

SERVICE PLAN

2003-2004

PERFORMANCE REPORT

TAYSIDE FIRE BRIGADE

**SERVICE PLAN 2003-04
PERFORMANCE REPORT**

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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 Performance Report, would be welcomed in order to assist in the process of setting future priorities. A copy of this Report is available on request in CD format.

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TEAR OFF SLIP

* (delete as necessary)

*I would like a copy of this Report sent to me / I wish to make the following comment(s):		Name:	
		Address:	
		Post Code:	
		Email Address:	

INTRODUCTION

Tayside Fire Brigade produces and publishes 2 performance setting documents and 2 performance reporting documents. These set of 4 documents are:

1. **A 3 year Strategic Plan**
2. **An annual Service Plan**
3. **An annual Service Plan Performance Report**
4. **A Public Performance Report**

The **Three Year Strategic Plan** identifies the future priorities, workload and strategic direction of the Brigade. The **Annual Service Plan** is a working document which is continually updated throughout the year as action points are completed or progressed. This document, the **Annual Service Plan Performance Report** shows how we have performed against the yearly plan. The final document is the **Public Performance Report** which summarises this detailed annual service plan performance report.

WHAT DOES THE SERVICE PLAN PERFORMANCE REPORT MEAN TO YOU

This performance report will be seen by a wide variety of people – from elected members of Tayside Fire Board to the general public.

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

This performance report also endeavours to show the visible evidence that as the Brigade is committed to the principles of Best Value, our performance reflects that commitment. Additionally this Performance Report can be used as a benchmark to compare our performance to national and local performance indicators with the 7 other Scottish Fire Brigades.

ABOUT THIS SERVICE PLAN PERFORMANCE REPORT

This End of Year Performance Report mirrors the Service Plan which was established at the start of the year and continues with the theme showing how all the departments worked closely together to achieve our mission.

This highlights our 4 Corporate Aims which are:-

Aim 1 – Prevention

Aim 2 – Intervention

Aim 3 – People

Aim 4 – Performance

Our mission and our aims are summed up with our Mission Statement **“Protecting the Community”**.

Under each Aim shown are the departments that are working towards achieving that particular aim and behind that are the Action Plans for each department listing the lead department, lead officer appointed to progress the project, the date the project commenced and the percentage progress reported quarterly throughout the year and lastly the date the project or action point was completed. In the event that a project or action point was not completed in the service plan year then this has been carried over into next years service plan for completion.

Performance against the national statutory Performance Indicators, Local Performance Indicators and Brigade Performance Indicators is also shown and how we compare with all other Scottish Brigades is included.



“PROTECTING THE COMMUNITY”

OUR MISSION STATEMENT

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

Performance & Finance

Technical Services

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 2003-04

- Tackle the number of fires by a greater involvement of operational firefighters in Community Fire Safety initiatives
- Reduce the risk to life for vulnerable groups in our communities by having closer links through visits, talks and participation in public events
- Vigorously enforce fire safety legislation to protect lives, property and the hazardous consequences to the environment

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 Officers also investigate the causes of fires.

