

SERVICE PLAN

2005-2006

TAYSIDE FIRE BRIGADE

SERVICE PLAN 2005-06

INDEX

• How to Contact Us	Page 1
• About This Plan	Page 2-4
• Brigade Mission & Aims	Page 4
• Aim 1 Prevention	Page 5
Prevention Action Plan	Page 6-8
• Aim 2 Intervention	Page 9
Intervention Action Plan	Page 10-13
• Aim 3 People	Page 14
People Action Plan	Page 15-18
• Aim 4 Performance	Page 19
Performance Action Plan	Page 20-26
• Statutory Performance Indicators	Page 27-29
• Local Performance Indicators	Page 30-34
• Brigade Performance Indicators	Page 35-42
• Service and Budget Planning, Monitoring and Reporting Timetable	Page 43
• What is a Stakeholder	Page 44-45
• About Tayside Fire Brigade	Page 46
• Departmental Structures	Page 47-52
• Glossary of Terms	Page 53-56

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. The Plan is available on the Brigades website.

All correspondence should be addressed to:-

The Firemaster
Tayside Fire Brigade
Brigade Headquarters
Blackness Road
Dundee
DD1 5PA

Telephone Number (01382) 322222
Fax Number (01382) 200791
Email brigade@taysidefire.gov.uk
Website www.taysidefire.gov.uk

PURPOSE OF THE SERVICE PLAN

In conjunction with Tayside Fire Boards Towards a Safer Tayside Action Plan 2005-2006 this Service Plan establishes the organisational priorities for the year 1 April 2005 to 31 March 2006. The continuation of the corporate 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 of Protecting the Community by providing 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:

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

Whilst this is essentially an internally focussed 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.

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 aims and objectives highlighted in this Plan.

Not all the workloads of each department are highlighted as this Plan is designed to show the strategic aims and objectives of the Brigade, and therefore enable us to demonstrate improvement to our services. Other 'core' work will continue as before.

Progress against the Plan will be measured formally by the Brigade Best Value Group which is chaired by the Head of Brigade on a quarterly basis and informally by Heads of Departments 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..

Departmental action plans will be used within the Brigade to electronically monitor the detailed progress on each of the strategic objectives detailed in this Plan. At the end of the year these action plans will be used to produce a summary report of the Brigade's performance and will be produced, if required, as evidence of our work and any outstanding issues which remain uncompleted will be carried forward for action in the next year's service plan.



Protecting the Community

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

**AIM 1
PREVENTION**

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

Operations

Fire Safety

Risk Management

**AIM 2
INTERVENTION**

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

Operations

**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

Corporate Services

Technical Services

**AIM 4
PERFORMANCE**

Monitor performance to ensure continuous improvement and delivery of Best Value

Operations

Personnel

Technical Services

Fire Safety

Corporate Services

AIM 1
PREVENTION

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

STRATEGIC AIMS AND OBJECTIVES

- SO1 Develop effective partnerships with other agencies in order to reduce the number of deaths and injuries due to fires, road traffic accidents and other emergencies.
- SO2 Ensure that the community is protected from fires and other emergency incidents through the enforcement of fire safety legislation and by placing a greater emphasis on community safety education.
- SO3 Ensure that the Brigade's resources are directed to those most in need based on the continuous assessment of existing and potential risks to communities.
- SO4 Develop targeted initiatives in order to reduce the number and severity of fires, road traffic accidents and other emergency incidents in collaboration with other agencies.
- SO5 Work in partnership with other agencies to reduce the number of 'deliberate' fires, and develop arson reduction initiatives.
- SO6 Strive to ensure that our activities contribute towards safeguarding our environment and heritage.
- SO7 In partnership with other agencies, continue to develop our fire investigation capabilities in accordance with new legislation and to assist in the formulation of risk reduction initiatives.

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 initiatives within their station area.

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	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Fire Safety Dept										
1.1 Develop work of CFS department in line with evidence provided by analysis of data as part of the IRM process to ensure appropriate use of Brigade resources.	SO3	FS	Head of FS							
1.2 Develop protocol with community planning partners to identify CFS activities by means of data share and analysis in order to establish priorities and target our resources and safety initiatives more effectively.	SO1	FS	CFS Manager							
1.3 Consider the introduction of ‘one-stop shops’ for community safety advice in partnership with other agencies	SO25	RM	Head of FS							
1.4 Evaluate the brigade's current attendance at Community Planning Partnership Meetings as to the seniority of officer attending.	SO23	FS	Head of FS							
1.5 Investigate the potential to employ a data specialist which would be funded by our community planning partners.	SO3	FS	CFS Manager							
1.6 Evaluate the use of support services staff to carry out the delivery of Community Fire Safety initiatives.	SO23	FS	Head of FS							
1.7 Train District Liaison Officers up to Fire Safety Inspecting Officer standard.	SO23	FS	Head of FS							
1.8 Conduct pilot home safety check and smoke alarm installation programme in selected areas identified by analysing current data.	SO2	FS	Head of FS							
1.9 Evaluate results of pilot home safety check and smoke alarm installation policy.	SO2	FS	Head of FS							
1.10 Dependent upon a positive evaluation outcome, produce a programme of home safety checks and smoke alarm installations across Brigade area.	SO2	FS	Head of FS							
1.11 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.	SO2	FS	CFS Manager							
1.12 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.	SO5	FS	Legislative FS Manager							
1.13 Formulate initiatives to reduce the incidence of secondary fires.	SO3	FS	Head of FS							
1.14 Investigate the possibility of creating a model protocol for fire investigation across all Scottish Brigade’s.	SO7	FS	Legislative FS Manager							

PREVENTION ACTION PLAN

ACTION	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Fire Safety Cont'd										
1.15 Investigate methods to deliver an enhanced Fire Investigation capability.	SO7	FS	Legislative FS Manager							
1.16 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	SO4	FS	CFS Manager							
1.17 Develop existing partnership work with Youth Justice and Social Services to address issues such as fire setting behaviour and road traffic accident joy rider offences.	SO4	FS	CFS Manager							
1.18 Develop brigade's involvement with youth engagement in partnership with CFOA(S) Community Safety Forum to establish best practice throughout Scotland.	SO2	FS	Head of FS							
1.19 Continue to develop community safety in line with Anti Social Behaviour Strategies.	SO2	FS	CFS Manager							
1.20 In partnership with education authority in Perth & Kinross, assist with the introduction of the Risk Watch programme in selected schools.	SO1	FS	CFS Manager							
1.21 Develop existing community fire safety role of community wardens to address fire safety and anti-social behaviour issues in the local communities.	SO3	FS	CFS Manager							
1.22 Work with community related organisations to widen access to information and education courses.	SO5	FS	Head of FS							
1.23 Continue to develop and promote Young Firefighters scheme to all stations across the Brigade.	SO5	FS	CFS Manager							
1.24 Formally launch Fire Setters scheme within the communities served by the Brigade.	SO5	FS	Head of FS							
1.25 Amend existing and implement new policies as a result of pending legislative change.	SO2	FS	Head of FS							
1.26 Evaluate current arrangements for T- In-The –Park event.	SO1	FS	Head of FS							
1.27 Investigate the possibility of accessing the Community Re-generation funds to support community safety initiatives.	SO3	FS	Head of FS							
1.28 Develop current community fire safety evaluation process.	SO2	FS	CFS Manager							
1.29 Continue to promote the installation of fire suppression systems throughout Tayside.	SO2	FS	Head of FS							

AIM 2

INTERVENTION

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

STRATEGIC AIMS AND OBJECTIVES

- SO8** Provide an effective and efficient response to fires, road traffic accidents and other emergencies.
- SO9** Ensure that the Brigade is sufficiently resilient to contribute towards the safe and effective resolution of major incidents, including those of a chemical, biological, radiological, nuclear or terrorist nature.
- SO10** Endeavour to minimise the impact of fires, flooding and other emergencies on the commercial, economic and social fabric of our community.
- SO11** Develop partnerships with the community in order to reduce the number of unwanted fire calls.
- SO12** Amend the way we currently assess the number and type of fire engines, which we initially send to incidents. We will change our policy from one, which is primarily based on the risk to property, to one which places a greater emphasis on saving lives and reducing injuries due to fires and other emergencies.
- SO13** Continue to identify other areas where the Brigade can contribute towards improving the well-being of the community, such as co-responder schemes.
- SO14** Review our procedures for sending fire engines to secondary fires in order to improve our ability to deliver effective fire safety education and advice to the community.
- SO15** Analyse data in order to ensure that there is a need for our demountable units to be continually crewed on a 24-hour basis.

