	PS	“						
3.46.10	Develop a strategy for the introduction of workplace assessments.	PS	“						
3.46.11	Formulate development plans for personnel transferring between stations.	PS	“						
3.46.12	Evaluate the procedure of Part Time crews mobilising to incidents without an officer in charge.	PS	“						
3.46.13	Carry out a costs analysis exercise for determining retained costs after the first training and development package has been completed.	PS	“						
3.46.14	Carry out a Best Value Service Review of training of all staff.	PS	“						
3.46.15	Implement outcome of training needs analysis.	PS	“						
3.46.16	Establish VQ's for all personnel.	PS	“						
3.46.17	Establish an IT based recording system for Competence Based Training.	PS	“						
3.46.18	Roll out training in Legislative/CFS/Capital Fire Investigation to Wholetime operational personnel.	PS	“						
3.46.19	Formulate a part time firefighters recruitment policy and strategy.	PS	Head of PS						

## PEOPLE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Integrated Personal Development System Cont'd</b>									
3.46.20 Review recruitment procedures to reflect the revised Appointment and Promotion Regulations and point of entry selection tests.	PS	Head of PS							
3.46.21 Formulate a costed action plan setting out the personnel and financial implications of moving from rank to role.	PS	Head of PS							
3.46.22 Formulate an action plan to consult key stakeholders on the move from rank to role.	PS	Head of PS							
<b>Equality and Diversity</b>									
3.47 Carry out access audits of all brigade premises in relation to Disability Discrimination Act.	TS	Facilities Manager							
3.48 Monitor the role of Brigade Chaplain and consider extending such roles to other religions/beliefs.	PS	Head of PS							
3.49 Monitor public information to ensure satisfaction by those who use it.	PS	Head of PS							
3.50 Review current training programmes (competency and skills training) to ensure that race equality is mainstreamed into all courses.	PS	Trg & Dev Mgr							
3.51 Implement equality training programme with initial emphasis on racial awareness, any changes under the Act and the Board's Race Equality Scheme.	PS	Trg & Dev Mgr							
3.52 Ensure that Training staff are fully aware of, and trained in, the requirements of the General Duty (under the Race Relations (Amendment) Act.	PS	Trg & Dev Mgr							
3.53 Review the role and remit of the Equal Opportunities Working Group.	PS	HRM							
3.54 Integrate race equality and knowledge of equality issues into all interview procedures, including promotion interviews.	PS	HRM/ Ops Mgr (Personnel)							
3.55 Formulate a promotion policy and strategy. Assess for its impact on race equality and consult with relevant diverse groups.	PS	HRM/ Ops Mgr (Personnel)							
3.56 Formulate an operational personnel transfer policy and strategy. Assess for its impact on race equality and consult with relevant diverse group.	PS	HRM/ Ops Mgr (Personnel)							
3.57 Formulate a policy and strategy to encourage recruitment applications from under represented groups.	PS	HRM							

## PEOPLE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Personnel Services Cont'd</b>									
<b>Equality and Diversity Cont'd</b>									
<b>3.58</b> Review the Race Equality Scheme Action Plan.	PS	HRM							
<b>3.59</b> Within the forum of the Information Strategy Group formulate and implement appropriate systems to meet the specific duty to monitor employment (by racial group).	PS	HRM							
<b>3.60</b> Update current workforce profile by ethnic background (compare with LPI 10). Carry out audit by grade, rank, type of contract, pay, length of service and other benefits.	PS	HRM							
<b>3.61</b> Formulate strategy for monitoring service users by ethnic background, gender and disability. <ul style="list-style-type: none"> <li>• Staff in post</li> <li>• Employees and applicants for employment, training and promotion.</li> <li>• Employees who receive training.</li> <li>• Employees who have performance appraisals.</li> <li>• Employees who are involved in grievances.</li> <li>• Employees who are the subject of disciplinary action.</li> <li>• Employees who cease employment due to dismissal or other reasons.</li> </ul>	PS	HRM							
<b>3.62</b> Collaborate with all departments to ensure public information is accessible and available on request in a range of languages appropriate to our communities.	PS	HRM							
<b>3.63</b> Implement an equal opportunities refresher training programme.	PS	HRM							
<b>3.64</b> Amend policy and procedures relating to employment of people with disability in light of the changes to the Disability Discrimination Act due October 2004.	PS	HRM							
<b>3.65</b> Carry out cultural awareness training for all staff involved in Reception and General Offices.	PS	HRM							
<b>3.66</b> Translate the corporate message into different languages on Brigade stationery, letterheads etc.	PS	HRM							
<b>3.67</b> Translate the corporate message into different languages on the Brigade website.	PS	HRM							

## PEOPLE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Personnel Services Cont'd</b>									
<b>Equality and Diversity Cont'd</b>									
3.68	Publish reports of all consultation connected with the Race Equality Scheme and make available to stakeholders.	PS	HRM						
3.69	Consider the flexible working hours scheme to include all manual and craft employees.	PS	HRM						
3.70	Consult with local representative bodies regarding the changes to terms and conditions of Local Government employees as a result of Single Status.	PS	HRM						
3.71	Explore with the communities we protect, the need for fire safety information to be made more accessible and relevant to their needs, including "After the Fire" booklet.	FS	CFS Manager						
3.72	Integrate race equality and knowledge of equality issues into all interview procedures, including promotion interviews.	OPS	Ops Mgr (Personnel)						
3.73	Provide cultural awareness training for operational personnel whilst carrying out their duties within our communities.	OPS	Ops Mgr (Personnel)						
3.74	Assess all policies, functions and procedures to identify areas where ethnic minority groups may be affected.	OPS	Ops Mgr (Personnel)						
<b>Performance and Finance</b>									
3.75	<u>Brigade Management Restructure</u>								
3.75.1	In conjunction with Restructure Implementation Group implement Administrative Support in line with the approved Management Restructure report.	P&F	Head of P&F						
3.75.2	Establish Systems of Audit to ensure compliance with Brigade Orders, systems and procedures.								
<b>Operations</b>									
3.76	Develop Integrated Personal Development Strategy within Brigade Control (as part of IPDS Project).	OPS	Group Mgr Fire Control						
3.77	Consider the creation of a package for employers to encourage part time firefighter applications showing the transferable skills available to them.	OPS	Head of Ops						
3.78	<u>Brigade Management Restructure</u>								
3.78.1	Implement branding of new departmental management structure.	OPS	Head of Ops						



AIM 4  
PERFORMANCE

Monitor performance to ensure continuous improvement and delivery of Best Value.

KEY TARGETS FOR 2004-05

- Implement the priority elements of Integrated Risk Management Planning
- Implement the Management Restructure of the Brigade
- Implement an Asset Management Project
- Review the format of Brigade Orders, Routine Orders and Training Notes etc
- Implement the European Foundation for Quality Management (EFQM) Business Excellence Model

**Operations, Personnel, Technical Services, Fire Safety, Performance & Finance**

The activities of all personnel impact and have an effect on the overall performance of the Brigade. The Brigade's Performance and Finance Department closely monitors performance across the full spectrum of internal and external activities and reviews this performance to ensure continuous improvement and the delivery of Best Value. The Brigade's performance is reported to the Fire Board and through the publication of the Statutory Performance Indicators by the Accounts Commission and the Brigade's own annual performance reports.

## PERFORMANCE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Fire Safety</b>									
<b>4.1</b> Implement Departmental element of Brigade Management re-structure.	FS	Head of FS							
<b>4.2</b> Formulate procedural documentation and process maps to manage business continuity for all department processes	FS	FS Mgr							
<b>Technical Services</b>									
<b>4.3</b> Review of Brigade premises and contractor management policy	TS	Facilities Manager							
<b>4.4</b> Formulate an Electrical Safety policy	TS	Facilities Manager							
<b>4.5</b> Implement Departmental element of Brigade Management Re-structure.	TS	Head of TS							
<b>4.6</b> <u>Asset Management</u>									
4.6.1 Procure an AM system.	TS	Tech Mgr							
4.6.2 Commission the system.	TS	Tech Mgr							
4.6.3 Review testing procedure for operational equipment.	TS	Tech Mgr							
4.6.4 Create an appropriate marking/identification system for all Brigade equipment.	TS	Tech Mgr							
4.6.5 Formulate AM procedures.	TS	Tech Mgr							
4.6.6 Develop financial guidance for staff.	P&F	Finance Mgr							
4.6.7 Migrate from written ledgers to electronic ledgers/stores management system.	TS	Procure & Eng. Mgr.							
4.6.8 Carry out Health & Safety audit, risk assessment and develop SSOW for Stores and Workshops.	TS	Safety Mgr							
4.6.9 Investigate the centralisation of the Brigade Assets into Stores.	TS	Procure & Eng. Mgr.							
4.6.10 Migration of stores/creation of new entrance.	TS	Head of TS							
<b>Performance and Finance</b>									
<b>4.7</b> Review monthly revenue and capital monitoring meetings and develop documented agreed action plans.	P&F	Head of P&F							
<b>4.8</b> Update the Board's financial regulations to include the rules to be applied to the Brigade's financial systems.	P&F	Head of P&F							
<b>4.9</b> Undertake an audit of current service monitoring systems, identify gaps and prioritise requirements.	P&F	Head of P&F							