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED
				1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Fire Safety Dept								
1.1 Formulate and implement Department Resource allocation recording system	FS	Cmdr FS		0	0	0	0	C/F
1.2 Formulate and implement Fire Safety Policy and strategy to be endorsed by Fire Board	FS	Cmdr FS	11/03	0	0	90	100	01/04
1.3 Collaborate with Operational Divisions and Technical Services to assist in the development of operational salvage plans for heritage properties and inclusion on the Vehicle Mounted Data System	FS	DO FS B	BF 2002	50	50	50	100	03/04
1.4 Collaborate with Operational Divisions and Technical Services Department and Tayside Police to develop robust system for collecting and passing on information collected during Fire Safety Inspections and Visits and inclusion on the Vehicle Mounted Data System	FS	DO FS A	12/03	0	0	10	10	C/F
1.5 Formulate policy and strategy for disseminating information from Fire Investigations for the benefit of operational personnel and inclusion on the Vehicle Mounted Data System	FS	Cmdr FS		0	0	0	0	C/F
1.6 Formulate policy and introduce specialist advice for young temporary and seasonal workers and liaise with persons in control of such sites and other relevant agencies	FS	DO FS B	BF 2002	45	45	45	100	02/04
1.7 Formulate policy and strategy in support of a National Domestic Sprinkler Bill for Scotland including collaboration with constituent Local Authorities and other Brigades	FS	Cmdr FS	09/03	0	10	10	100	03/04
1.8 Investigate possible funding for Fire Safety Projects from Government and Private Sources	FS	Cmdr FS	07/03	20	30	50	100	03/04
1.9 Formulate policy and strategy on Fire Safety Agency work undertaken by the Brigade ie licensing, trading standards etc	FS	DO FS A	04/03	10	10	40	100	01/04
1.10 Review contents of Fire Safety Manual and progress electronic storage within the Information Strategy Group Forum	FS	DO FS A	04/03	30	60	90	100	01/04

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED
				1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Fire Safety Dept Cont'd								
1.11 Adopt CACFOA Policy and Strategy document to collaborate with other agencies to reduce unwanted fire calls from malicious and automatic fire alarm sources and establish a database for unwanted fire call management	FS	DO FS B	BF 2002	70	70	70	70	C/F
1.12 Establish training packages for use by FS & CFS Officers to increase public safety from fire	FS	ADO FS B	BF 2002	70	75	80	100	01/04
1.13 Implement formal internal fire investigation training for nominated Fire Investigation Officers	FS	DO FS A	Bf 2002	50	60	70	100	02/04
1.14 Initiate training programme for all operational Junior Officers in fire investigation	FS	DO FS A	BF 2002	50	80	80	90	C/F
1.15 Carry out a Best Value Service Review of the provision of Computer Aided Drawing (CAD) services	FS	DO FS A	04/03	60	70	70	100	01/04
Community Fire Safety								
1.16 Review existing Community Fire Safety (CFS) Policy and Strategy	FS	DO FS B	04/03	75	80	90	100	01/04
1.17 Formulate a Community Fire Safety Plan and strategy to be endorsed by Fire Board	FS	Cmdr FS	06/03	0	50	90	100	01/04
1.18 Develop data system within the forum of the Information Strategy Group for Operational Personnel to target those at risk and allow resources to be effectively deployed	FS	DO FS B	BF 2002	90	90	90	100	03/04
1.19 Develop data recording system and methodology within the forum of the Information Strategy Group to measure outcomes of CFS initiatives including cost benefit analysis	FS	DO FS B	05/03	80	90	100	100	08/03
1.20 Identify and source specific budget for CFS activities	FS	DO FS B	04/03	100	100	100	100	03/04
1.21 Develop recording system to identify take up or otherwise of National Community Fire Safety Centre initiatives	FS	DO FS B	04/03	90	90	90	100	01/04
1.22 Continue to develop protocol with BT Scotland and Tayside Police to reduce malicious fire calls	FS	DO FS B	BF 2002	75	75	75	100	03/04
1.23 Develop strategy for provision of CFS signage and livery for brigade vehicles and stationery in collaboration with Technical Services	FS	DO FS B	05/03	50	60	60	100	01/04
1.24 Develop corporate promotional information for CFS activities including identified Brigade stationary	FS	Cmdr FS	04/03	10	10	20	20	C/F

AIM 2 INTERVENTION

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

KEY TARGETS FOR 2003-04

- Enhance our ability to deal with fires and other emergencies by making use of the latest technology and most up to date equipment
- Review our attendance times to incidents, methods of call handling and our weight of attack to maximise our operational capability
- Develop closer links and collaborate with other emergency services, local authorities and neighbouring brigades to improve our interoperability

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.