Operations

As well as 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 (Scotland) Act 2005. 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	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Operations										
2.1	Develop new operational response standards which will place greater emphasis on the protection of life whilst still taking cognisance of protection of property.	SO12	OPS	Head of Ops						
2.2	Develop and introduce a policy of mobilising to automatic fire alarm actuations on a risk assessed basis.	SO12	OPS	Head of Ops						
2.3	Analyse historical data in order to predict periods of high risk and consider whether it would be appropriate to temporarily relocate fire appliances in order to provide improved response times at different times of the day.	SO8	OPS	Head of Ops						
2.4	Review the numbers of personnel required to perform duties at generic incidents including incident command.	SO19	OPS	Head of Ops						
2.5	Using historical evidence and a risk assessment approach, consider alternative intervention options for house fires and road traffic accidents.	SO12	OPS	Head of Ops						
2.6	Investigate the number and types of incidents that require the use of a high reach appliance in the early stages of an incident.	SO12	OPS	Head of Ops						
2.7	Develop and introduce a policy of mobilising high reach appliances on a risk assessed basis.	SO12	OPS	Head of Ops						
2.8	Develop and introduce new working routines, in accordance with nationally agreed principles, in order to provide greater flexibility and improve the organisation's ability to reduce the risk to the community from fires and other emergencies.	SO19/ SO22	PS	Head of PS						
2.9	Investigate alternative methods of crewing prime movers, initially for transport of the Breathing Apparatus Support Unit and the Operational Support Unit.	S021	OPS	Head of Ops						
2.10	Consider opportunities to enter into a co-responder partnership with the Scottish Ambulance Service in order to provide defibrillators on fire appliances.	SO13	OPS	Head of Ops						
2.11	Analyse our ability to provide and move large quantities of water to and from incidents.	SO8	OPS	Head of Ops						
2.12	Implement the outcomes of the flooding forums.	SO12	OPS	Head of Ops						
2.13	Identify non-emergency special service incidents which may be able to be dealt with by organisations other than Tayside Fire Brigade.	SO13	OPS	Head of Ops						

INTERVENTION ACTION PLAN

ACTION	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Operations Cont'd										
2.14	Continually review the type of equipment carried on our fire engines in order to ensure that our firefighters are properly equipped to deal with incidents within their community.	SO8	OPS							
2.15	Design and construct or purchase a demountable unit capable of carrying mass decontamination and environmental protection equipment.	SO15	OPS	Head of Ops						
2.16	Review the procedures in place for operational chemical incidents.	SO12	OPS	Head of Ops						
2.17	Review the procedures for the management and/or provision of spare appliances.	SO12	OPS	Head of Ops						
2.18	Liaise with other agencies and neighbouring brigades on Incident Command and Cordon Control.	SO10	OPS	Head of Ops						
2.19	Develop interoperability procedures with other brigades and agencies and carry out operational validation exercises.	SO13	OPS	Head of Ops						
2.20	Implement the recommendations of the working group reviewing policy and strategy for rope working.	SO13	OPS	Head of Ops						
2.21	Implement the recommendations of the working group reviewing policy and practices for working in or near water.		OPS	Head of Ops						
2.22	Implement the recommendations of the working group reviewing policy and procedures for working at height.		OPS	Head of Ops						
2.23	Formulate a policy and procedure for predictive retained availability.	SO13	OPS	Ops Mgr (Pers)						
2.24	Evaluate the procedure of Part Time crews mobilising to incidents without an officer in charge.	SO12	OPS	Head of Ops						
2.25	Merge tactical plans and special incident plans and make them available on the VMDS system.	SO24	OPS	Ops Mgr (Tech)						
2.26	Further develop the range of information available to operational personnel through the Vehicle Mounted Data System.	SO27	OPS	Head of Ops						
2.27	Review the currency of documentation relating to operational matters.	S024	OPS	Head of Ops						

INTERVENTION ACTION PLAN

ACTION	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Vehicle Mounted Data System										
2.28	Implementation of new format tactical plans. Risk assess risks throughout Brigade to determine which premises require a tactical plan. Determine a prioritised workload for provision of the tactical plans within definitive timescales Ensure plans include measures for damage limitation and minimising the effects of pollution. Ensure the information is readily available to personnel responding to incidents via the VMDS.	SO13	OPS	Head of Ops						
2.29	Produce procedural documentation and process maps to manage business continuity for all departmental processes.	SO26	OPS	Head of Ops						
Risk Management										
2.30	Complete risk assessments of all operational activities		OPS	Head of Ops						
2.31	Investigate opportunities for alternate crewing of demountable units based on empirical data.	SO12	OPS	Head of Ops						
2.32	Review the attendance of appliances at secondary fires to reduce the negative aspect of such incidents in protecting our communities.	SO14	OPS	Head of Ops						
2.33	Analyse the incident call profile to identify the most efficient times for shift changes for watch based personnel.	SO12	OPS	Head of Ops						
2.34	Review our communities' needs for a water and ice rescue provision on inland waterways	SO13	OPS	Head of Ops						
2.35	Second officer to Scottish Historic Buildings Project.		RM	Head of Risk Mgt						
2.36	Investigate the consolidation of all risk information into a single database.	SO13	RM	Head of Risk Mgt						
2.37	Identify and rationalise day risk information into risk critical for dissemination onto VMDS.	SO13	RM	Head of Risk Mgt						
Technical Services										
2.28	Plan and deliver the conversion of Emergency Tenders into Rescue Pumps.	SO8	TS	Tech Manager						
2.39	Continued deployment of Rescue Pumps.		TS	Tech Manager						

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.

STRATEGIC AIMS AND OBJECTIVES

- SO16** Continue to work towards creating a culture, which is more inclusive and reflects all sections of the community we serve.
- SO17** Strive to ensure that we treat our personnel in a fair and equitable manner and develop recruitment, selection and promotion policies, which are fully compliant with current employment law and reflect best practice.
- SO18** Continue to progress equality and diversity issues and provide formal training for all our personnel.
- SO19** Integrate policies, practices and procedures emanating from the “Fire Service Pay and Conditions Agreement 2003” into the mainstream working of the Brigade.
- SO20** Ensure the health, safety and welfare of our personnel through an effective Occupational Health Scheme. We will also strive to reduce accidents in the workplace and put risk assessment at the heart of our activities.
- SO21** Improve our ability to meet our strategic objectives, through the consideration of alternative duty systems which will also provide our personnel with opportunities to achieve a better work-life balance.
- SO22** Improve our ability to respond to ever-changing needs of the community, by creating working routines which are less prescriptive and more flexible.
- SO23** Promote a culture of life-long learning and encourage our personnel to develop to their full potential.

Personnel Services

Personnel Services 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.

Corporate Services

Corporate Services is responsible for ensuring that the Brigades requirements for support services are properly planned and adequately resourced. The Department has direct in-house responsibility for Administration, Finance, including all budgeting, accounting and financial management requirements, Corporate Information, Best Value, Corporate Governance, Data Protection and Freedom of Information. It also has indirect responsibility for a number of general corporate issues such as insurance and legal arrangements.

PEOPLE ACTION PLAN

ACTION	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Fire Safety										
3.1	Develop and assist in delivery of Community Fire Safety training for watch personnel in line with IPDS.	SO23	FS	CFS Manager						
Operations										
3.2	Integrate race equality and knowledge of equality issues into all interview procedures, including promotion interviews.	SO17	OPS	Ops Mgr (Pers)						
3.3	Consider the creation of a package for employers to encourage part time firefighter applications showing the transferable skills available to them.	SO17	OPS	Head of Ops						
3.4	Develop and implement a strategy within the Brigade for the training of retained personnel, if different from wholetime.	SO23	OPS	Head of Ops						
3.5	Consider development of the activities of volunteer firefighters.	S023	OPS	Head of Ops						
Personnel Services										
3.6	Attract, retain and develop appropriate staff in order to fulfil the Brigade's primary aim	SO17	PS	HRM						
3.7	Implement the new Grey Book/Heads of Agreement in consultation with the accredited association and as detailed in the Action Plan and timetable for its implementation.	SO19	PS	HRM						
3.8	Fully implement the terms of the Single Status Agreement for all affected support staff within the Brigade and in consultation with the accredited associations.	SO17	PS	HRM						
3.9	Investigate the possibility for deployment of operational personnel who are deemed to be unable to carry out operational duties by the BMO.	SO21	PS	Head of PS						
3.10	Promote diversity in the workplace through the implementation of the Equality Training Strategy, the Race Equality Scheme and the Equal Opportunities Orders.	SO18	PS	HRM						
3.11	Introduce a system of Staff Appraisals for support personnel for implementation within the Brigade.	SO17	PS	HRM						
3.12	Introduce a redundancy policy for implementation within the Brigade.	SO17	PS	HRM						
3.13	Assist line managers with the management of attendance.	SO20	PS	OHN						
3.14	Promote the importance of good health within the workplace.	SO20	PS	OHN						
3.15	Assist with the implementation of the changes introduced in the Disability Discrimination Act 2004 advising line managers and the Personnel function as appropriate.	SO17	PS	OHN						

PEOPLE ACTION PLAN

ACTION	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Personnel Services Cont'd										
3.16	Develop a robust and effective safety policy for use within the Brigade.	SO30	PS	H&S Mgr						
3.17	Develop consultation processes and forums in relation to Health and Safety.	SO26	PS	H&S Mgr						
3.18	Formulate effective reporting and auditing procedures with regard to Health and Safety.	SO29	PS	H&S Mgr						
3.19	Review and restructure as necessary the current Health and Safety orders in use within the Brigade in conjunction with the overall review of Brigade documentation.	SO24	PS	H&S Mgr						
3.20	Ensure through appropriate means that Health and Safety is considered at the highest levels within the Brigade and Board.	SO26	PS	H&S Mgr						
3.21	Revise discipline procedures following the removal of the Discipline Regulations	SO17	PS	Head of PS						
3.22	Implement the electronic Personnel Development Record throughout the organisation and ensure that workplace assessment against the National Occupational Standards are at the core of all activities.	SO23	PS	Trg & Dev Mgr						
3.23	Continue to support the implementation of the firefighters development programme and evaluate against the programme objectives.	SO23	PS	Trg & Dev Mgr						
3.24	Analyse all training courses to ensure that they provide a blended approach to learning and access through an effective learning portal.	SO23	PS	Trg & Dev Mgr						
3.25	Conduct a learning needs analysis for the organisation and produce development programmes to meet risk critical areas.	SO23	PS	Trg & Dev Mgr						
3.26	Implement Assessment Development Centres (ADCs) in line with best practice within Scotland.	SO23	PS	Trg & Dev Mgr						
3.27	Implement Urban Search and Rescue (USAR) training course within the Brigade.	SO23	PS	Trg & Dev Mgr						
3.28	Produce training and development packages for the implementation of working at heights, water awareness and the mass decontamination unit.	SO23	PS	Trg & Dev Mgr						