## PERFORMANCE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Performance and Finance Cont'd</b>									
4.10	Publish clearly written summaries of all assessment consultation and monitoring reports and distribute these widely via Public Performance Report and Brigade website.	P&F	Head of P&F						
4.11	Formulate a Cash Security policy and strategy for Brigade wide use	P&F	Head of P&F						
4.12	Formulate Terms of Reference for the Performance Monitoring Sub-Committee of the Board	P&F	Head of P&F						
4.13	Formulate guidelines for further development of the Performance Monitoring Sub-Committee of the Board	P&F	Head of P&F						
4.14	Include a section on the Prudential Code within the Financial regulations of the Board.	P&F	Head of P&F						
4.15	Formulate a Risk Management policy document which sets out the Board's underlying approach to Risk Management.	P&F	Head of P&F						
4.16	Formulate a fraud response plan and submit this for Board approval along with the anti-fraud and anti-corruption policy.	P&F	Head of P&F						
4.17	Implement Departmental element of Brigade Management Re-structure.	P&F	Head of P&F						
4.18	Update the Board's Financial Regulations to include the rules to be applied to the Brigade's financial systems.	P&F	Head of P&F						
4.19	Formulate procedural documentation and process maps to manage business continuity for the following Finance Office activities: <ul style="list-style-type: none"> <li>• Leased car administration &amp; controls</li> <li>• Insurance administration &amp; controls</li> <li>• Course travel administration &amp; controls</li> <li>• Bank Reconciliation procedures</li> </ul>	P&F	Finance Mgr						
4.20	Implement a BACS payment system for creditors to the Brigade	P&F	Finance Mgr						
4.21	Review the operation of catering funds across the Brigade in order to rationalise rates and procedures being used	P&F	Finance Mgr						

## PERFORMANCE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Performance and Finance Cont'd</b>									
<b>4.22</b> Formulate comprehensive guidance for staff on the completion and submission of travelling expense claims	P&F	Finance Mgr							
<b>4.23</b> Carry out an internal stakeholder analysis of the level of satisfaction with the provision of payroll services to the Brigade	P&F	Finance Mgr							
<b>4.24</b> Provide financial management training for senior staff.	P&F	Finance Mgr							
<b>Personnel Services</b>									
<b>4.25</b> Revise discipline procedures following the removal of the Discipline Regulations	PS	Head of PS							
<b>4.26</b> Ensure Best Value reviews to be inclusive of Fire Board with members involved in the process	PS	Head of PS							
<b>4.27</b> All departments to carry out an internal stakeholder analysis of their service provision to the rest of the Brigade	PS	Head of PS							
<b>4.28</b> Formulate further Brigade Performance Indicators (BPI's)	PS	Head of PS							
<b>4.29</b> Implement Departmental element of Brigade Management Re-structure.	PS	Head of PS							
<b>4.30</b> Undertake an audit of any current service monitoring systems, identify gaps and prioritise requirements (eg recruitment, After the Fire Booklets and complaints)	PS	Head of PS							
<b>4.31</b> Implement the European Foundation for Quality Management (EFQM) business excellence model (pathway Self Assessment)	PS	Head of PS							
<b>4.32</b> Conduct an Opinion Research Services staff satisfaction survey on equality issues	PS	HRM							
<b>4.33</b> Formulate a written efficiency or redundancy policy and strategy for approval by the Board.	PS	HRM							
<b>4.34</b> Formulate procedural documentation and process maps to manage business continuity for all department processes	PS	Head of PS							
<b>4.35</b> Review current Health and Safety policies and strategies to include performance	PS	Safety Mgr							
<b>4.36</b> Review the process of Dynamic Risk Assessment (DRA)	PS	Safety Mgr							

## PERFORMANCE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Information Strategy Group</b>									
4.37	Undertake an Information survey/data audit to categorise information held at present in all forms	IS Group	Comms Mgr						
4.38	Formulate a detailed specification and strategy for the development and purchase of an Electronic Records Management system	IS Group	Comms Mgr						
4.39	Formulate arrangements for monitoring compliance with Records Management policy and supporting standards, policies, procedures and guidelines	IS Group	Comms Mgr						
4.40	Review the format of Brigade Orders, Training Notes, Health and Safety Orders, Equal Opportunities Orders for inclusion on the Brigade Intranet.	IS Group	Comms Mgr						
4.41	Review record storage, security, disposal and archive arrangements for all Brigade documents and records	IS Group	Comms Mgr						
4.42	Progress information security standards based on (ISO 17799).	IS Group	IT Manager						
4.43	Upgrade Microsoft systems ie e-mail, file and print to the latest versions.	IS Group	IT Manager						
4.44	Establish a Data Centre. Move all ICT systems to Blackness Road.	IS Group	IT Manager						
4.45	Install and integrate a new ICT system to meet the needs of Freedom of Information Act.	IS Group	IT Manager						
4.46	Merge tactical plans and special incident plans and make them available on the VMDS system.	IS Group	Ops Mgr (Technical)						
4.47	Consider outcome of Scottish e-procurement initiative and solutions for introduction within the Brigade.	IS Group	Finance Mgr						
4.48	Implement a computerised Personnel Information System.	IS Group	HRM						
4.49	Implement strategy for:	IS Group	Head of TS						
4.49.1	IT requirements to support operational training on stations								
4.49.2	IT based recording system for Training for Competence								
4.49.3	Vector Command Training								
4.49.4	Upgrade of Mobilising IT equipment on stations Governments 'e' learning initiative								
4.50	Consider outcome of Brigade Information Systems Strategy and specify ownership of key systems to appropriate senior staff.	IS Group	Head of TS						

## PERFORMANCE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Information Strategy Group Cont'd</b>									
4.51 Develop more effective Tayside Fire Brigade website in line with Government initiative on Electronic Service Delivery (ESD).	IS Group	Info Systems Mgr							
4.52 In conjunction with the Brigade's Media Group, formulate and implement policy for the content of the Brigade's Intranet and Website.	IS Group	Info Systems Mgr							
4.53 Formulate an Information Systems Strategy and include IRM.	IS Group	Info Systems Mgr							
4.54 Review internal stakeholders needs for statistical information generated by Fire Control.	IS Group	Group Mgr Fire Control							
4.55 Review Command and Control communication infrastructure.	IS Group	Info Systems Mgr							
4.56 Review and rationalise all brigade electronic management information systems to ensure compatibility with IRM.	IS Group	Info Systems Mgr							
4.57 <ul style="list-style-type: none"> <li>• Audit the information gaps in the Brigade.</li> <li>• Audit the IT skills gap in the Brigade.</li> <li>• Audit the document filing system in the Brigade.</li> <li>• Assist Departments to carry out six step IS <ol style="list-style-type: none"> <li>1. Service Planning</li> <li>2. Identify processes</li> <li>3. Information Audit</li> <li>4. System &amp; Technical Framework</li> <li>5. Business Case</li> <li>6. Implement, monitor and review.</li> </ol> </li> </ul>	IS Group	Info Systems Mgr							
4.58 <b>Vehicle Mounted Data System</b> Establish and chair a working group to ensure the support to operational crews including:	IS Group	Info Systems Mgr							
4.58.1 Formulate policy and strategy for disseminating information from Fire Investigations for the benefit of operational personnel and inclusion on the VMDS.									
4.58.2 Collaborate with Operations and TS Department and Tayside Police to develop robust system for collecting and passing on information collected during Fire Safety inspections and visits for inclusion on the VMDS.									

**PERFORMANCE ACTION PLAN**

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Information Strategy Group Cont'd</b>									
<b>Vehicle Mounted Data System Cont'd</b>									
4.58.3	Implementation of new format tactical plans.								
4.58.4	Risk assess risks throughout Brigade to determine which premises require a tactical plan.								
4.58.5	Determine a prioritised workload for provision of the tactical plans within definitive timescales								
4.58.6	Ensure plans include measures for damage limitation and minimising the effects of pollution.								
4.58.7	Ensure the information is readily available to personnel responding to incidents via the VMDS.								
<b>Operations</b>									
4.59	Implement Departmental element of Brigade Management re-structure.	OPS	Head of Ops						
4.60	Validate Heavy Rescue equipment and New Dimension training procedures.	OPS	Ops Mgr (Technical)						
4.61	Complete risk assessments of all operational activities.	OPS	Ops Mgr (Technical)						
4.62	Produce procedural documentation and process maps to manage business continuity for all departmental processes.	OPS	Head of Ops						
4.63	Review the attendance of appliances at secondary fires to reduce the negative aspect of such incidents in protecting our communities.	OPS	Head of Ops						
4.64	Analyse the risk profile to ensure appropriate intervention response is available taking account of temporal and seasonal activities and conditions.	OPS	Head of Ops						
<b>Integrated Risk Management Planning Group</b>									
4.65	Investigate opportunities for alternate crewing of special appliances based on empirical data.	IRMP	Head of Ops						
4.66	Review our communities needs for a water and ice rescue provision on inland waterways.	IRMP	Head of Ops						
4.67	Review the attendance of appliances at secondary fires to reduce the negative aspect of such incidents in protecting our communities.	IRMP	Head of Ops						
4.68	Analyse the incident call profile to identify the most efficient times for shift changes for watch based personnel.	IRMP	Head of Ops						