Technical Services

All emergency calls which require the attendance of the Brigade are received and handled by personnel within the Brigades 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. Technical Services also maintains all of the Brigade's operational equipment, property and communications infrastructure and additionally performs a research, development function for all operational equipment.

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Operations									
2.1	Develop interoperability procedures with other brigades and agencies and carry out operational validation exercises	OPS	ADO A	04/03	10	20	70	100	03/04
2.2	Carry out Best Value review of standards of fire cover for City of Dundee (B Risk)	OPS	Cmdr A		0	0	0	0	C/F to wider project
2.3	Review provision of non-rider cover and formulate policy	OPS	ADO A/B		0	0	0	0	C/F to wider project
2.4	Review structure of Operations Departments	OPS	Cmdr A/B		0	0	0	100	03/04
2.5	Within the forum of the Information Strategy Group complete installation of "HYDRA" computerised hydrant management system at Divisional Headquarters	OPS	Cmdr A/B		0	10	10	10	C/F
2.6	Review and implement Brigade wide operational availability policy and strategy	OPS	Cmdr A/B		0	0	0	0	C/F
2.7	Revise the method of collating, sharing and retrieving information relevant to operational plans in collaboration with other departments	OPS	Cmdr A/B		0	0	0	0	C/F
2.8	Review the provision of 4x4 vehicles within Brigade fleet.	OPS	Stn Cmdr B1	04/03	30	35	85	100	03/04
2.9	Review current policy for placing appliances off the run	OPS	Cmdr A/B		0	0	0	0	C/F
2.10	Formulate operational policy and strategy for Chemdata on the fireground	OPS	Cmdr A/B		0	0	0	10	C/F
Technical Services									
2.11	Formulate asset replacement policy and strategy	TS	Cmdr TS	08/03	5	10	10	50	C/F
2.12	Formulate asset maintenance policy and strategy	TS	DO TS	09/03	0	20	50	50	C/F
2.13	Carry out a Best Value Service review of the Vehicle Workshops to include: Formulate policy and strategy for replacement, procurement and disposal of vehicles, plant and equipment Formulate policy for the establishment of realistic productivity levels, regarding times, servicing inspections, minor repairs and sub-contract work Formulate a policy on the training requirements of Workshops staff Formulate a policy on management reports required to monitor all Brigade Transport matters	TS	Transport Mgr	06/02	15	50	60	100	03/04

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Technical Services Cont'd									
2.14	Carry out a Best Value service review of Fire Control	TS	DO MIS	BF 02/03	20	20	20	20	*
2.15	Formulate operational policy and strategy for Mass Decontamination in collaboration with other brigades	TS	DO TS	04/03	70	70	100	100	12/03
2.16	Evaluate replacement operational Personal Protective Equipment	TS	DO TS	04/03	30	50	70	100	03/04
2.17	Collaborate with Her Majesty's Fire Inspectorate on Procurement of heavy rescue equipment including: Hydraulic Cutting Equipment Thermal Imaging Cameras Shoring Equipment Airbags Vibrascopes Power Tools Fireground Communications	TS	DO TS	04/03	95	100	100	100	08/03
2.18	Following evaluation procure replacement Breathing Apparatus and associated equipment	TS	DO TS	04/03	85	98	98	100	02/03
2.19	Evaluate and implement computerised Breathing Apparatus records in collaboration with the Information Strategy Group working party on asset maintenance systems	TS	BA Technician		0	0	0	0	C/F
2.20	Implement a modification programme for fitting out pumping appliances to accommodate Compartment Firefighting techniques and equipment.	TS	DO TS	07/03	0	50	50	100	02/04
2.21	Implement a ladder gantry systems strategy for appliances	TS	DO TS		0	0	0	100	02/04
2.22	Establish a Service Level Agreement and a communications protocol with Scottish Water for hydrant installations, repairs and maintenance utilising the "HYDRA" system	TS	DO TS	04/03	75	90	90	100	03/04
2.23	Formulate an Ancillary Vehicle Fleet procurement policy and strategy	TS	Trans Mgr	06/02	100	100	100	100	07/03
2.24	Review the allocation and use of Ancillary Vehicle Fleet	TS	Trans Mgr		0	0	0	0	C/F
2.25	Investigate the use of alternative fuels for powering the Ancillary Vehicle Fleet	TS	Trans Mgr	07/03	95	100	100	100	08/03

* Ongoing at a national level.