PEOPLE ACTION PLAN

ACTION	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Personnel Services Cont'd										
3.29	Implement incident command training through Vector Command simulator.	SO23	PS	Trg & Dev Mgr						
3.30	Review Manual Handling activities and assessments within the Brigade.	SO20	PS	Safety Mgr						
3.31	Carry out a Best Value Review of system of Quality Safety Audits.	SO20	PS	Safety Mgr						
3.32	Within the forum of Information Strategy consolidate Brigade Orders, H&S Orders, Equal Opportunities Orders, Support Staff Employee Handbook and all Brigade Policies into a single set of Brigade Orders.	SO20	SERV SUPP	Project Mgr						
3.33	Amend Brigade Orders to reflect the conditions of service in the revised grey book.	SO9	PS	Head of PS						
3.34	Implement revised retained duty system commitment procedures.	SO9	PS	Head of PS						
3.35	Implement outcome of Best Value Service review of occupational health.	SO20	PS	Safety Mgr						
3.36	Review current Health and Safety policies and strategies including training to ensure current best practice and endorsement by the Fire Board.	SO20	PS	Safety Mgr						
3.37	In collaboration with Corporate Services identify and address knowledge and skill gaps of all staff groups (Training Need Analysis).	SO23	PS	Trg & Dev Mgr						
3.38	Carry out a costs analysis exercise for determining retained costs after the first training and development package has been completed.	SO23	PS	Trg & Dev Mgr						
3.39	Carry out a Best Value Service Review of training of all staff.	SO23	PS	Trg & Dev Mgr						
3.40	Formulate a part time firefighters recruitment policy and strategy.	SO17	PS	HRM						
3.41	Review recruitment procedures to reflect the revised Appointment and Promotion Regulations and point of entry selection tests.	SO17	PS	Head of PS						
	Formulate a costed action plan setting out the personnel and financial implications of moving from rank to role.	SO17	PS	Head of PS						
	Formulate an action plan to consult key stakeholders on the move from rank to role.	SO17	PS	Head of PS						

PEOPLE ACTION PLAN

ACTION	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Personnel Services Cont'd										
3.42	Evaluate the skills knowledge and understanding for breathing apparatus and road traffic accident procedures through performance evaluation during simulation exercises.	SO29	PS	Trg & Dev Mgr						
3.43	Implement equality training programme with initial emphasis gender/sex discrimination, racial awareness, any changes under the Act and the Board's Race Equality Scheme.	SO18	PS	Equality Advisor						
3.44	Ensure that Training staff are fully aware of, and trained in, the requirements of the General Duty (under the Race Relations (Amendment) Act.	SO23	PS	Trg & Dev Mgr						
3.45	Formulate an operational personnel transfer policy and strategy. Assess for its impact on race equality and consult with relevant diverse group.	SO17	PS	HRM/ Ops Mgr (Pers)						
3.46	Publish reports of all consultation connected with the Race Equality Scheme and make available to stakeholders.	SO18	PS	Equality Advisor						
3.47	Formulate policy and strategy for training of personnel while continuing to provide operational fire cover.	SO23	PS	Trg & Dev Mgr						
3.48	Assess all policies, functions and procedures to identify areas where ethnic minority groups may be affected.	SO18	PS	Trg & Dev Mgr						
3.59	Develop Integrated Personal Development Strategy within Brigade Control (as part of IPDS Project).	SO23	PS	Trg & Dev Mgr						
Technical services										
3.50	Construct confined training facility at Station 4, Arbroath.	SO23	TS	Facilities Mgr						
Corporate Services										
3.51	Provide financial management training for senior managers.	SO23	CS	Finance Manager						
3.52	Develop training programme for elected members on their role in the Corporate Governance of the Brigade.	SO23	CS	HCS						
3.53	Develop and implement the Action Plan arising from the recommendations made within the ORS staff consultation report.	SO16	CS	Info Co-Ord						
3.54	Conduct follow-up meetings with regard to the Action Plan and progress made to establish it's success or otherwise	SO16	CS	Info Co-Ord						

AIM 4
PERFORMANCE

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

STRATEGIC AIMS AND OBJECTIVES

- SO24** Identify opportunities to modernise and amend outdated practices in order to provide a more efficient service, which accords with the principles of Best Value.
- SO25** Consult with our stakeholders in order to improve our ability to deliver services, which meet the needs and expectations of the community.
- SO26** Encourage internal communication in order to improve the safety, knowledge, understanding and morale of our personnel.
- SO27** Increase the provision and use of Information Communication Technology (ICT) to improve our ability to analyse our performance in order to devise Commerce initiatives, which will increase our effectiveness and efficiency in line with Government expectations.
- SO28** Continue to develop collaborative arrangements in order to ensure that services procured represent value for money, are fit for purpose and comply with all current legislation.
- SO29** Monitor our performance and the achievement of our strategic objectives through the use of meaningful performance indicators and regular reviews of our key processes.
- SO30** Ensure that we comply with legislative requirements and internally agreed policies and strategies.

Operations, Personnel, Technical Services, Fire Safety, Corporate Services

The activities of all personnel impact and have an effect on the overall performance of the Brigade. All Departments closely monitor performance across the full spectrum of internal and external activities and review 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	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Fire Safety										
4.1	Formulate policy and strategy for disseminating information from Fire Investigations for the benefit of operational personnel and inclusion on the VMDS	SO26	FS	Head of FS						
4.2	Consult with people and organisations that have used our fire safety service to establish the level of satisfaction in the services provided by the Brigade.	SO25	FS	Head of FS						
Operations										
4.3	Review internal stakeholders needs for statistical information generated by Fire Control.	SO25	OPS	Grp Mgr Fire Control						
Risk Management										
4.4	Investigate new and existing software/hardware for data collection to ensure that data is stored within a database in which all other systems can feed into.	SO27	RM	Head of RM						
4.5	Continue to carry out data gathering to support the intervention and prevention agendas.	SO27	RM	Head of RM						
4.6	Establish data sharing capabilities with other partnership organisations and agencies.	SO25	RM	Head of TS						
4.7	Identify IRM evidence and data gathering process	SO25	RM	Head of RM						
4.8	Review performance indicators to align with IRM	SO29	RM	Head of CS						
4.9	Implement a BOSS training programme across the Brigade	SO27	Risk Mgt	Head of Risk Mgt						
Personnel Services										
4.10	In conjunction with the Project Manager and Corporate Services, assist with the implementation of the computerised integrated Payroll/Personnel system.	SO24	PS	HRM						
Technical Services										
4.11	Ensure all ICT systems are compliant with Security Standards BS7799/ISO 17799.	SO27	TS	ICT Mgr						
4.12	Deploy hardware taken for high risk ICT systems to prevent unauthorised access.	SO27	TS	ICT Mgr						

PERFORMANCE ACTION PLAN

ACTION	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Technical Services Cont'd										
4.13	Introduce new anti-spam system to prevent wasted Brigade capacity dealing with unwanted email correspondence.	SO27	TS	ICT Mgr						
4.14	Expand Brigade Data Centre Storage Area Network (SAN) to increase availability and resilience for all systems and increase data back up capacity.	SO27	TS	ICT Mgr						
4.15	Provide ICT support for non Fire Control Systems outwith normal office hours.	SO27	TS	ICT Mgr						
4.16	Deployment of ICT strategy to audit and monitor all Brigade electronic transactions.	SO27	TS	ICT Mgr						
4.17	Design and deploy a low cost secure kiosk device to provide fast multi-user restricted internet site access.	SO27	TS	ICT Mgr						
4.18	Replace Brigade's Firewall Security.	SO27	TS	ICT Mgr						
4.19	Replace Fire Control PC's under the 7 year replacement policy.	SO27	TS	ICT Mgr						
4.20	Expand deployment of blackberries and rationalise personal communications.	SO27	TS	ICT Mgr						
4.21	Completion of data centre project to allow increased Brigade wide access to corporate information.	SO27	TS	ICT Mgr						
4.22	Formulate a Procurement Policy which incorporates Risk Assessment.	SO28	TS	Proc & Eng Mgr						
4.23	Investigate collaboration opportunities in procurement with Scottish Fire and Rescue Services.	SO28	TS	Proc & Eng Mgr						
4.24	Investigate collaboration opportunities in procurement with other local public services.	SO28	TS	Proc & Eng Mgr						
4.25	Explore the concept of Imprest Stock in the Resource Centre.	SO28	TS	Proc & Eng Mgr						
4.26	Collaborate with Finance to rationalise Purchase Order procedures for the Resource Centre.	SO28	TS	Proc & Eng Mgr						
4.27	Arrange Stores catalogue access for all from the intranet.	SO28	TS	Proc & Eng Mgr						
4.28	Develop system for shared equipment control in the Resource Centre.	SO28	TS	Proc & Eng Mgr						
4.29	Develop e-procurement initiative with other local public services in conjunction with Finance.	SO28	TS	Proc & Eng Mgr						
4.30	Deployment of safety at heights equipment.	SO30	TS	Tech Mgr						