## PERFORMANCE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Integrated Risk Management Planning Group Cont'd</b>									
4.69	Implement revised part time Firefighter commitment procedures	IRMP	Head of Ops						
4.70	Review existing policy and strategy for brigade-wide availability procedure	IRMP	Head of Ops						
4.71	Review the existing policy and strategy for placing appliances off the run	IRMP	Head of Ops						
4.72	Implement overtime working procedures	IRMP	Head of Ops						
4.73	Implement part time and flexible working procedures	IRMP	Head of Ops						
4.74	Implement mixed crewing of operational appliance procedures	IRMP	Head of Ops						
4.75	Implement revised working routines	IRMP	Head of Ops						
4.76	Review alternative duty systems and prepare costed report.	IRMP	Head of Ops						
4.77	Consider the introduction of 'one-stop shops' for community safety advice in partnership with other agencies	IRMP	Head of FS						
4.78	Establish data sharing capabilities with other partnership organisations and agencies.	IRMP	Head of TS						
4.79	Consider the suitability of alternative appliance cab designs and combination appliances	IRMP	Head of TS						
4.80	Review the ongoing viability of Station 12 Airlie	IRMP	Head of Ops						
4.81	In conjunction with the Scottish Ambulance Service identify the most effective methods of provision of defibrillators	IRMP	Head of Ops						
4.82	Implement emergency call management and response strategy	IRMP	Group Mgr Fire Control						
4.83	Consider the following areas where pre-planned overtime could prove beneficial and develop costed action plans: a) Intervention cover b) Training c) Examinations/.IPDS d) Major incidents e) Recall to duty	IRMP	Head of Ops Trg & Dev Mgr Head of Ops Head of PS						
4.84	Formulate policy and strategy for training of personnel whilst maintaining operational fire cover	IRMP	Head of PS						

## PERFORMANCE ACTION PLAN

ACTION	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
					1ST QTR	2ND QTR	3RD QTR	4TH QTR	
<b>Integrated Risk Management Planning Group Cont'd</b>									
4.85	Initiate IRM stakeholder consultation process	IRMP	Head of IRMP						
4.86	Identify IRM evidence and data gathering process	IRMP	Head of IRMP						
4.87	Review performance indicators to align with IRM	IRMP	Head of IRMP						
<b>Brigade Management Restructure Group</b>									
4.88		Restructure Group	Dep. Fmr						
4.88.1	Implement the approved Management restructure report.								
4.88.2	Consult with representative bodies.								
4.88.3	Co-ordinate the review of all Job Descriptions in line with newly established templates.								
4.88.4	Following issue of a revised 'Grey Book' co-ordinate revision of Contracts of Employment linked to new job descriptions.								
4.88.5	Implement new station and appliance call signs.								
4.88.6	Review the number and structure of Senior Officer Mobilising groups to ensure full implementation of Incident Command, fireground performance monitoring and adequate specialist officers.								
4.88.7	Prepare and issue management restructure branded in similar terms as the Brigade mission poster.								
4.88.8	Implement Administrative support in line with approved Management Restructure report.								
4.88.9	Liaise with Technical Services to prepare short and long term programmes creating suitable workplaces for restructured departments.								
4.88.10	Co-ordinate branding of new departmental structures								
4.88.11	Engage staff for feedback purposes.								



## STATUTORY PERFORMANCE INDICATORS

The Brigade is required to collate and report annually to the Accounts Commission for Scotland on 5 Statutory Performance Indicators (SPI). Our performance is publicised to allow stakeholders to compare this performance with the other 7 Brigades in Scotland.

Statutory Indicator SPI 1	Lead Dept = Operations	Performance For 2002-03 (%)		Performance For 2003-04 (Last Year) (%)		Target for 2004-05 (%)	Actual Performance For Current Year 2004-05						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
<b>Response Times to Fires</b> Is the percentage of fire calls where the speed of attendance and number of appliances met the nationally set target for each of the 5 risk areas that comprise Tayside Fire Brigade area. (Note: This indicator definition has been changed therefore the data is not comparable to the previous years figures).													
a. High Risk Area		80.8	85	92.3	87.5	93.0							
b. Substantial Risk Area		81.5	90	93.4	90	93.5							
c. Moderate Risk Area		97.2	98.7	98.5	98.7	98.5							
d. Low Risk Area		95.1	98	96.9	98	97.0							
e. Rural Risk Area		93.5	98	87.2	98	93.5							

Note: Historically these risk areas were classified according to the property risk within each area. This method of classification is currently being reviewed.

### Performance of Tayside Fire Brigade for Specific Risk Areas Against Other Scottish Brigades 2002-2003

	Tayside (%)	Central (%)	Dumfries & Galloway (%)	Fife (%)	Grampian (%)	Highland & Islands (%)	Lothian & Borders (%)	Strathclyde (%)	All Scotland (%)
a. High	<b>80.8</b>	*	*	*	94.5	*	87.6	83.2	84.7
b. Substantial	<b>81.5</b>	85.9	87.5	66.4	92.9	92.1	87.5	78.4	80.1
c. Moderate	<b>97.2</b>	94.7	97.5	95.7	98.7	95.4	97.3	97.5	97.1
d. Low	<b>95.1</b>	96.9	100.0	99.1	99.8	90.0	97.7	97.8	97.2
e. Rural	<b>93.5</b>	100.0	90.2	*	96.5	90.9	**	92.6	93.0

\* Brigades which have no high or rural risk categories within their areas.

\*\* Brigades that did not establish rural targets.

## STATUTORY PERFORMANCE INDICATORS CONT'D

Statutory Indicator SPI 2	Lead Dept = Personnel	Performance For 2002-03 (%)		Performance For 2003-04 (Last Year) (%)		Target for 2004-05 (%)	Actual Performance For Current Year 2004-05						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
<b>Sickness Absence</b> This indicator covers sickness absence and is the percentage of wholetime rider shifts lost to sickness and light duties.													
a. Rider shifts lost due to sickness & light duties		6.93	6.5	6.2	6.5	6.0							
b. Rider shifts lost due to sickness only		6.80	6	5.8	6	5.5							
c. Rider shifts lost due to light duties only		0.13	0.5	0.4	0.5	0.4							
d. All other staff time lost to sickness absence		5.60	4.5	4.4	4.5	4.3							

### Performance of Tayside Fire Brigade Against Other Scottish Brigades 2002-2003

	Tayside (%)	Central (%)	Dumfries & Galloway (%)	Fife (%)	Grampian (%)	Highland & Islands (%)	Lothian & Borders (%)	Strathclyde (%)	All Scotland (%)
a. Rider shifts lost due to sickness & light duties	<b>6.9</b>	6.3	5.5	6.8	6.7	5.0	7.3	7.4	6.4
b. Rider shifts lost due to sickness only	<b>6.8</b>	5.2	5.1	6.1	6.4	4.8	6.5	7.3	6.8
c. Rider shifts lost due to light duties only	<b>0.1</b>	1.1	0.4	0.7	0.3	0.2	0.8	0.1	0.3
d. Non firefighting staff time lost due to sickness absence	<b>5.6</b>	5.3	4.4	2.8	4.3	3.2	5.6	8.2	6.1

\* unreliable data excluded from all Scotland figures.

## STATUTORY PERFORMANCE INDICATORS CONT'D

<b>Statutory Indicator SPI 3</b>  <b>Call Response Time</b> The percentage of calls handled by Control staff within set time limits.	<b>Lead Dept = Operations</b>	<b>Performance For 2002-03 (%)</b>		<b>Performance For 2003-04 (Last Year) (%)</b>		<b>Target for 2004-05 (%)</b>	<b>Actual Performance For Current Year 2004-05</b>						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		a. Handled within 1 minute	71.6	72	69.5		72	70.0					
b. Handled within 2 minutes	24.7	25	95.6*	96.3*	96.0 *								

\* From 2003-04 this target and method of collation has been amended. All calls handled within 2 minutes now include calls handled in 1 minute also.

### Performance of Tayside Fire Brigade Against Other Scottish Brigades 2002-2003

(a) The average time taken to handle calls to incidents.

	<b>Tayside</b>	Central	Dumfries & Galloway	Fife	Grampian	Highland & Islands	Lothian & Border	Strathclyde	All Scotland (Secs)
Average Time (Seconds)	<b>52</b>	55	**	53	47	56	61	69	56

(b) The percentage handled within the following time periods:

	<b>Tayside (%)</b>	Central (%)	Dumfries & Galloway (%)	Fife (%)	Grampian (%)	Highland & Islands (%)	Lothian & Border (%)	Strathclyde (%)	All Scotland (%)
Handled in less than 1 minute	<b>71.7</b>	69.7	**	68.3	78	66.6	60.4	49.4	58
Handled between 1 and 2 minutes	<b>24.7</b>	25.2	**	28.5	20.5	29.5	34.7	41.7	35.5
Handled in 2 minutes or more	<b>3.6</b>	5.1	**	3.2	1.5	3.9	4.9	8.9	6.5

## STATUTORY PERFORMANCE INDICATORS CONT'D

<b>Statutory Indicator SPI 4</b>	<b>Lead Dept = Fire Safety</b>	Performance For 2002-03 (Number)		Performance For 2003-04 (Last Year) (Number)		Target for 2004-05 (Number)	Actual Performance For Current Year 2004-05						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		<b>Fire Casualties</b> The number of incidents resulting in casualties per 10,000 population.	2.3	2.7	2.25		2.2	1.7					