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Technical Services Cont'd									
2.26	Investigate available research funding for controlling emissions from the vehicle fleet	TS	Trans Mgr	07/03	5	20	100	100	10/03
2.27	Evaluate introduction of a Vehicle Mileage Audit System for operational appliances	TS	Trans Mgr	07/03	5	5	5	5	C/F
2.28	Formulate a Rescue Pump policy and strategy	TS	DO TS	08/03	0	50	75	100	02/04
2.29	Formulate operational line rescue policy and strategy and collaborate with other brigades	TS	DO TS	09/03	0	15	90	90	C/F
2.30	Formulate operational Positive Pressure Ventilation policy and strategy collaborating with other brigades	TS	DO TS	09/03	0	0	90	90	C/F
2.31	Formulate replacement operational Personal Protective Equipment policy and strategy collaborating with other brigades	TS	DO TS	09/03	0	0	75	100	03/04
2.32	Formulate replacement operational Water Rescue policy and strategy collaborating with other brigades and agencies	TS	DO TS	09/03	0	20	90	90	C/F
2.33	Establish and co-ordinate a project team for the Fire Link Project	TS	DO MIS	06/03	0	10	100	100	03/04
2.34	Ensure reliability and resilience of existing communication infrastructure until introduction of Fire Link Project	TS	DO MIS	04/03	20	40	90	100	03/04
2.35	Establish and chair a Vehicle Mounted Data System user group to facilitate development of existing system to enhance the support to operational crews including: <ul style="list-style-type: none"> • 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 	TS	DO MIS	04/03	20	30	50	100	03/04
2.36	Formulate policy and strategy for efficient and effective emergency call handling, mobilising and radio and telephony communications.	TS	ADO MIS	09/03	0	0	75	100	03/04

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Technical Services Cont'd									
2.37	Ensure Command and Control mobilising software systems are fully supported	TS	IT Mgr	04/03	0	20	80	100	03/04
2.38	Review Command and Control communications infrastructure	TS	IT Mgr	04/03	0	10	80	100	03 /04
2.39	Review the Vehicle Mounted Data System (VMDS) to enable: Migration from an obsolete platform Piloting of automated transfer of updates	TS	IT Mgr	04/03	0	40	40	40	C/F
2.40	Review and rationalise all Brigade wide electronic management information systems	TS	IT Mgr	04/03	0	15	50	100	03/04
2.41	Develop an Information Technology Help Desk for all Brigade users	TS	IT Mgr	04/03	0	95	100	100	10/03
2.42	Perform an audit of all Information Technology hardware and software systems	TS	IT Mgr	04/03	0	30	100	100	10/03
2.43	Review arrangements in place for interpreting service for Command and Control personnel	TS	ADO MIS	09/03	0	80	98	100	02/04
2.44	Formulate appliance replacement policy based on dynamic age profile	TS	Transport Mgr	06/02	100	100	100	100	6/03
2.45	Include Special Incident plans in Brigade Orders	TS	ADO MIS	BF 2002	50	50	50	100	02/04
2.46	Formulate operational policies on Mass Decontamination.	TS	DO TS	04/03	70	70	100	100	12/03
2.47	Review hydrant maintenance policy	TS	DOTS	BF 2003	0	0	20	100	03/04
2.48	Carry out refit of Operational Support Unit	TS	DO TS	04/04	50	100	100	100	09/03
2.49	Fit out Foam Support Unit	TS	DO TS	09/03	0	70	100	100	12/03
2.50	Formulate Mobilising Policy for Foam Support Unit	TS	DO TS	10/03	0	20	100	100	12/03
Information Strategy Group									
2.51	Formulate an Information Systems Strategy	TS	DO MIS	09/03	5	5	5	5	C/F
2.52	Formulate an Information Technology Strategy including a review of 7 year replacement programme	TS	IT Mgr	04/03	5	40	70	100	03/04
2.53	Consider outcome of Brigade Information Systems Strategy and specify ownership of key systems to appropriate senior staff	TS	Cmdr TS	09/03	0	0	30	30	C/F