PERFORMANCE ACTION PLAN

ACTION	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Technical Services Cont'd										
4.31	Deployment of safety at or near water equipment.	SO30	TS	Tech Mgr						
4.32	Investigate potential of using Megastream for Mobilising System (replace Kilostream).	SO27	TS	ICT Mgr						
4.33	Examine and explore collaboration opportunities for assessment, procurement and deployment of Fire and Rescue Service Equipment.	SO28	TS	Tech Mgr						
4.34	Review provision of light fleet to support the Brigade restructure.	SO28	TS	Tech Mgr						
4.35	Review delivery of: Light fleet maintenance Aerial appliance maintenance Hydraulic cutting gear maintenance CABA Compressor maintenance	SO28	TS	Tech Mgr						
4.36	Ensure fleet maintenance meets national guidance.	SO30	TS	Fleet Co-Ord						
4.37	Migrate all Prime Movers to 18 tons to ensure station interoperability.	SO25	TS	Tech Mgr						
4.38	Evaluate training needs of workshops technicians	SO25	TS	Tech Mgr						
4.39	Update condition surveys of Brigade premises.	SO30	TS	Facilities Mgr						
4.40	Prepare future major facilities plans including: Electrical Rewiring Stn 21 Upgrade of BA Training Block, Stn 1 Upgrade of Resource Centre/Workshops at HQ	SO30	TS	Facilities Mgr						
4.41	Complete programme of work to support DDA at: HQ Stn 21 Stn 2	SO30	TS	Facilities Mgr						
4.42	Complete programme of works to support Diversity at: Stn 4 Stn 5	SO30	TS	Facilities Mgr						

PERFORMANCE ACTION PLAN

ACTION	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Technical Services Cont'd										
4.43	Investigate alteration at Stn 11 to accommodate Scania Prime Movers.	SO25	TS	Facilities Mgr						
4.44	Ensure suitable facilities for deployment of District and Community Safety Officers.	SO30	TS	Facilities Mgr						
4.45	Provide suitable PPE storage at: Stn 21 Stn 2	SO30	TS	Facilities Mgr						
4.46	Formulate policy on management reports to monitor all Brigade transport matters.	SO24	TS	Tech Mgr						
4.47	Review the project team membership to deliver the national Firelink communications project.	SO27	TS	Project Mgr						
4.48	Review the provision of firefighting equipment in conjunction with Operations Department for the Brigade's fleet of 4x4 vehicles.	SO24	TS	Fleet Co-Ord						
4.49	Carry out a Best Value Review for the provision of telephony services.	SO24	TS	ICT Mgr						
4.50	Carry out a Best Value Review for the provision of IT support.	SO24	TS	ICT Mgr						
4.51	<u>Property Maintenance</u> Formulate key performance indicators and targets to enable the monitoring of service provision.	SO29	TS	Facilities Mgr						
4.52	Collaborate with Tayside Police to re-tender all unplanned maintenance contracts.	SO24	TS	Facilities Mgr						
4.53	<u>Personal Protective Equipment</u> Formulate PPE policy.	SO24	TS	Head of TS						
Corporate Services										
4.54	Develop a corporate communications strategy for implementation within the Brigade	SO26	CS	Info Co-Ord						
4.55	To establish an implementation plan for self assessments, in accordance with the principles of EFQM	SO24	CS	Info Manager						
4.56	To carry out assessments for middle management by the end of 2005/06.	SO24	CS	Info Manager						

PERFORMANCE ACTION PLAN

ACTION	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Corporate Services Cont'd										
4.57	Undertake an information survey/audit to ascertain what is held where within the Brigade	SO24	CS	Admin Co-Ord						
4.58	Develop a file classification scheme (new structure) to reflect the business processes	SO24	CS	Admin Co-Ord						
4.59	Develop a Document Retention/Disposal Schedule & Policy	SO24	CS	Admin Co-Ord						
4.60	Create standardised document templates to be used throughout the Brigade	SO24	CS	Admin Co-Ord						
4.61	To contribute to the implementation of an integrated Payroll/Personnel System within the Brigade in conjunction with Personnel Services.	SO24	CS	Finance Manager						
4.62	Develop financial guidance for staff on the operation of the Brigade Asset Management System	SO24	CS	Finance Manager						
4.63	Update the Board's financial regulations to include the rules to be applied to the Brigade's financial systems	SO24	CS	HCS						
4.64	Formulate a Cash Security policy and strategy for Brigade wide use	SO24	CS	Finance Manager						
4.65	Implement a BACS payment system for creditors to the Brigade	SO27	CS	Finance Manager						
4.66	Review the operation of catering funds across the Brigade in order to rationalise rates and procedures being used	SO24	CS	Finance Manger						
4.67	In conjunction with Internal Audit, develop a programme of risk workshops within the Brigade to ascertain the level of risk which may affect business continuity.	SO24	CS	HCS						
4.68	Organise one risk workshop to be held during 2005/06 as part of the above programme.	SO24	CS	HCS						
4.69	Develop a risk register in conjunction with Internal Audit which covers non-operational risks inherent within the Brigade	SO24	CS	HCS						
4.70	Formulate a Risk Management policy document which sets out the Board's underlying approach to Risk Management.	SO24	CS	HCS						
4.71	Formulate guidelines for further development of the Performance Monitoring Sub-Committee of the Board	SO24	CS	HCS						

PERFORMANCE ACTION PLAN

ACTION	LINK TO STRATEGIC OBJECTIVES	LEAD DEPT/ GROUP	LEAD OFFICER	COSTS	DATE COMMENCED	PROGRESS %				DATE COMPLETED
						1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Corporate Services Cont'd										
4.72	Undertake an Information survey/data audit to categorise information held at present in all forms	SO27	CS	Info Mgr						
4.73	Formulate a detailed specification and strategy for the development and purchase of an Electronic Records Management system	SO27	CS	Info Co-Ord						
4.74	Formulate arrangements for monitoring compliance with Records Management policy and supporting standards, policies, procedures and guidelines	SO30	CS	Info Co-Ord						
4.75	Review record storage, security, disposal and archive arrangements for all Brigade documents and records	SO30	CS	Admin Co-Ord						
4.76	In conjunction with the Brigade's Media Group, formulate and implement policy for the content of the Brigade's Intranet and Website.	SO25	CS	Info Mgr						
4.77	Formulate an Information Systems Strategy and include IRM.		CS	Info Co-Ord						
4.78	Formulate a Media Policy and Strategy (including a major incident protocol).	SO25	CS	Info Co-Ord						
4.79	Formulate procedural documentation and process maps to manage business continuity for the following Finance Office activities: <ul style="list-style-type: none"> • Payroll administration controls • General ledger administration & controls • Purchase ledger administration & controls • Purchase Order administration & controls • Sales ledger administration & controls 	SO24	CS	Finance Mgr						
4.80	Develop new performance indicators which enables us to measure our performance against our strategic objectives.	SO29	CS	Head of CS						
4.81	Carry out an internal stakeholder analysis of the level of satisfaction with the provision of payroll services to the Brigade.	SO29	CS	Finance Manager						
4.82	Implement data protection training to comply with legal requirements and raise awareness throughout the Brigade.	SO23	CS	Info Co-Ord						

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 = Fire Safety	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		Fire Casualties The number of incidents resulting in casualties per 10,000 population.	1.8	2.2	1.47		1.7	1.25					

Performance of Tayside Fire Brigade Against Other Scottish Brigades 2003-2004

	Tayside	Central	Dumfries & Galloway	Fife	Grampian	Highland & Islands	Lothian & Borders	Strathclyde	All Scotland
Fire casualties	1.8	1.7	1.6	1.3	1.8	2.0	2.1	2.7	1.9

Statutory Indicator SPI 2	Lead Dept = Fire Safety	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		Accidental Dwelling Fires The number of accidental dwelling fires per 10,000 population.	12.8	13	11.79		13.0	10.0					

Performance of Tayside Fire Brigade Against Other Scottish Brigades 2003-2004

	Tayside	Central	Dumfries & Galloway	Fife	Grampian	Highland & Islands	Lothian & Borders	Strathclyde	All Scotland (%)
Average number of accidental dwelling fires	12.8	9.3	9.4	8.6	14.1	8.0	12.5	13.1	11.0

STATUTORY PERFORMANCE INDICATORS CONT'D

Statutory Indicator SPI 3	Lead Dept = Personnel	Performance For 2003-04 (%)		Performance For 2004-05 (Last Year) (%)		Target for 2005-06 (%)	Actual Performance For Current Year 2005-06						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
Sickness Absence 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		6.2	6.5	6.6	6.0	6.0							
b. Rider shifts lost due to sickness only		5.8	6	6.1	5.5	5.5							
c. Rider shifts lost due to light duties only		0.4	0.5	0.5	0.4	0.5							
d. All other staff time lost to sickness absence		4.4	4.5	5.4	4.3	4.3							