### Performance of Tayside Fire Brigade Against Other Scottish Brigades 2002-2003

	Tayside	Central	Dumfries & Galloway	Fife	Grampian	Highland & Islands	Lothian & Borders	Strathclyde	All Scotland (%)
Average number of fire casualties	<b>3.0</b>	2.2	1.9	1.4	2.7	1.6	3.3	4.2	3.3

<b>Statutory Indicator SPI 5</b>	<b>Lead Dept = Fire Safety</b>	Performance For 2002-03 (Number)		Performance For 2003-04 (Last Year) (Number)		Target for 2004-05 (Number)	Actual Performance For Current Year 2004-05						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		<b>Accidental Dwelling Fires</b> The number of accidental dwelling fires per 10,000 population.	13.2	15.5	13.29		13	13.0					

### Performance of Tayside Fire Brigade Against Other Scottish Brigades 2002-2003

	Tayside	Central	Dumfries & Galloway	Fife	Grampian	Highland & Islands	Lothian & Borders	Strathclyde	All Scotland (%)
Average number of accidental dwelling fires	<b>15.3</b>	10.3	9.5	9.7	12.4	8.9	13.1	15.4	13.5

## LOCAL PERFORMANCE INDICATORS

Why have local performance indicators? These local indicators have been devised to show how departments are performing in selected elements of their service provision. The Chief and Assistant Chief Fire Officers Association (CACFOA) in Scotland have produced a set of 13 local performance indicators (LPI) for use by all Scottish Brigades commencing last year (2002-03). The advantage of these new indicators is that brigades are able to compare themselves to the performance of all other Scottish Brigades.

<b>Local Indicator</b> <b>LPI 1</b>	<b>Lead Dept =</b> <b>Performance &amp;</b> <b>Finance</b>	<b>Performance</b> <b>For 2002-03</b> <b>(Number)</b>		<b>Performance</b> <b>For 2003-04</b> <b>(Last Year)</b> <b>(Number)</b>		<b>Target for</b> <b>2004-05</b> <b>(Number)</b>	<b>Actual Performance For</b> <b>Current Year</b> <b>2004-05</b>						
		<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>		<b>1st</b> <b>Qtr</b>	<b>2nd</b> <b>Qtr</b>	<b>Cumulative</b> <b>Average</b>	<b>3rd</b> <b>Qtr</b>	<b>Cumulative</b> <b>Average</b>	<b>4th</b> <b>Qtr</b>	<b>Annual</b> <b>Total</b>
		9	9	9	9	9							

<b>Local Indicator</b> <b>LPI 2</b>	<b>Lead Dept =</b> <b>Operations</b>	<b>Performance</b> <b>For 2002-03</b> <b>(Number)</b>		<b>Performance</b> <b>For 2003-04</b> <b>(Last Year)</b> <b>(Number)</b>		<b>Target for</b> <b>2004-05</b> <b>(Number)</b>	<b>Actual Performance For</b> <b>Current Year</b> <b>2004-05</b>						
		<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>		<b>1st</b> <b>Qtr</b>	<b>2nd</b> <b>Qtr</b>	<b>Cumulative</b> <b>Average</b>	<b>3rd</b> <b>Qtr</b>	<b>Cumulative</b> <b>Average</b>	<b>4th</b> <b>Qtr</b>	<b>Annual</b> <b>Total</b>
		100	100	100	100	100							

## LOCAL PERFORMANCE INDICATORS CONT'D

<b>Local Indicator LPI 3</b>	<b>Lead Dept = Fire Safety</b>	<b>Performance For 2002-03 (Number)</b>		<b>Performance For 2003-04 (Last Year) (Number)</b>		<b>Target for 2004-05 (Number)</b>	<b>Actual Performance For Current Year 2004-05</b>						
							<b>1st Qtr</b>	<b>2nd Qtr</b>	<b>Cumulative Average</b>	<b>3rd Qtr</b>	<b>Cumulative Average</b>	<b>4th Qtr</b>	<b>Annual Total</b>
		<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>								
<b>Fire Safety Inspections</b> Average time from receipt of application and plans to full survey inspection and issue of Section 5(4) notice expressed in days.		9.5	6.0	2.5	9	2.5							

<b>Local Indicator LPI 4</b>	<b>Lead Dept = Fire Safety</b>	<b>Performance For 2002-03 (Number)</b>		<b>Performance For 2003-04 (Last Year) (Number)</b>		<b>Target for 2004-05 (Number)</b>	<b>Actual Performance For Current Year 2004-05</b>						
							<b>1st Qtr</b>	<b>2nd Qtr</b>	<b>Cumulative Average</b>	<b>3rd Qtr</b>	<b>Cumulative Average</b>	<b>4th Qtr</b>	<b>Annual Total</b>
		<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>								
<b>Fire Certificate Issue</b> Average time from date of final inspection and preparation of Fire Certificates to date of issue expressed in days.		152	92	109	90	90							

<b>Local Indicator LPI 5</b>	<b>Lead Dept = Fire Safety</b>	<b>Performance For 2002-03 (Number)</b>		<b>Performance For 2003-04 (Last Year) (Number)</b>		<b>Target for 2004-05 (Number)</b>	<b>Actual Performance For Current Year 2004-05</b>						
							<b>1st Qtr</b>	<b>2nd Qtr</b>	<b>Cumulative Average</b>	<b>3rd Qtr</b>	<b>Cumulative Average</b>	<b>4th Qtr</b>	<b>Annual Total</b>
		<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>								
<b>Hotel &amp; Boarding Inspections</b> Percentage of annual target met for the inspection of Hotels and Boarding Houses.		64	80	83	80	85							

## LOCAL PERFORMANCE INDICATORS CONT'D

Local Indicator LPI 6	Lead Dept = Personnel	Performance For 2002-03 (Number)		Performance For 2003-04 (Last Year) (Number)		Target for 2004-05 (Number)	Actual Performance For Current Year 2004-05						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total

Local Indicator LPI 7	Lead Dept = Personnel	Performance For 2002-03 (Number)		Performance For 2003-04 (Last Year) (Number)		Target for 2004-05 (Number)	Actual Performance For Current Year 2004-05						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total

Local Indicator LPI 8	Lead Dept = Personnel	Performance For 2002-03 (Number)		Performance For 2003-04 (Last Year) (Number)		Target for 2004-05 (Number)	Actual Performance For Current Year 2004-05						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total

## LOCAL PERFORMANCE INDICATORS CONT'D

<div style="background-color: #FFA500; padding: 5px; display: inline-block;">Local Indicator LPI 9</div>	Lead Dept = Operations	Performance For 2002-03 (Number)		Performance For 2003-04 (Last Year) (Number)		Target for 2004-05 (Number)	Actual Performance For Current Year 2004-05							
		<b>Confidence Levels</b> Percentage of occasions when confidence levels are achieved by category of station.	Actual	Target	Actual		Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
a. Wholetime		98.59	97	97.92	99	99								
b. Part time		95.6	97	96.23	97	97								
c. Volunteer		90.63	97	96.77	97	97								

<div style="background-color: #FFA500; padding: 5px; display: inline-block;">Local Indicator LPI 10</div>	Performance for 2002-03 (%)				Performance for 2003-04 (Last Number)				Target for 2004-05 (%)		Actual Performance For Current Year 2004-05														
	<b>Lead Dept = Personnel</b>  <b>Equality &amp; Diversity</b> Percentage of female and ethnic minorities applying for vacancies.	Female		Ethnic		Female		Ethnic		Female	Ethnic	1st Qtr		2nd Qtr		Cumulative Average		3rd Qtr		Cumulative Average		4th Qtr		Annual Total	
		A	T	A	T	A	T	A	T			F	E	F	E	F	E	F	E	F	E	F	E	F	E
a. Wholetime Personnel	8.11	7	2.67	1	N/A	8	N/A	2	8	2															
b. Retained Personnel	8.85	5	0	0.2	3.6	7	0	0.2	7	0.2															
c. Volunteer Personnel	0	5	0	0.1	N/A	5	N/A	0.1	5	0.1															
d. Control Personnel	0	60	0	0.5	60.4	60	3.4	0.5	60	0.5															
e. Support Personnel	10	30	0	0.5	74.7	30	0	0.5	30	0.5															

## LOCAL PERFORMANCE INDICATORS CONT'D

Local Indicator LPI 11	Lead Dept = Personnel	Performance For 2002-03 (Number)		Performance For 2003-04 (Last Year) (Number)		Target for 2004-05 (Number)	Actual Performance For Current Year 2004-05						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		<b>EFAD Drivers</b> Percentage of LGV driver by category who are EFAD trained.											
a. Wholetime		91	90	92.03	90	93							
b. Part time		97	90	94.7	90	95							
c. Volunteer		87	90	84	90	85							

Local Indicator LPI 12	Lead Dept = Technical Services	Performance For 2002-03 (Number)		Performance For 2003-04 (Last Year) (Number)		Target for 2004-05 (Number)	Actual Performance For Current Year 2004-05						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		<b>Stores Issues</b> Average time from receipt of Resource Centre demand to issue expressed in working days.											
a. Stock Item (within 1 working day)		0.45	1	1	1	1							
b. Non Stock Item (within 5 working days)		*	5	5	5	5							

\* Figures not available

Local Indicator LPI 13	Lead Dept = Technical Services	Performance For 2002-03 (Number)		Performance For 2003-04 (Last Year) (Number)		Target for 2004-05 (Number)	Actual Performance For Current Year 2004-05						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		<b>Appliance Maintenance Schedule</b> Percentage of occasions operational appliance maintenance schedules are achieved.											
		91	90	87.8	98	98							

## BRIGADE PERFORMANCE INDICATORS

Tayside Fire brigade has devised a set of 10 Brigade Performance Indicators (BPI) to internally monitor our performance. As with all performance indicators, Brigade managers will use the gathered information to identify where improvements can be made.