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED
				1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Information Strategy Group Cont'd								
2.54 Establish Working Group(s) to consider Brigade wide implementation of:- <ul style="list-style-type: none"> • IT requirements to support operational training on wholetime stations • IT based recording system for Training for Competence • Personnel Information Software System • Vector Command Training • IT requirements for Perth Training Facility • Upgrade of Mobilising IT equipment on stations • Governments 'e' learning initiative 	TS	Cmdr TS	04/03	10	30	75	100	03/04
2.55 Develop and maintain other manageable and efficient Working Groups to progress Information Strategy Group initiatives	TS	Cmdr TS	04/03	25	50	75	100	03/04
2.56 Provide a forum for all departments to work together where appropriate to progress Management Information Systems on a structured, cohesive and planned method	TS	DO MIS	09/03	0	0	100	100	09/04
2.57 Review the internal stakeholders needs for statistical information generated by Fire Control	TS	FCO	09/03	0	0	50	75	C/F
2.58 Consider outcome of Brigade Information Systems Strategy and specify ownership of key systems to appropriate senior staff.	TS	Cmdr TS	09/03	0	0	30	30	C/F
Longer Term Action Points								
2.59 Establish a Working Group to develop the Brigade Web Site in line with Government's initiative on Electronic Service Delivery (ESD)	TS	DO MIS	04/03	10	15	90	90	C/F
2.60 Carry out training for all Command and Control staff to raise cultural awareness	TS	ADO MIS		0	0	0	0	C/F
2.61 Continue to review ergonomic layout of fire appliances and other vehicles to address general equality requirements	TS	DO TS	07/03	0	100	100	100	03/04
2.62 Review exhaust extraction on stations	TS	Property	04/03	25	50	100	100	09/04

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 2003-04

- Provide appropriate training and development to staff with the commencement of real hot fire training at our newly built facility
- Develop family friendly policies for all staff and ensure the promotion of fairness and equality across the Brigade
- Increase the safety of our personnel by reviewing our health and safety policies to ensure best practice
- Identify and address the knowledge and skill gaps of all staff groups

Personnel Services

Personnel Services is responsible for the recruitment, training, health and safety, occupational health and discipline of all uniformed personnel of the Brigade, 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 and stores matters in the Brigade.

Corporate Services

Corporate Services is responsible for all financial, insurance, legal and administrative matters in the Brigade including liaison with the Clerk and Treasurer to the Fire Board. Other areas of responsibility include strategic human resource management issues as well as personnel issues relating to support staff.