Performance of Tayside Fire Brigade Against Other Scottish Brigades 2003-2004

	Tayside (%)	Central (%)	Dumfries & Galloway (%)	Fife (%)	Grampian (%)	Highland & Islands (%)	Lothian & Borders (%)	Strathclyde (%)	All Scotland (%)
a. Rider shifts lost due to sickness & light duties	6.2	6.7	6.7	7.3	4.9	9.4	7.1	8.4	7.1
b. Rider shifts lost due to sickness only	5.8	4.5	6.0	6.2	4.8	7.1	6.6	8.1	6.1
c. Rider shifts lost due to light duties only	0.4	2.2	0.7	1.1	0.1	2.3	0.5	0.3	1.0
d. Non firefighting staff time lost due to sickness absence	4.4	3.5	5.4	3.6	3.2	4.3	5.2	8.0	4.7

STATUTORY PERFORMANCE INDICATORS CONT'D

Statutory Indicator SPI 4 Call Response Time The percentage of calls handled by Control staff within set time limits.	Lead Dept = Operations	Performance For 2003-04 (%)		Performance For 2004-05 (Last Year) (%)		Target for 2005-06 (%)	Actual Performance For Current Year 2005-06						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
b. Handled within 2 minutes	95.6*	96.3*	94.8	96.0*	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 2003-2004

The percentage handled within the following time periods:

	Tayside (%)	Central (%)	Dumfries & Galloway (%)	Fife (%)	Grampian (%)	Highland & Islands (%)	Lothian & Border (%)	Strathclyde (%)	All Scotland (%)
Handled in less than 1 minute	69.5	71.1	93.1	68.6	74.6	66.4	69.0	52.8	70.6
Handled in less than 2 minutes	95.6	95.2	99.2	97.3	98.3	96.2	97.0	92.6	96.5
Handled in 2 minutes or more	4.4	4.8	0.8	2.7	1.7	3.8	3.0	7.4	3.6

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.

Local Indicator LPI 2	Lead Dept = Operations	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
FDR1 Report Percentage of occasions that completed FDR1 reports are forwarded to Home Office Statistical Unit within two months of the end of the month in which the fire occurs.		100	100	100	100	100							

Local Indicator LPI 3	Lead Dept = Fire Safety	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
Fire Safety Inspections Average time from receipt of application and plans to full survey inspection and issue of Section 5(4) notice expressed in days.		2.5	9	0	2.5	0							

LOCAL PERFORMANCE INDICATORS CONT'D

Local Indicator LPI 4 Lead Dept = Fire Safety Fire Certificate Issue Average time from date of final inspection and preparation of Fire Certificates to date of issue expressed in days.	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06					
	109	90	125	90	90						

Local Indicator LPI 5 Lead Dept = Fire Safety Hotel & Boarding Inspections Percentage of annual target met for the inspection of Hotels and Boarding Houses.	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06					
	83	80	55	85	85						

Local Indicator LPI 6 Lead Dept = Personnel Injuries Total reported injury rate per 100,000 employees.	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06					
	10	10	9	8	8						

LOCAL PERFORMANCE INDICATORS CONT'D

Local Indicator LPI 7	Lead Dept = Personnel	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06						
							1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		Actual	Target	Actual	Target								
RIDDOR Injuries Injuries reportable under the Reporting of Injuries, Diseases and Dangerous Occurrence legislation per 100,000 employees.		0.2	0.25	0.19	0.15	0.15							

Local Indicator LPI 8	Lead Dept = Personnel	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06						
							1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		Actual	Target	Actual	Target								
Near Miss Reports Reported near misses per 100,000 employees.		0.14	0.1	0.08	0.1	0							

Local Indicator LPI 9	Lead Dept = Operations	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06						
							1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		Actual	Target	Actual	Target								
Confidence Levels Percentage of occasions when confidence levels are achieved by category of station.													
a. Wholetime		97.92	99	97.63	99	99							
b. Part time		96.23	97	96.2	97	97							
c. Volunteer		96.77	97	95	97	97							

LOCAL PERFORMANCE INDICATORS CONT'D

Local Indicator LPI 10 Lead Dept = Personnel Equality & Diversity Percentage of female and ethnic minorities applying for vacancies.	Performance for 2003-04 (%)				Performance for 2004-05 (Last Number)				Target for 2005-06 (%)		Actual Performance For Current Year 2005-06													
	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. Wholtime Personnel	N/A	8	N/A	2	N/A	8	N/A	2	8	2													
b. Retained Personnel	3.6	7	0	0.2	5.6	7	0	0.2	7	0.2														
c. Volunteer Personnel	N/A	5	N/A	0.1	N/A	5	N/A	0.1	5	0.1														
d. Control Personnel	60.4	60	3.4	0.5	60.4	60	3.4	0.5	65	4														
e. Support Personnel	74.7	30	0	0.5	74.7	30	0	0.5	80	0.5														

Local Indicator LPI 11 Lead Dept = Personnel EFAD Drivers Percentage of LGV driver by category who are EFAD trained.	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06						
	Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
	a. Wholtime	92.03	90	95.5	93	95						
b. Part time	94.7	90	92.1	95	95							
c. Volunteer	84	90	79.5	85	85							

LOCAL PERFORMANCE INDICATORS CONT'D

Local Indicator LPI 12	Lead Dept = Technical Services	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
Stores Issues													
Average time from receipt of Resource Centre demand to issue expressed in working days.													
a. Stock Item (within 1 working day)													
b. Non Stock Item (within 5 working days)													

Local Indicator LPI 13	Lead Dept = Technical Services	Performance For 2003-04 (Number)		Performance For 2004-05 (Last Year) (Number)		Target for 2005-06 (Number)	Actual Performance For Current Year 2005-06						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
Appliance Maintenance Schedule													
Percentage of occasions operational appliance maintenance schedules are achieved.													
87.8 98 95 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.

Brigade Indicator BPI 2	Lead Dept = Personnel	Performance For 2003-04 (number)		Performance For 2004-05 (number)		Target For 2005-06 (number)	Performance For Year 2005-06 (Current Year)						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
Personal Accident & Injury Statistics The number of accident injury forms submitted and analysed to identify factors which contribute to overall accident and injury levels.													
a. Operational Incidents		62	40	41	40	35							
b. Fitness Training		2	20	5	2	2							
c. Non-Operational Incidents		14	20	27	14	14							

Brigade Indicator BPI 3	Lead Dept = Personnel	Performance For 2003-04 (number)		Performance For 2004-05 (number)		Target For 2005-06 (number)	Performance For Year 2005-06 (Current Year)						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
Number of Formal Complaints Received by the Brigade													
		3	0	0.5	0	0							

BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 4	Lead Dept = Personnel	Performance For 2003-04 (%)		Performance For 2004-05 (%)		Target For 2005-06 (%)	Performance For Year 2005-06 (Current Year)						
		Fitness Tests 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					1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		Actual	Target	Actual	Target								
a. Number of wholetime fitness tests carried out		39% (318)	90	375 (45.8%)	90	90							
b. Number of Part Time fitness tests carried out		34% (95)	90	147 (53.3%)	90	90							

Brigade Indicator BPI 5	Lead Dept = Personnel	Performance For 2003-04 (number)		Performance For 2004-05 (number)		Target For 2005-06 (number)	Performance For Year 2005-06 (Current Year)						
		Vehicle Accidents The number of vehicle accidents.					1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		Actual	Target	Actual	Target								
		72	40	55	40	40							

BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 6	Lead Dept = Technical Services	Performance For 2003-04 (%)		Performance For 2004-05 (%)		Target For 2005-06 (%)	Performance For Year 2005-06 (Current Year)					
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr
Vehicle/Equipment Defects												
a. Percentage of repair faults repaired within 24 hours of receipt		99.6	99.5	99.8	99.6	90						
b. Percentage of work requests completed within one week		3	0.5	0.2	0.6	90						
c. Occasions each month when Water Tender/Rescue Pump goes off the run due to mechanical fault		*	*	*	*	5						

* New indicator established 2005/06 , therefore no performance figures available for previous years.

BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 7	Lead Dept = Technical Services	Performance For 2003-04 (%)		Performance For 2004-05 (%)		Target For 2005-06 (%)	Performance For Year 2005-06 (Current Year)						
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
Property Defects													
7.1 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	99.5	99	99	99	99								
b. Actioned outwith 24 hours	0.4	1	0.5	1	1								
c. Total property defects actioned	478	100	100	100	100								
7.2 Time taken from notification to rectification of health & safety defects													
a. Completed within 24 hours	80.1	100	92.5	100	95								
b. Completed outwith 24 hours	13.6	0	7.5	0	5								
7.3 Percentage of health and safety defects out of all works actioned	5.5	5	5.75	5	5								
7.4 Percentage of operational defects out of all works actioned	6.2	10	4	7	5								
7.5 Percentage of all defects which are actioned within agreed timescales													
a. H&S/Wind and Watertight/Operational – 24 hours	85.8	100	96	100	98								
b. Other Building Fabric defects not urgent – 2 weeks	75.4	100	89	100	90								
7.6 Items of an improvement nature inappropriately requisitioned by means of building defect form and returned to relevant originators Department for consideration	2.5	5	3.6	2.5	3								

BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 8	Lead Dept = Fire Safety	Performance For 2003-04 (number)		Performance For 2004-05 (number)		Target For 2005-06 (number)	Performance For Year 2005-06 (Current Year)						
		Automatic Fire Alarm Actuations											
		The number of Automatic Fire Alarm Actuations analysed by date, premises, and type of actuation to identify factors which cause these actuations.											
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
a. False Alarm - Fire Signal		1676	1500	1613	1500	1500							
b. False Alarm - Good Intent		94	100	113	90	90							
c. False Alarm - Malicious		129	100	142	100	100							
d. False Alarm - Apparatus		1236	1040	1390	1040	1040							
e. False Alarm Actuations - Total		3135	2740	325	2730	2730							

Brigade Indicator BPI 9	Lead Dept = Corporate Services	Performance For 2003-04 (%)		Performance For 2004-05 (%) *		Target For 2005-06 (%)	Performance For Year 2005-06 (Current Year)						
		Task Completion Times											
		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.											
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
a. General		91	95	89	95	95							
b. Fire Safety		78	95	64	95	95							

* Target changed from days to %.

BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 10	Lead Dept = Personnel	Performance For 2003-04 (%)		Performance For 2004-05 (%)		Target For 2005-06 (%)	Performance For Year 2005-06 (Current Year)									
		Return to Work Interviews 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.														
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total			
a. Ops (Stns 1-11)	Operations Dept	70	100	72	100	100										
b. Ops (Stns 21-34)		47	100	78	100	100										
c. Personnel Dept		42	100	46	100	100										
d. Technical Services Dept		79	100	62	100	100										
e. Fire Safety Dept		45	100	81	100	100										
f. Corporate Services Dept		77	100	59	100	100										

Brigade Indicator BPI 11	Lead Dept = Technical Services	Performance For 2003-04 (%)		Performance For 2004-05 (%) *		Target For 2005-06 (%)	Performance For Year 2005-06 (Current Year)									
		Helpdesk Calls Number of ICT faults resolved within five business days after registration on the Brigades helpdesk system.														
		Actual	Target	Actual	Target		1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total			
		*	*	*	*	75										

* New indicator established 2005/06 , therefore no performance figures available for previous years.

BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 12	Lead Dept = Technical Services	Performance For 2003-04 (%)		Performance For 2004-05 (%) *		Target For 2005-06 (%)	Performance For Year 2005-06 (Current Year)								
		Work Requests Number of work requests approved by the Commander Technical Services which are scheduled and completed within two weeks of registration on the Brigades helpdesk system.		Actual	Target		Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		*	*	*	*		75								

* New indicator established 2005/06 , therefore no performance figures available for previous years.

Brigade Indicator BPI 13	Lead Dept = Technical Services	Performance For 2003-04 (%)		Performance For 2004-05 (%) *		Target For 2005-06 (%)	Performance For Year 2005-06 (Current Year)								
		Email System Percentage of time when e-mail system is available.		Actual	Target		Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		*	*	*	*		93								

* New indicator established 2005/06 , therefore no performance figures available for previous years.

Brigade Indicator BPI 14	Lead Dept = Corporate Services	Performance For 2003-04 (%)		Performance For 2004-05 (%) *		Target For 2005-06 (%)	Performance For Year 2005-06 (Current Year)								
		Debtors Invoices Percentage of debtors invoices raised within 3 days of originating document being received.		Actual	Target		Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		*	*	*	*		100								

* New indicator established 2005/06 , therefore no performance figures available for previous years.

BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 15	Lead Dept = Corporate Services	Performance For 2003-04 (%)		Performance For 2004-05 (%) *		Target For 2005-06 (%)	Performance For Year 2005-06 (Current Year)						
		Actual	Target	Actual	Target	100	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		*	*	*	*								
Debts Number of debts collected as a percentage of the total debtors invoices raised.													

* New indicator established 2005/06 , therefore no performance figures available for previous years.

Brigade Indicator BPI 16	Lead Dept = Corporate Services	Performance For 2003-04 (%)		Performance For 2004-05 (%) *		Target For 2005-06 (%)	Performance For Year 2005-06 (Current Year)						
		Actual	Target	Actual	Target	100	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		*	*	*	*								
Payroll Amendments Percentage of payroll amendments (both permanent and temporary) achieved within the prescribed timescale ie received before the payroll input deadline for that period.													

* New indicator established 2005/06 , therefore no performance figures available for previous years.

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.

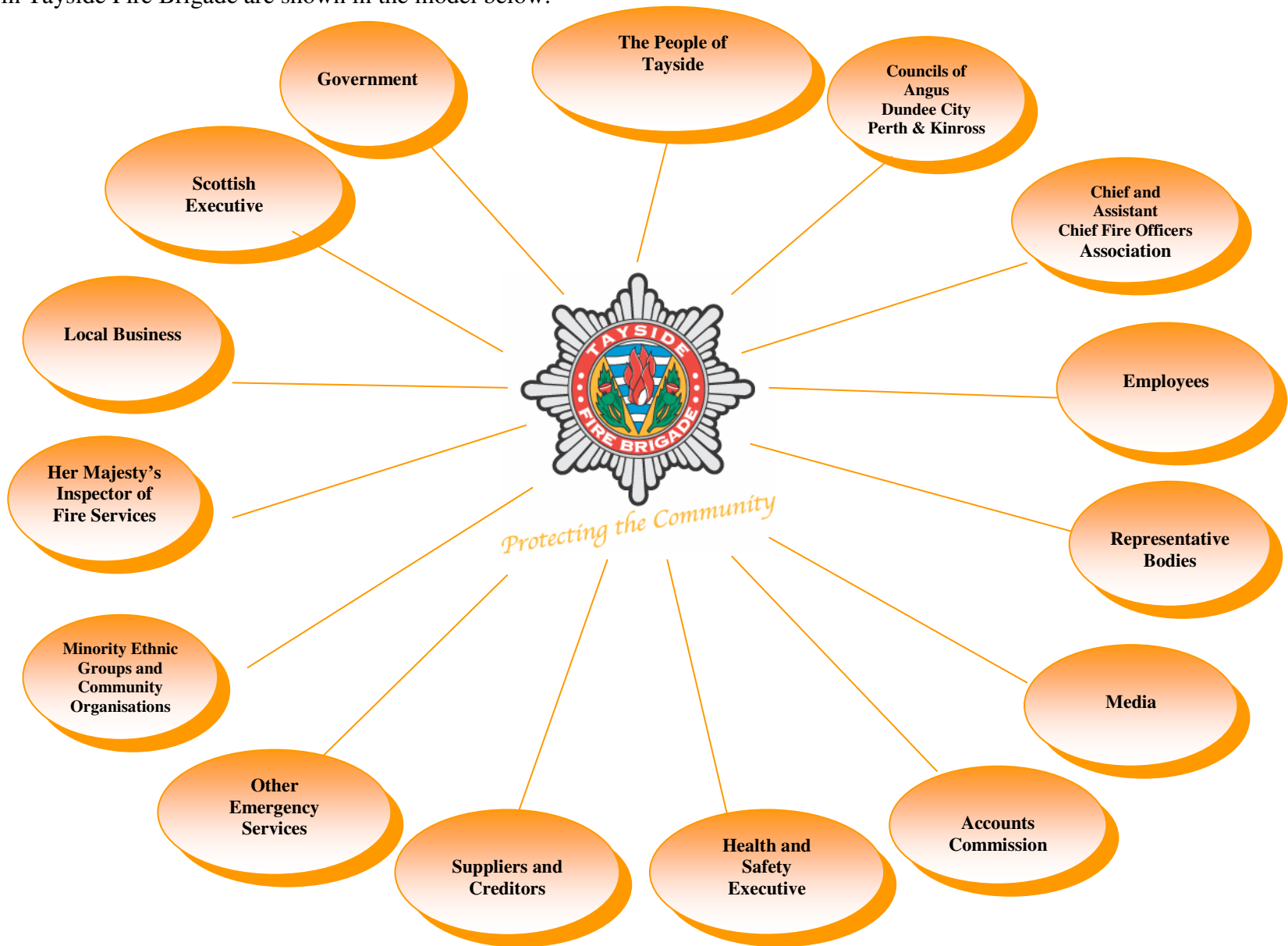
Expenditure Monitoring Report for current year presented to Fire Board. Best Value Group Meeting to monitor performance against current years Service Plan.

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

Consultation is one of 4 key processes 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 Consultation Association, 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 effective and efficient. The results of all of these surveys will form reports to the Fire Board for their consideration.