<b>Brigade Indicator</b> <b>BPI 1</b>	<b>Lead Dept =</b> <b>Operations</b>	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Target For 2004-05 (%)	Performance For Year 2004-05 (Current Year)						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
<b>Part Time Personnel Performance Profile</b> Measurement of Part Time personnel performance against set targets of minimum attendance.													
a. 100% Available Part Time Personnel (Min 61%)		72.80	82	74.14	82	82							
b. 75% Available Part Time Personnel (Min 50%)		56.37	79	57.02	70	70							

<b>Brigade Indicator</b> <b>BPI 2</b>	<b>Lead Dept =</b> <b>Personnel</b>	Performance For 2002-03 (number)		Performance For 2003-04 (number)		Target For 2004-05 (number)	Performance For Year 2004-05 (Current Year)						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
<b>Personal Accident &amp; Injury Statistics</b> The number of accident injury forms submitted and analysed to identify factors which contribute to overall accident and injury levels.													
a. Operational Incidents		57	40	62	40	40							
b. Fitness Training		23	30	2	20	2							
c. Non-Operational Incidents		17	45	14	20	14							

## BRIGADE PERFORMANCE INDICATORS CONT'D

<b>Brigade Indicator BPI 3</b>	<b>Lead Dept = Personnel</b>	Performance For 2002-03 (number)		Performance For 2003-04 (number)		Target For 2004-05 (number)	Performance For Year 2004-05 (Current Year)						
		Actual	Target	Actual	Target	0	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
							4	0	3	0			
<b>Number of Formal Complaints Received by the Brigade</b>													

<b>Brigade Indicator BPI 4</b>	<b>Lead Dept = Personnel</b>	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Target For 2004-05 (%)	Performance For Year 2004-05 (Current Year)						
		Actual	Target	Actual	Target	90	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
<b>Fitness Tests</b> The number of fitness tests carried out against set targets. (Wholetime – 2 per year) Maximum Theoretical Tests = 818 (Part Time – 1 per year) Maximum Theoretical Tests = 276													
a. Number of wholetime fitness tests carried out													
b. Number of Part Time fitness tests carried out													

<b>Brigade Indicator BPI 5</b>	<b>Lead Dept = Personnel</b>	Performance For 2002-03 (number)		Performance For 2003-04 (number)		Target For 2004-05 (number)	Performance For Year 2004-05 (Current Year)						
		Actual	Target	Actual	Target	40	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
							57	25	72	40			
<b>Vehicle Accidents</b>													
The number of vehicle accidents.													

## BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 6	Lead Dept = Technical Services	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Target For 2004-05 (%)	Performance For Year 2004-05 (Current Year)						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
<b>Vehicle/Equipment Defects</b>													
<b>6.1</b> The time taken from receipt of vehicle/equipment defect information (TRS/6 form) at Workshops until defect has been assessed and remedial course of action sanctioned.													
a. Actioned within 24 hours	923 (99.5%)	95	99.6	99.5	99.6								
b. Actioned outwith 24 hours	4 (0.5%)	5	3	0.5	0.5								
c. Total TRS/6 defects actioned	927 (100%)	100	100	100	100								
<b>6.2</b> Time taken from notification of defect to repair being completed													
a. Percentage of mechanical defects out of all works actioned	*	*	71.3	85	70								
b. Percentage of accident defects out of all works actioned	*	*	13.9	10	10								
c. Percentage of TRS/6 forms submitted that fall into neither category ie suggestions/improvements	*	*	14.9	5	5								

\* New indicator established 2003/04 , therefore no performance figures available for previous years.

## BRIGADE PERFORMANCE INDICATORS CONT'D

<div style="border: 1px solid black; padding: 2px; display: inline-block;"> <b>Brigade Indicator BPI 7</b> </div>	<b>Lead Dept = TS</b>	<b>Performance For 2002-03 (%)</b>		<b>Performance For 2003-04 (%)</b>		<b>Target For 2004-05 (%)</b>	<b>Performance For Year 2004-05 (Current Year)</b>						
							<b>1st Qtr</b>	<b>2nd Qtr</b>	<b>Cumulative Average</b>	<b>3rd Qtr</b>	<b>Cumulative Average</b>	<b>4th Qtr</b>	<b>Annual Total</b>
		<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>								
<b>Property Defects</b>													
<b>7.1</b> The time taken from receipt of property defect information at Facilities Section until fault has been assessed and remedial course of action sanctioned.													
a. Actioned within 24 hours		554 (99.3%)	99	99.5	99	99							
b. Actioned outwith 24 hours		4 (0.7%)	1	0.4	1	1							
<b>c. Total property defects actioned</b>		558 (100%)	100	478	100	100							
<b>7.2</b> Time taken from notification to rectification of health & safety defects													
a. Completed within 24 hours		*	*	80.1	100	100							
b. Completed outwith 24 hours		*	*	13.6	0	0							
<b>7.3</b> Percentage of health and safety defects out of all works actioned													
		*	*	5.5	5	5							
<b>7.4</b> Percentage of operational defects out of all works actioned													
		*	*	6.2	10	7							
<b>7.5</b> Percentage of all defects which are actioned within agreed timescales													
a. H&S/Wind and Watertight/Operational – 24 hours		*	*	85.8	100	100							
b. Other Building Fabric defects not urgent – 2 weeks		*	*	75.4	100	100							
<b>7.6</b> Items of an improvement nature inappropriately requisitioned by means of building defect form and returned to relevant originators Department for consideration													
		*	*	2.5	5	2.5							

\* New indicator established 2003/04 , therefore no performance figures available for previous years.

## BRIGADE PERFORMANCE INDICATORS CONT'D

<b>Brigade Indicator</b> <b>BPI 8</b>	<b>Lead Dept =</b> <b>Fire Safety</b>	Performance For 2002-03 (number)		Performance For 2003-04 (number)		Target For 2004-05 (number)	Performance For Year 2004-05 (Current Year)								
		<b>Automatic Fire Alarm Actuations</b> The number of Automatic Fire Alarm Actuations analysed by date, premises, and type of actuation to identify factors which cause these actuations.						1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total	
															Actual
a. False Alarm - Fire Signal		1587	1500	1676	1500	1500									
b. False Alarm - Good Intent		104	65	94	100	90									
c. False Alarm - Malicious		119	100	129	100	100									
d. False Alarm - Apparatus		1102	1040	1236	1040	1040									
<b>e. False Alarm Actuations - Total</b>		<b>2912</b>	<b>2705</b>	<b>3135</b>	<b>2740</b>	<b>2730</b>									

<b>Brigade Indicator</b> <b>BPI 9</b>	<b>Lead Dept =</b> <b>Performance &amp; Finance</b>	Performance For 2002-03 (days)		Performance For 2003-04 (%) *		Target For 2004-05 (%)	Performance For Year 2004-05 (Current Year)								
		<b>Task Completion Times</b> The time taken by administrative support department to complete word processing tasks. This is to measure the efficiency of the administrative support function within the Brigade expressed in % completed within allocated time.						1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total	
															Actual
a. General		2.5	1.8	91	95	95									
b. Fire Safety		3.7	3.8	78	95	95									

\* Target changed from days to %.

## BRIGADE PERFORMANCE INDICATORS CONT'D

<b>Brigade Indicator BPI 10</b>	<b>Lead Dept = Performance &amp; Finance</b>	<b>Performance For 2002-03 (%)</b>		<b>Performance For 2003-04 (%)</b>		<b>Target For 2004-05 (%)</b>	<b>Performance For Year 2004-05 (Current Year)</b>						
		<b>Return to Work Interviews</b> The number of return to work interviews carried out following any period of sickness absence as a percentage of the number of individuals who have been absent through sickness.					<b>1st Qtr</b>	<b>2nd Qtr</b>	<b>Cumulative Average</b>	<b>3rd Qtr</b>	<b>Cumulative Average</b>	<b>4th Qtr</b>	<b>Annual Total</b>
		<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>								
a. Ops (A Div)	Operations Dept	71	100	70	100	100							
b. Ops (B Div)		51	100	47	100	100							
c. Personnel Dept		73	100	42	100	100							
d. Technical Services Dept		63	100	79	100	100							
e. Fire Safety Dept		83	100	45	100	100							
f. Performance & Finance Dept		83	100	77	100	100							

## SERVICE AND BUDGET PLANNING TIMETABLE

Analysis of resource requirements to achieve Service Plan.

Best Value Group Meeting to finalise Strategic Plan, Service Plan and budget requirements.

Provisional Revenue and Capital Budgets for year ahead and forthcoming 3 years presented to Fire Board Performance Sub Committee.

Provisional Service Plan for year ahead and Strategic Plan for forthcoming 3 years presented to Fire Board.

Revenue and Capital Budgets for year ahead and forthcoming 3 years presented to Fire Board.

Final Service Plan for current year and Strategic Plan for forthcoming years presented to Fire Board. Best Value Group meeting to identify year aheads Service Plan and budget requirements.