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Corporate Services									
3.1	Collaborate with the Information Strategy Group to evaluate, implement and develop a computerised Personnel Information System	CS	HRM	04/03	25	25	50	50	C/F
3.2	Revise the flexible working hours scheme to include all manual and craft employees	CS	HRM		0	0	0	0	C/F
3.3	Collaborate with A and B Division (Operations) to formulate a Retained Firefighters Recruitment Policy and Strategy	CS	HRM		0	0	0	0	C/F
3.4	Update equality policies and strategies in line with new anti-discriminatory legislation on religion/belief and sexual orientation	CS	HRM	04/03	50	50	75	100	02/04
3.5	Implement Single Status Job Evaluation process	CS	HRM	04/03	50	50	100	100	12/03
3.6	Develop, implement and monitor system of Personal Development Reviews for all personnel	CS	HRM	05/03	10	10	10	10	C/F
3.7	Within the forum of the Information Strategy Group research and implement an electronic method of archiving historical Brigade documentation	CS	Admin Officer	04/03 Now TS Dept	25	25	75	100	01/04
3.8	Review Race Equality Scheme Action Plan	CS	HRM	05/03	25	50	50	50	C/F
3.9	Update current workforce profile of ethnic background (compare with LPI 10). Audit to be carried out by grade, rank, type of contract, pay, length of service, and other benefits	CS	HRM / Admin Officer / Equality Adviser	05/03	10	20	20	20	C/F
3.10	Collaborate with Personnel Services within the forum of the Information Strategy Group to create and install appropriate systems to meet the specific duty on employment, to monitor (by racial group): <ul style="list-style-type: none"> • staff in post • employees and applicants for employment, training and promotion • employees who receive training • employees who have performance appraisals • employees who are involved in grievances • employees who are the subject of disciplinary action • employees who cease employment due to dismissal or other reasons for leaving 	CS	HRM	07/03	10	20	20	20	C/F

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Corporate Services Cont'd									
3.11	Carry out cultural awareness training for all staff involved in Reception and General Offices	CS	Admin Officer		0	0	0	0	C/F
3.12	Update the Brigade's Equality and Fairness Orders (previously EOO) to reflect legislative changes and consider future inclusion to the Brigades intranet	CS	HRM	06/03	50	50	75	100	01/04
3.13	Monitor the progress of job evaluations within the single status job evaluation scheme.	CS	HRM	08/03	10	50	80	100	01/04
3.14	Within the forum of the Information Strategy Group consider outcome of Scottish e-procurement initiative and solutions for introduction within the Brigade.	CS	HCS	05/03 Now TS	10	10	10	10	C/F
3.15	Formulate a Procurement policy and strategy in collaboration with Technical Services Department	CS	HCS	08/03	50	50	75	100	03/04
3.16	Formulate Policy and Strategy for carrying out financial training for budget holders	CS	HCS	09/03	20	50	60	100	03/04
3.17	Review travel expenses to Residential Training Courses	CS	Financial Controller	05/03	20	50	50	100	12/03
Personnel Services									
3.18	Formulate policy and strategy to encourage recruitment applications from under represented groups	PS	DO PS	04/03	20	20	20	20	C/F
3.19	Identify true costs of injuries to personnel	PS	Safety Officer	04/03	25	25	30	30	C/F
3.20	Formulate a Promotion Policy and Strategy. Assess for its impact on race equality and consult with relevant diversity groups on final policy	PS	DO PS	04/03	0	0	0	0	C/F
3.21	Formulate an Operational Personnel Transfer Policy and Strategy. Assess for its impact on race equality and consult with relevant diversity groups on final policy	PS	DO PS	04/03	20	20	80	80	C/F
3.22	Formulate a Media Policy and Strategy (including a major incident protocol)	PS	DO PS	04/03	50	55	60	65	C/F
3.23	Within the forum of the Information Strategy Group Collaborate with Corporate Services to consolidate Brigade Orders, H&S Orders, Equal Opportunities Orders, Support Staff Employee Handbook and all Brigade Policies into 1 set of Brigade Orders and develop and implement the TROVE document management system for these Orders	PS	DO PS	04/03	10	10	10	95	C/F