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 AND RESCUE

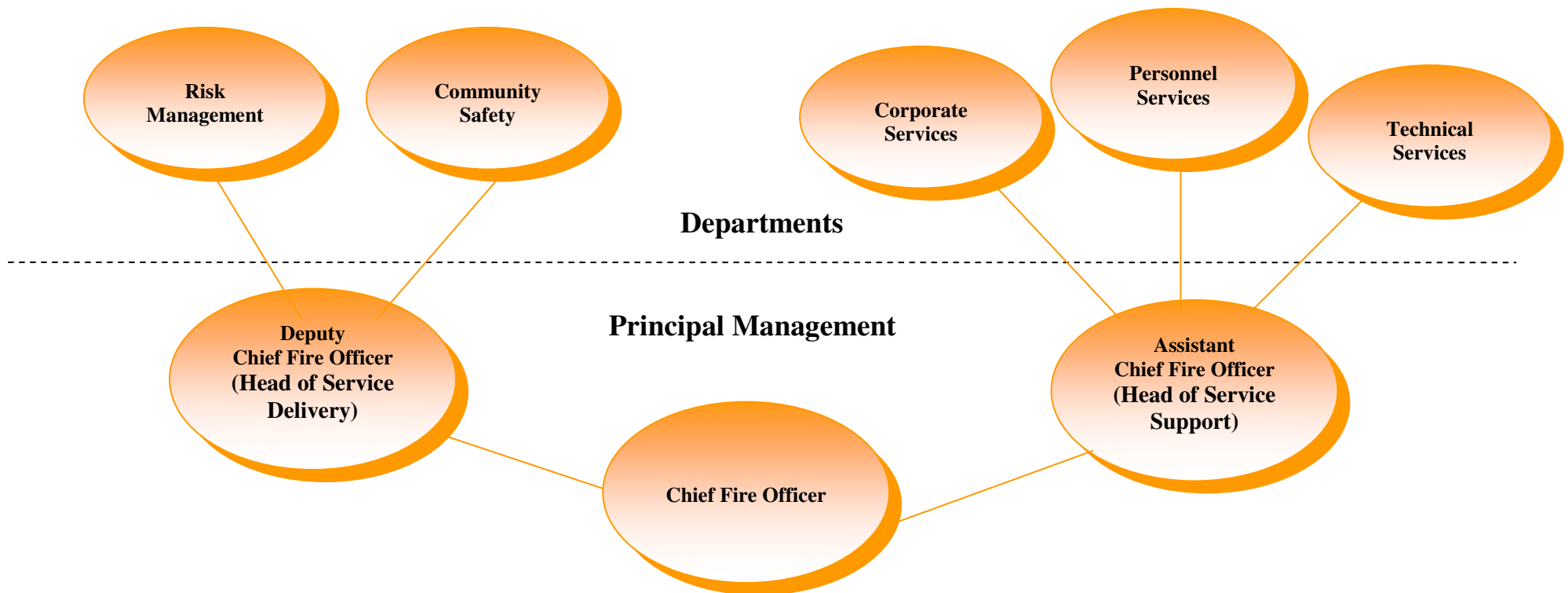
Tayside Fire and Rescue provides fire and other emergency cover for the counties of Angus, Perth and Kinross and the City of Dundee, an area of approximately 7,500 square kilometres from 24 fire stations strategically sited. With over 700 wholetime, part time and volunteer firefighters, 21 control staff and other essential non-uniformed support staff, Tayside Fire and Rescue is formed into 2 main functions with 5 departments.

1. Service Delivery Function
2. Service Support Function

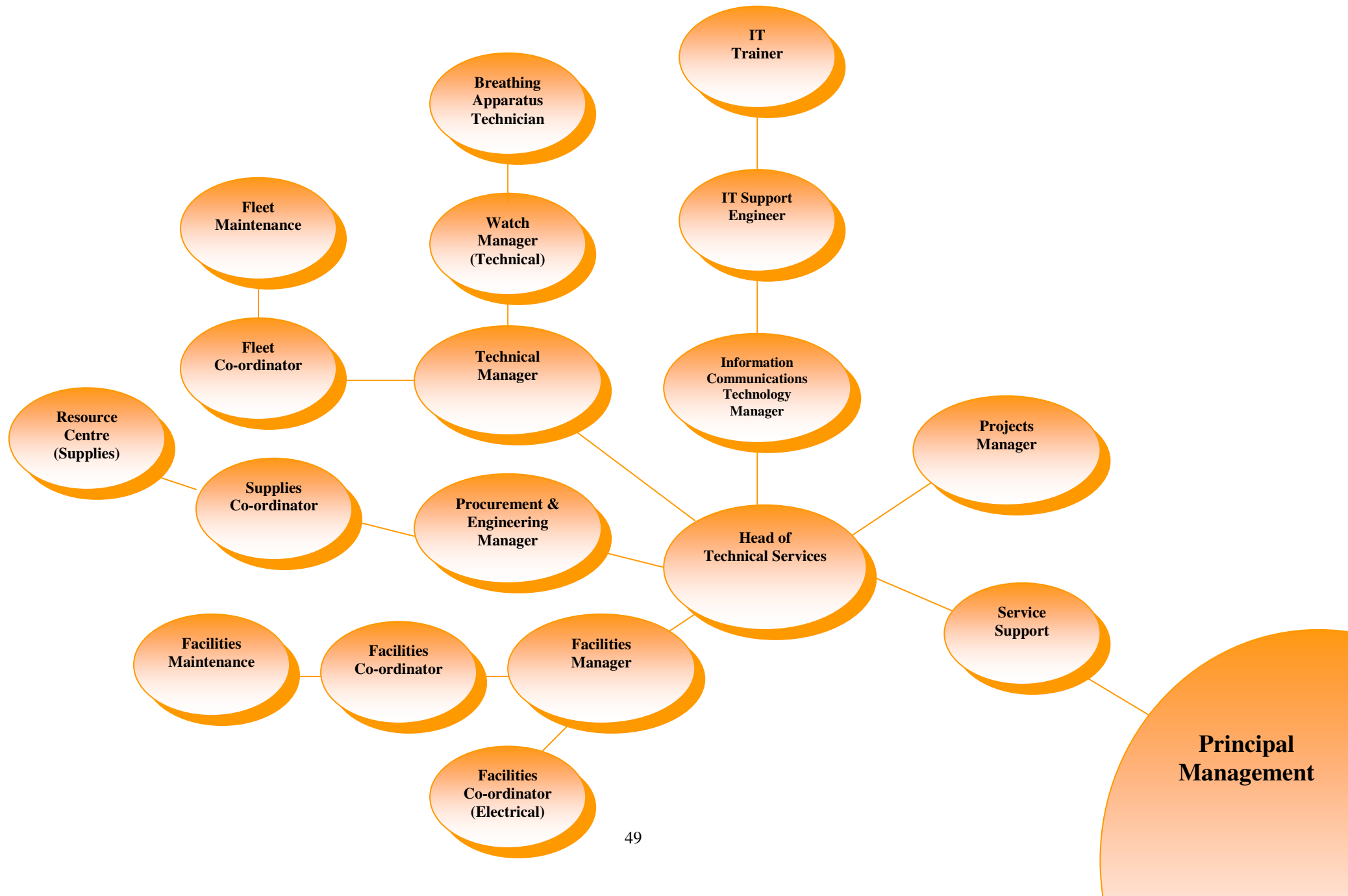
Under the Service Delivery function are Community Safety and Risk Management.

Under the Service Support function are Personnel Services, Technical Services and Corporate Services.

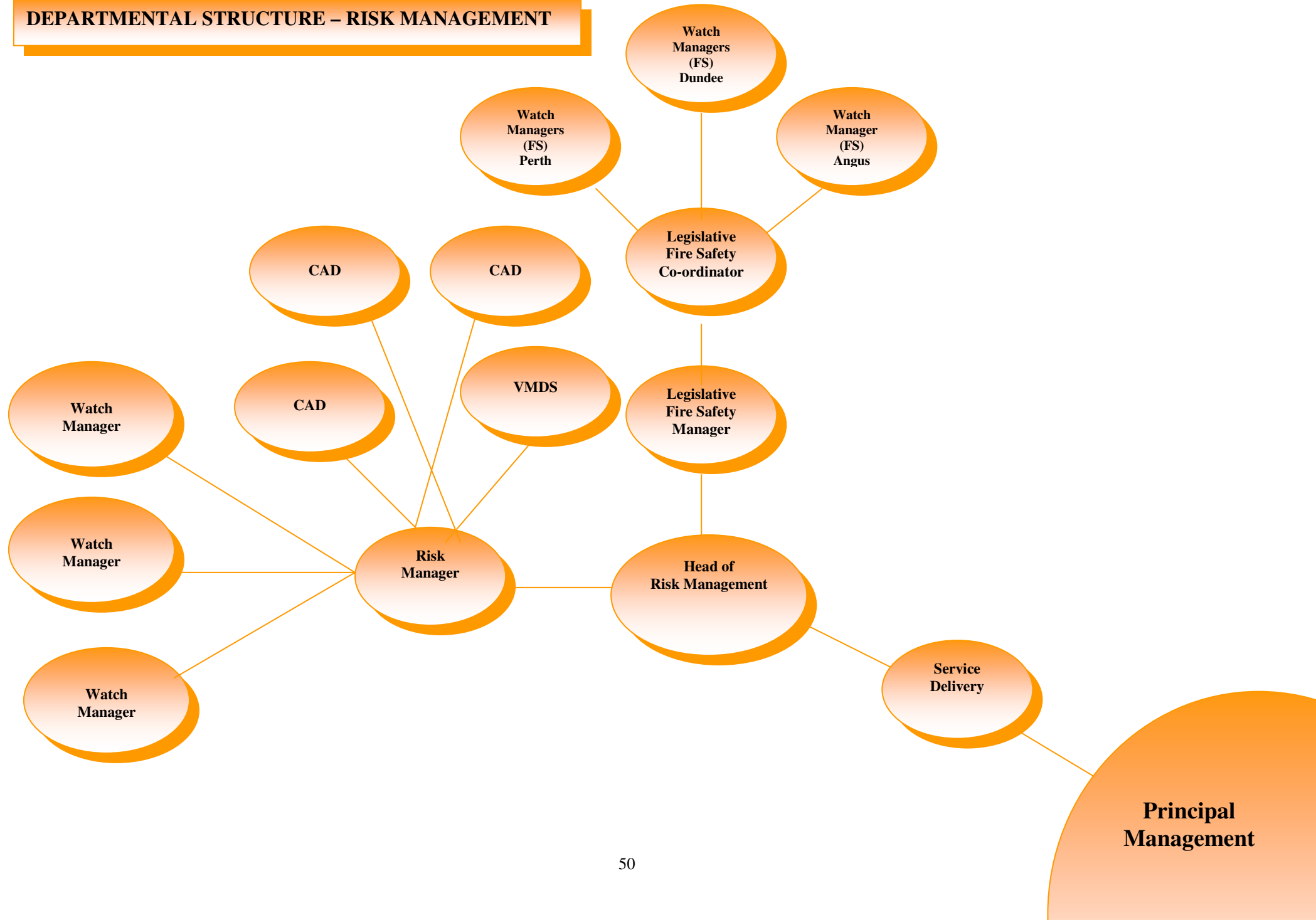
The organisational structure of Tayside Fire and Rescue is:-