**June**

**July** •

• **August** •

**September**

• **October** •

• **November** •

**December**

• **January** •

• **February**

**March**

**April** •

• **May** •

## SERVICE AND BUDGET MONITORING AND REPORTING TIMETABLE

Best Value Group Meeting to monitor performance against current years Service Plan.

Expenditure Monitoring Report for current year presented to Fire Board.

Best Value group Meeting to monitor performance against current years Service Plan.

Expenditure Monitoring Report for current year presented to Fire Board.

Expenditure Monitoring Report for current year presented to Fire Board. Best Value Group Meeting to monitor performance against current years Service Plan.

Best Value Group Meeting to monitor performance against previous years Service Plan.

Public Performance Report, Service Plan Performance Report and Unaudited Financial Accounts for previous year presented to Fire Board.

## WHAT IS A STAKEHOLDER ?

A stakeholder is any group or individual who can affect or is affected by the achievements of the organisation's mission and aims. The key stakeholders in Tayside Fire Brigade are shown in the model below:



## STAKEHOLDER CONSULTATION

Why are we consulting our stakeholders? Consultation is one of 4 key processes (the 4 C's) by which Best Value will be achieved. The Brigade has commissioned Opinion Research Services (ORS) to conduct surveys of our stakeholders. ORS have developed a number of surveys for members of the Fire Service Quality Network, of which the Brigade is a member. The results of these surveys will enable us to compare ourselves with other Brigades and will allow us to make improvements, become more efficient and perhaps cut costs. The results of all of these surveys will form reports to the Fire Board for their consideration.

The first survey was a **user satisfaction survey** and an attempt to determine what people think of the service we provide. Whether they have had to complain about some aspect of the service and if the complaint was handled in a satisfactory manner. During the life of the previous year's Service Plan Opinion Research Services sent out 4000 survey forms to people in randomly selected postcodes throughout the Brigade area. The Brigade received the results and Department Heads have been issued with these results to consider the implications for their respective departments and to report back to the Best Value Group.

The second summary was a **Fire Authority members survey** and attempted to seek elected members views on the service provided by the brigade and see where improvements could be made. All members of Tayside Fire Board were given survey forms by Opinion Research Services and those that were returned will be considered in detail by the Best Value Group

The Brigade further intends to carry out six other surveys in the forthcoming year. These will be:-

1. European Foundation for Quality Management Pathway 1
2. Employee Discrimination and Harassment
3. Equality and Fairness
4. Public Opinion
5. After the Incident
6. Schools Fire Safety

### RESULTS

Following on from these surveys the Brigade Management Team is fully committed to consider in depth the outcomes of the surveys and is determined to take action as appropriate to raise the level of service to all stakeholders.

## ABOUT TAYSIDE FIRE BRIGADE

The Brigade provides fire and other emergency cover for the counties of Angus, Perth and Kinross and the City of Dundee, an area of approximately 7,500 square kilometres from 25 fire stations strategically sited. With over 700 wholetime, part time and volunteer firefighters, 21 control staff and other essential non-uniformed support staff, the Brigade is formed into 2 main functions with 5 departments.

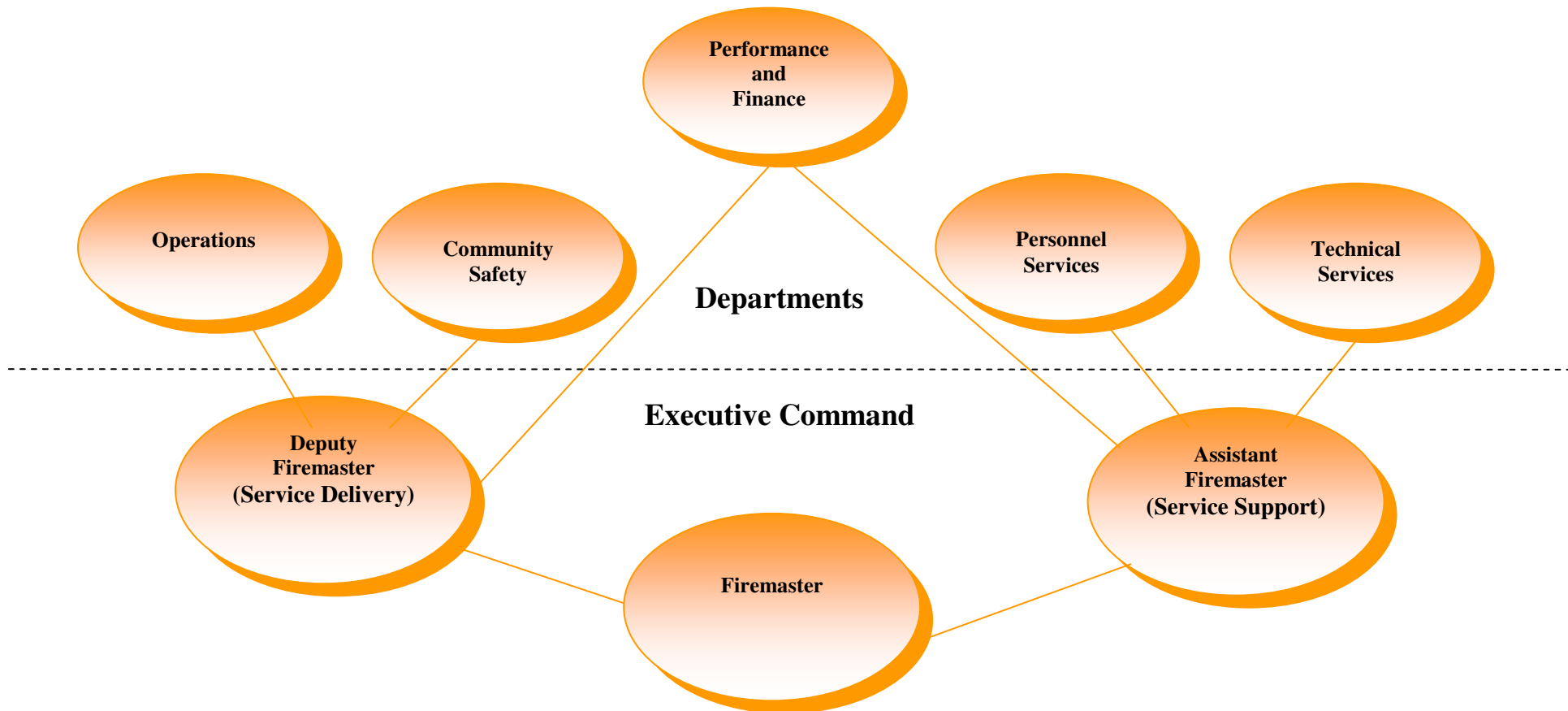
1. Service Delivery Function
2. Service Support Function

Under the Service Delivery function are the Operations Department and Fire Safety Department.

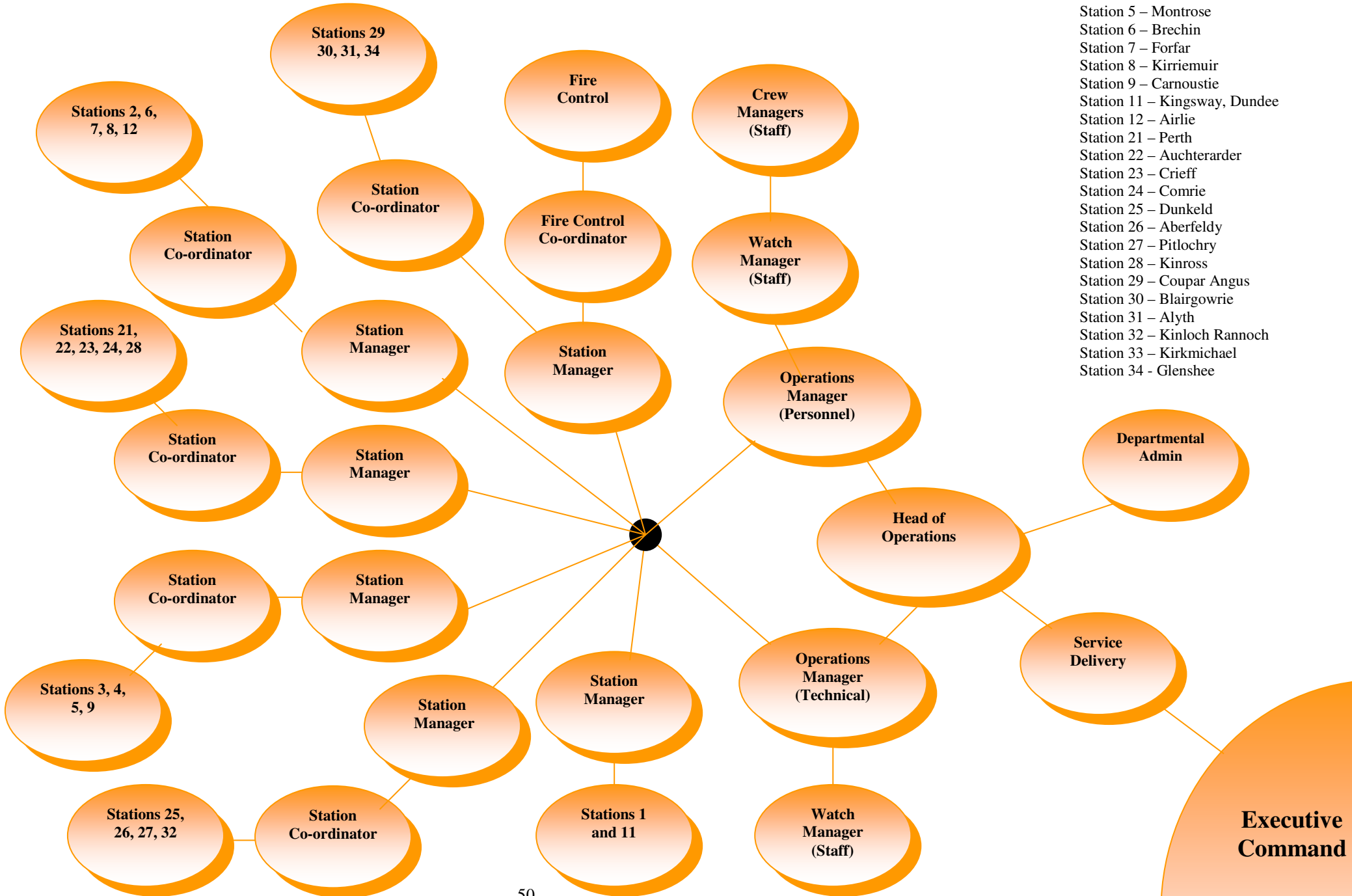
Under the Service Support function are the Personnel Department and Technical Services Department.