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Personnel Services Cont'd									
3.24	Implement competence based training on all wholetime and four retained stations	PS	BTO	04/02	30	40	60	100	03/04
3.25	Implement the Phase II firefighter development programme	PS	BTO	04/02	90	90	100	100	08/03
3.26	Introduce SVQ's for trainee firefighters	PS	BTO	04/02	10	10	100	100	08/03
3.27	Purchase computerised incident command simulator and implement training	PS	BTO	04/02	10	10	10	100	03/04
3.28	Introduce compartment fire behaviour training	PS	BTO	04/03	80	80	80	100	03/04
3.29	Development of a return to work after leave of absence training policy	PS	BTO	04/03	60	60	60	80	C/F
3.30	Establish a working group to review policy and strategy for rope working	PS	BTO	04/03	10	10	100	100	09/03
3.31	Formulate a disclosure policy and strategy to comply with legal requirements	PS	DO PS	04/03	20	40	60	100	02/04
3.32	Formulate a freedom of information publication scheme to comply with legal requirements	PS	DO PS	04/03	20	40	60	100	02/04
3.33	Implement data protection training to comply with legal requirements	PS	DO PS	04/03	10	10	10	100	02/04
3.34	Commence a review of work place and work equipment risk assessments	PS	Safety Officer	04/03	15	15	20	30	C/F
3.35	Carry out a Best Value Service Review of Health and Safety Policy and Training Strategy	PS	Safety Officer	04/03	50	50	50	60	C/F
3.36	Review current Health and Safety policies and strategies including training to ensure current best practice and endorsement by the Fire Board	PS	BTO	04/03	50	60	70	80	C/F
3.37	Re-establish a Brigade Health and Safety Committee and set a clear policy and strategy for the committee	PS	DO PS	04/03	0	0	0	0	C/F
3.38	In collaboration with Corporate Services identify and address knowledge and skill gaps of all staff groups (Training Need Analysis)	PS	BTO	04/03	0	0	0	0	C/F
3.39	Carry out a Best Value Service Review of Training of all Staff	PS	BTO	04/03	0	0	0	0	C/F
3.40	Review the Training Division structures in anticipation of the introduction of the Integrated Personal Development System	PS	BTO	04/02	80	80	80	100	03/04

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Personnel Services Cont'd									
3.41	In collaboration with Corporate Services review current training programmes (competency and skills training) to ensure that race equality is mainstreamed into courses as appropriate	PS	BTO	04/03	10	10	10	10	C/F into Wider Project
3.42	In collaboration with Corporate Services ensure that Training staff are fully aware of, and trained in, the requirements of the General Duty (under the Race Relations (Amendment) Act	PS	BTO	04/03	10	10	10	10	C/F into Wider Project
3.43	Establish ongoing equality training programme with emphasis , initially, on racial awareness, changes under the Act and the Board's Race Equality Scheme	PS	BTO	04/03	10	10	10	20	C/F into Wider Project
3.44	Review the role and remit of the Equal Opportunities Working Group	PS	Cmdr PS	04/03	10	10	50	50	C/F into Wider Project
3.45	In collaboration with Corporate Services integrate race equality and knowledge of equality issues into all interview procedures, including promotion interviews	PS	Cmdr PS	04/03	20	20	20	20	C/F into Wider Project
3.46	Formulate a policy and review Brigade Order relating to assistance to Personnel undertaking further education.	PS	Cmdr PS	04/03	60	60	70	80	C/F into Wider Project
Technical Services									
3.47	Carry out a Best Value Service Review of the provision of Information Technology (IT) Support	TS	IT Mgr	01/04	0	5	5	100	03/04
3.48	Expand IT based training facilities on all Wholetime and Retained Stations	TS	DO MIS	04/03	33	50	60	100	03/04
3.49	Introduce European Computer Driving Licence across Brigade and liaise with the University of Abertay, Dundee, to oversee participation	TS	DO MIS	04/03	100	100	100	100	04/04
3.50	Investigate the introduction of personal identification cards utilising SMART technology and consider their widespread use across all the functions of the Brigade.	TS	DO MIS	04/03	10	10	10	10	C/F
3.51	Complete Stage I and II of Training Facilities at B1 Perth	TS	Property Mgr	01/02	100	100	100	100	05/03
3.52	Complete Stage III of Training Facilities at B1 Perth	TS	Property Mgr	03/03	30	40	50	80	C/F
3.53	Provide fitness training accommodation at A1, A3 and B1	TS	Property Mgr	08/03	100	100	100	100	05/03