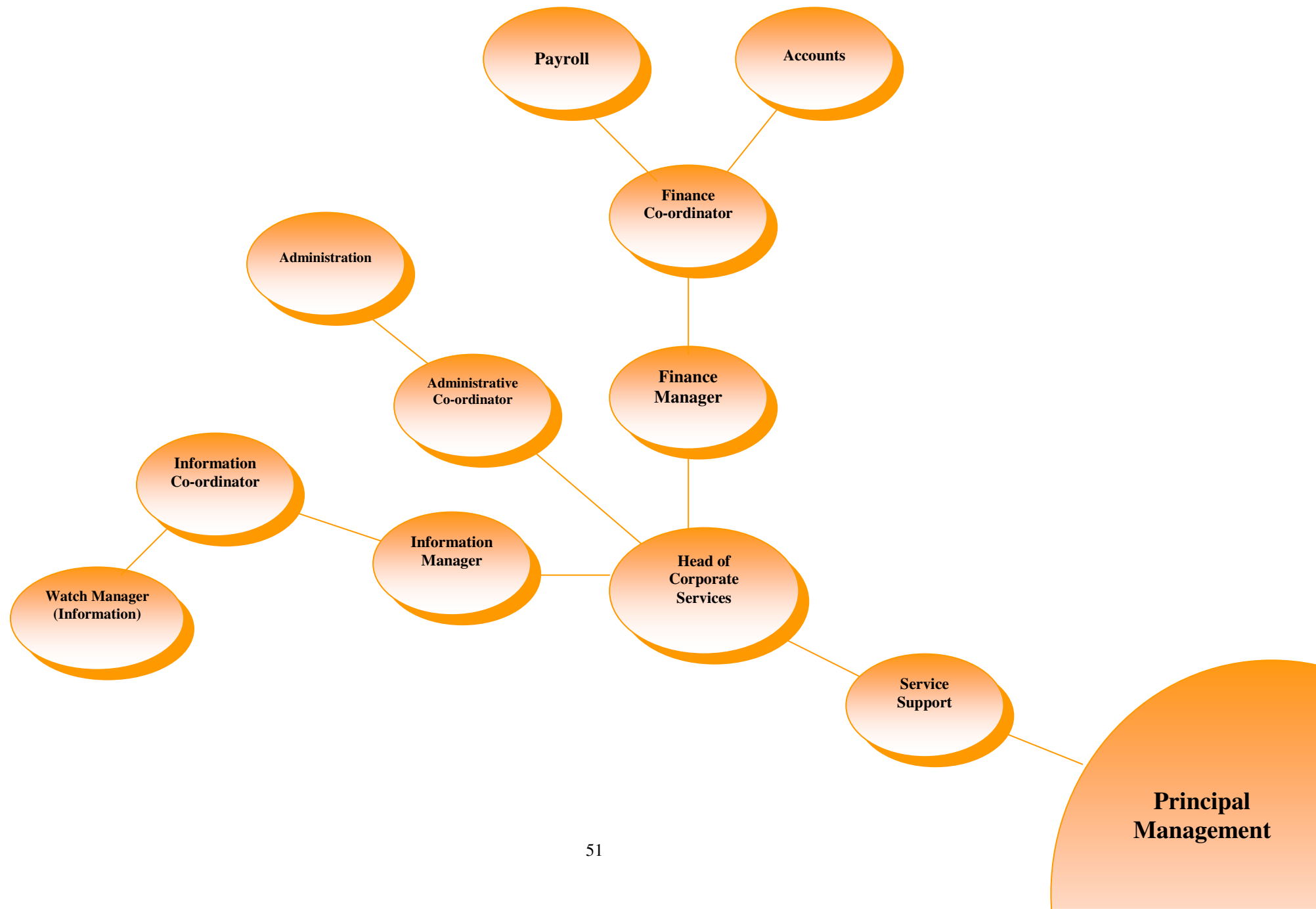
DEPARTMENTAL STRUCTURE – TECHNICAL SERVICES



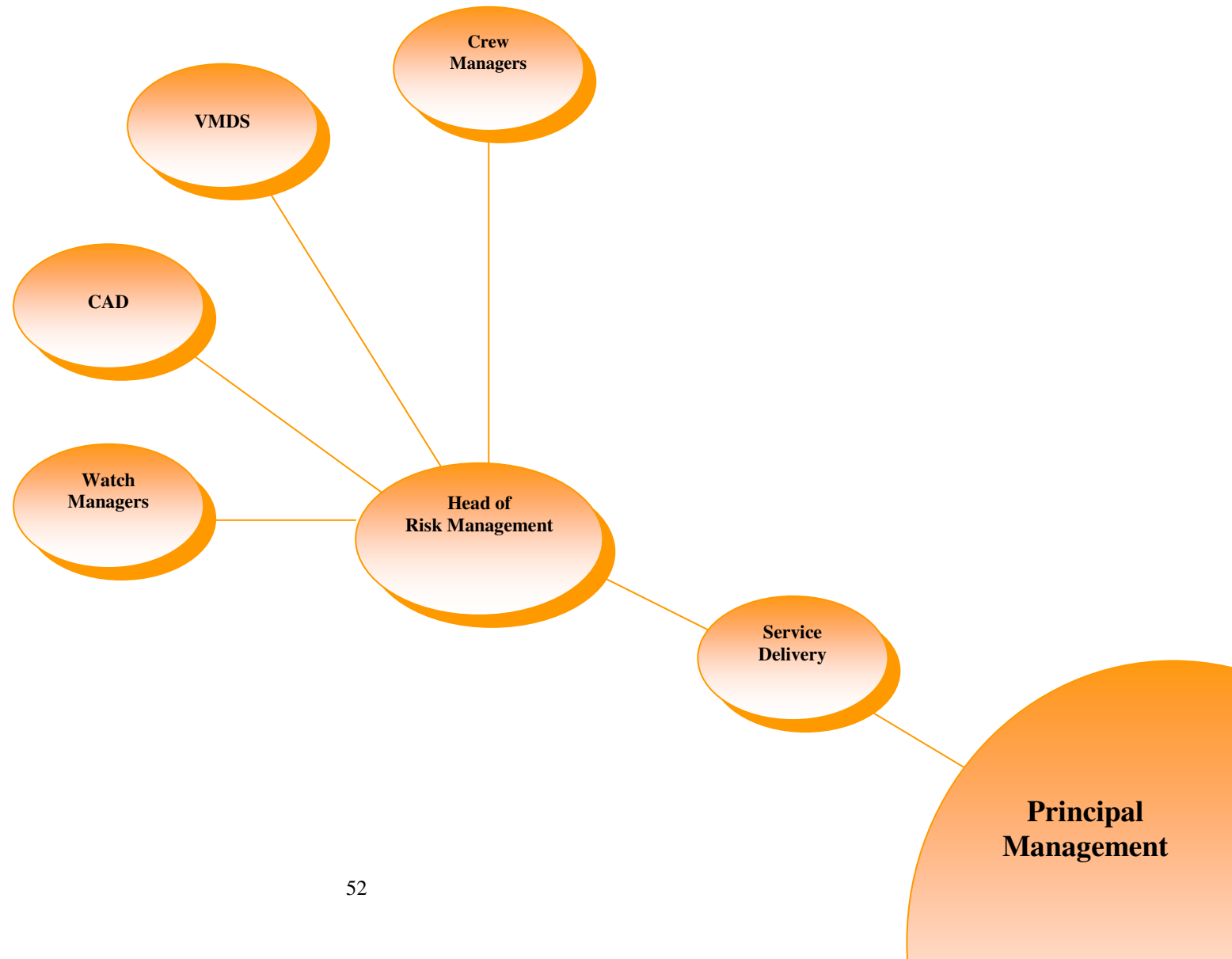
DEPARTMENTAL STRUCTURE – RISK MANAGEMENT



DEPARTMENTAL STRUCTURE – CORPORATE SERVICES



DEPARTMENTAL STRUCTURE – RISK MANAGEMENT



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

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