The Performance and Finance Department provides a vital monitoring and audit role for both Service Delivery and Service Support.

The organisational structure of the Brigade is:-

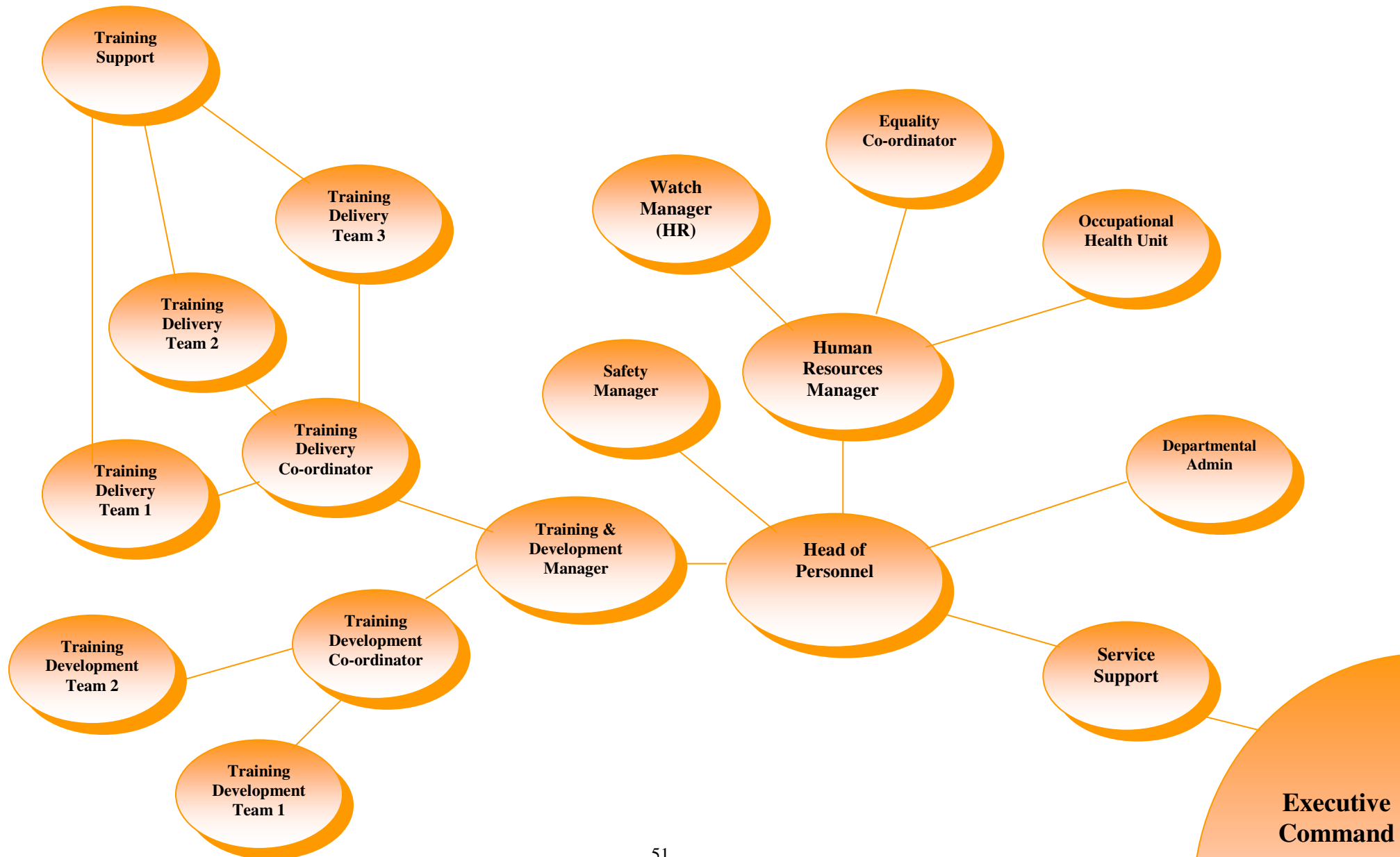


# DEPARTMENTAL STRUCTURE – OPERATIONS



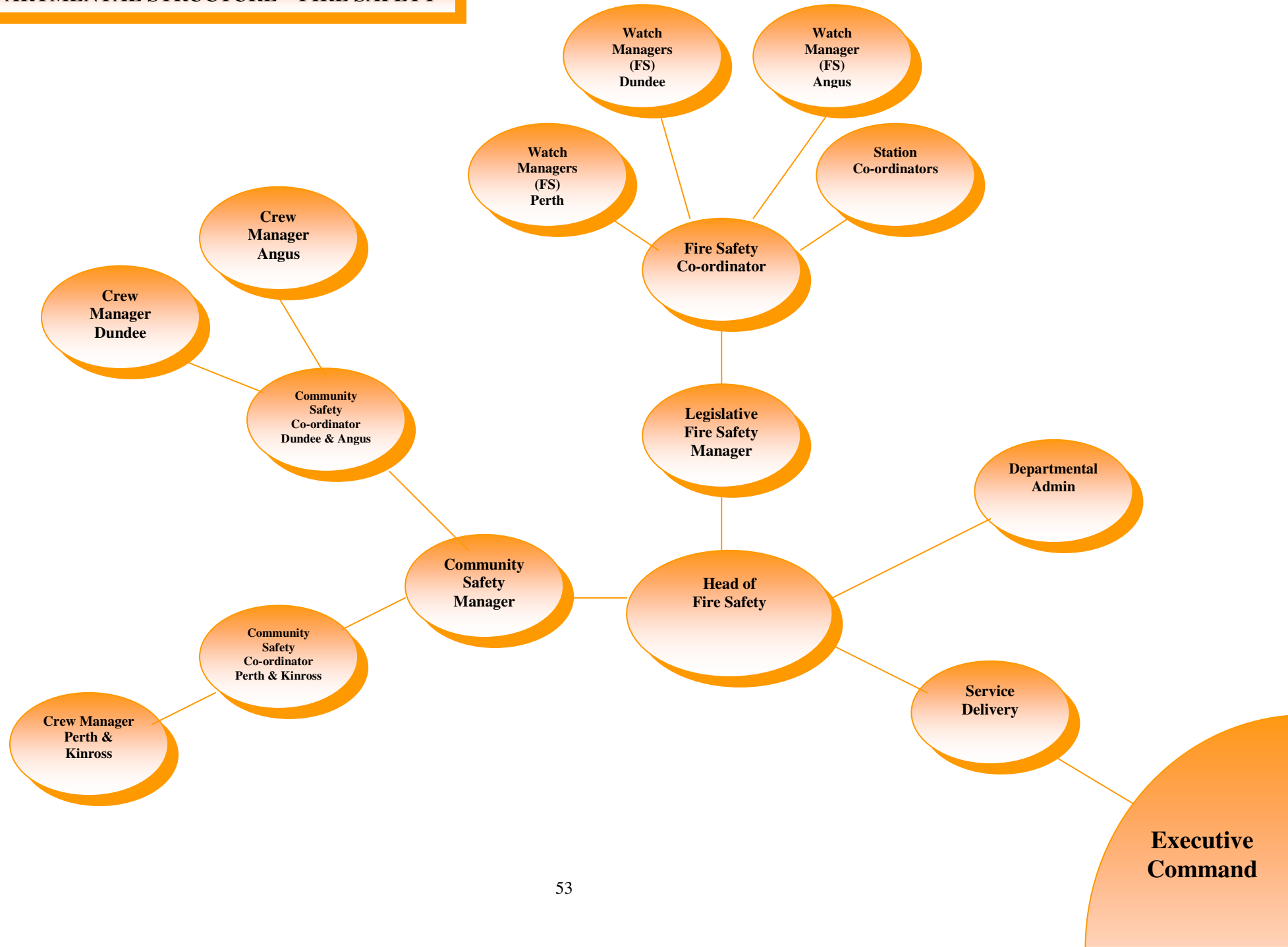
- Station 1 – Blackness, Dundee
- Station 2 – Macalpine, Dundee
- Station 3 – Balmossie, Dundee
- Station 4 – Arbroath
- Station 5 – Montrose
- Station 6 – Brechin
- Station 7 – Forfar
- Station 8 – Kirriemuir
- Station 9 – Carnoustie
- Station 11 – Kingsway, Dundee
- Station 12 – Airlie
- Station 21 – Perth
- Station 22 – Auchterarder
- Station 23 – Crieff
- Station 24 – Comrie
- Station 25 – Dunkeld
- Station 26 – Aberfeldy
- Station 27 – Pitlochry
- Station 28 – Kinross
- Station 29 – Coupar Angus
- Station 30 – Blairgowrie
- Station 31 – Alyth
- Station 32 – Kinloch Rannoch
- Station 33 – Kirkmichael
- Station 34 – Gleshee

## DEPARTMENTAL STRUCTURE - PERSONNEL

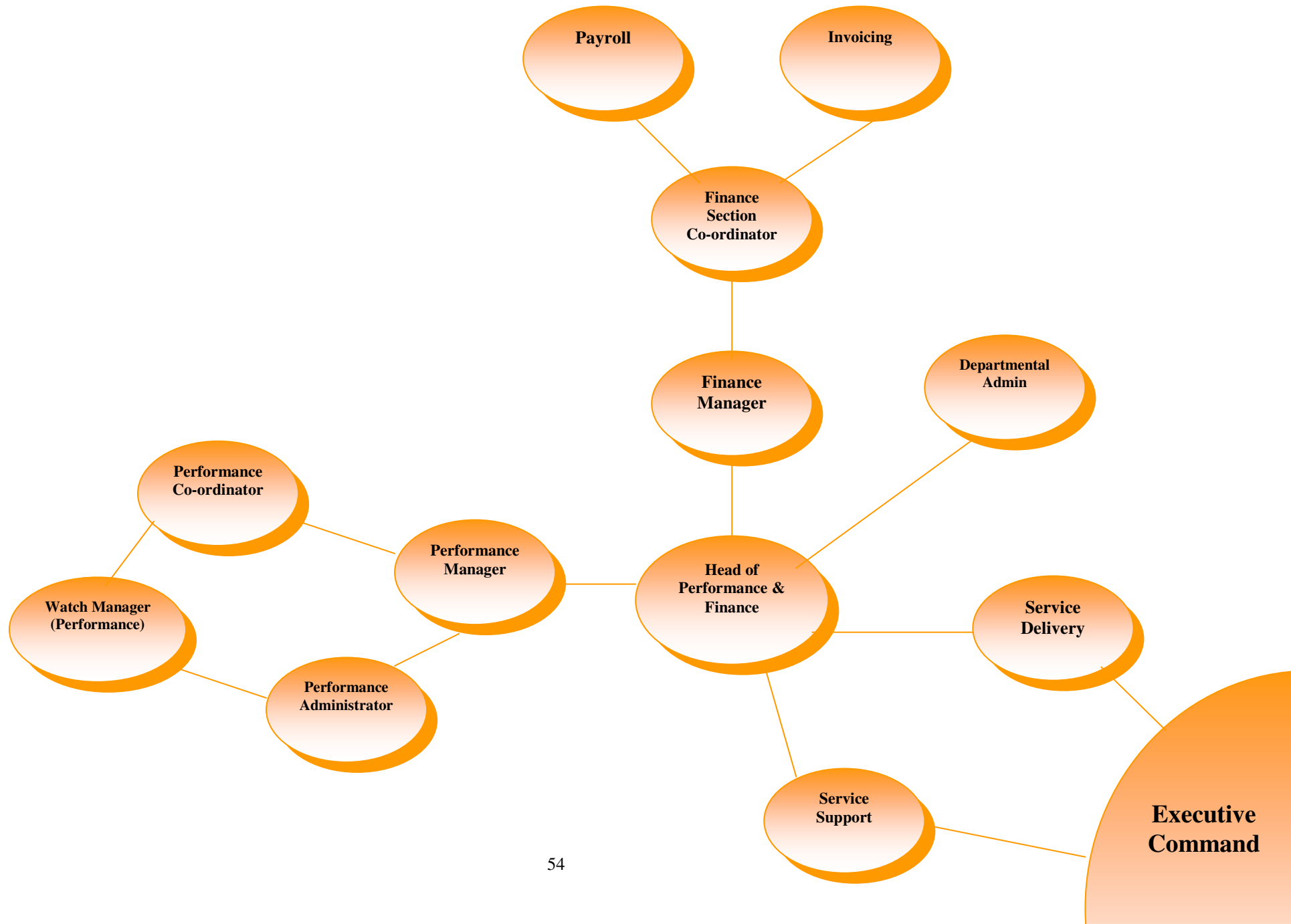




## DEPARTMENTAL STRUCTURE – FIRE SAFETY



## DEPARTMENTAL STRUCTURE – PERFORMANCE AND FINANCE



## GLOSSARY OF TERMS

### A

**After the Fire Booklet** = Booklet published by the Brigade and issued to householders and businesses who have been unfortunate to have a fire. It details practical advice and guidance on recovery and other helpful contacts.

### B

**BACS** = Bankers Automated Clearing System is a service whereby cleared funds can be paid electronically into personal or business accounts to improve cash flow, payments control, reconciliation and reduced workloads.

**Benchmarking** = Method of identifying best practice in any given field and comparing our performance against other organisations.

**Best Value** = Government initiative and now a statutory duty that promotes quality and value for money in the public sector.

**Best Value Group** = Team of Senior Officers tasked to ensure Best Value ensues throughout Brigade.

**Brigade Performance Indicators** = Voluntary measurements designed by the Brigade to monitor its performance and identify where improvements can be made.

### C

**CACFOA** = Chief and Assistant Chief Fire Officers Association – the professional body of Principal fire officers in the UK.

**Community Fire Safety** = Concept for the protection of people and property from fire by reducing pain and suffering, preservation of our heritage and industrial base and reduction in waste of resources caused by fire and unwanted fire calls.

### E

**ECDL** = European Computer Driving Licence which is an internationally recognised qualification which validates the knowledge and ability of an individual to use standard software packages and processes.

**EFQM** = European Foundation for Quality Management Excellence Model – a management tool to identify and promote the highest standards of quality in the way that services are provided.

## GLOSSARY OF TERMS

### F

**Fire Control** = Emergency 999 call receiving centre for command, control and mobilising of fire appliances and other resources to incidents.

**Firelink** = Government led project to procure, deliver & install a national radio communications system to meet the needs of the Fire Service for Great Britain by 2007.

**Fire Safety Agency work** = Inspection and reporting process carried out by Tayside Fire Brigade on behalf of other local authority and Government departments.

**Fire Safety Manual** = Major means of communicating Fire Safety standards, policies and procedures throughout the Brigade.

### H

**HMCI** = Her Majesty's Chief Inspector of Fire Services for Scotland.

**HYDRA** = Computerised water hydrant information system forming part of VMDS project.

### I

**Information Strategy Group** = Team of senior officers and key support staff tasked to establish central cores of information and to ensure the most up to date technological methods are used to transfer these cores of information across the entire Brigade.

**Integrated Personnel Development System** = An over-arching staff development system which enables all fire and rescue staff to attain and subsequently maintain the levels of competence required to fully meet the demands of their role.

**Integrated Risk Management Planning** = A system of integrating Community Fire Safety initiatives and practices with legislative fire safety enforcement and combined with emergency response arrangements to reduce the risk of death, injuries and property damage in the communities we serve.

### L

**Local Performance Indicators** = Voluntary measurements designed by CACFOA to show how Brigades compare to each other.

## GLOSSARY OF TERMS

### M

**Mission = Tayside Fire Brigade's mission is to provide the highest standard of Fire Safety and emergency response services to all the communities served by the Brigade.**

### P

**PDA = Pre-Determined Attendance** is the number and types of fire engines required by national standards of fire cover to attend incidents within established time limits.

**Positive Pressure Ventilation** = Operational firefighting tactic to reduce the effects of fire damage to a structure.

**Public Performance Reporting** = Method of providing relevant information to all stakeholders with an interest in the Brigade's activities.

### R

**Retained Firefighters** = Firefighters within smaller towns and villages who carry pagers and respond to the local fire station only when an emergency call is received. They receive a retaining fee and additional payments for each call.

**Risk Category** = Classification of property risk from which the weight and speed of the Fire Brigades response to fires in these risks is determined. Currently under review.

### S

**Service Planning** = Performance management system involving strategic planning, auditing and performance measurement.

**Statutory Performance Indicators** = Compulsory measurements used by the Accounts Commission for Scotland to show the performance of fire brigades.

### T

**Tayside Fire Board** = a committee of elected members of the 3 local authorities served by the Brigade, consisting of 5 councillors from Angus Council, 6 councillors from Perth & Kinross Council and 7 councillors from Dundee City Council.

**TROVE** = Computerised document handling system.

## GLOSSARY OF TERMS

### V

**Vector** = Computerised command training system.

**VMDS** = Computerised vehicle mounted data system providing vital operational information and plans in the cabs of fire engines.

**Volunteer Firefighters** = Firefighters within smaller villages and rural areas who carry pagers and respond to the local fire station only when an emergency call is received. They receive payment for each call.

### W

**Wholtime Firefighters** = Firefighters within larger towns and cities who are employed on a 42 hours per week duty system on a fire station.