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED
				1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Technical Services Cont'd								
3.54a Provide showers and changing areas at Station A3 compatible with equality agenda	TS	Property Mgr	07/03	5	95	100	100	09/03
3.54b Provide showers and changing areas at Station A1 compatible with equality agenda	TS	Property Mgr	07/03	5	20	25	100	03/04
3.55 Review and implement safety guidelines for contractors on Brigade premises	TS	Property Mgr	06/03	10	10	10	10	C/F
3.56 Formulate Policy and Strategy for the management and maintenance of property	TS	Property Mgr	06/02	50	50	50	50	C/F
3.57 Carry out a Best Value Service Review of the provision of Property Service Level Agreements	TS	Property Mgr		0	0	0	0	C/F
3.58 Carry out a Best Value Service Review of the provision of Building Cleaning/Janitorial Services	TS	Property Mgr	08/03	0	25	50	100	03/04
Long Term Action Points								
3.59 Establish SVQ's for all uniformed personnel	PS	BTO	04/03	10	10	10	15	C/F
3.60 Implement all the component parts of the Integrated Personnel Development System	PS	BTO	04/02	10	10	10	10	C/F
3.61 Consider further identified Stakeholder Consultation	PS	DO PS	04/03	80	80	90	100	02/04
3.62 Implement outcome of Training Needs Analysis	PS	BTO	04/03	10	10	10	100	03/04
3.63 Establish an IT based recording system for Competence Based Training	PS	BTO	04/03	5	5	5	5	C/F
3.64 Review the system of Quality Safety Audits	PS	Safety Officer	04/03	10	10	10	10	C/F
3.65 Review Brigade Management Structure	PS	Cmdr PS		0	0	0	100	03/04
3.66 Race Equality issues to be reviewed and integrated into all Brigade Policies and Procedures	CS	HRM	04/03	5	15	100	100	03/04
3.67 Introduce cultural awareness training for all those involved with Fire Setters Counselling	FS	Cmdr FS		0	0	0	0	C/F into Wider Project
3.68 Continue to update Job Descriptions to include responsibilities for equality and fairness at work	CS	HRM	04/03	20	50	80	100	03/04
3.69 Monitor the role of Brigade Chaplain and consider extending such roles to other religions/beliefs	PS	Cmdr PS	04/03	5	5	5	5	C/F into Wider Project

**AIM 4
PERFORMANCE**

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

KEY TARGETS FOR 2003-04

- Improve our overall performance by the introduction of an internationally recognised business excellence model
- Widen communication by keeping staff informed and consulting with them to seek their views on where improvements can be made

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

The activities of all personnel impact and have an effect on the overall performance of the Brigade. The Brigade's Best Value Group 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 Public Performance Report.

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Personnel Services									
4.1	Consider implementation of European Foundation for Quality Management (EFQM) business excellence model	PS	DO PS	04/03	20	20	100	100	08/03
4.2	Ensure Best Value reviews to be inclusive of Fire Board with members involved in the process	PS	Cmdr PS	04/03	0	0	0	100	03/04
4.3	All departments to carry out an internal stakeholder analysis of their service provision to the rest of the Brigade	PS	Cmdr PS	04/03	10	10	10	100	03/04
4.4	Formulate further Brigade Performance Indicators (BPI's)	PS	Cmdr PS	04/03	10	10	10	100	03/04
4.5	Review current Health and Safety policies and strategies to include performance	PS	Safety Officer	04/03	50	50	50	100	03/04
4.6	Conduct an Opinion Research Services staff satisfaction survey	PS	DO PS	04/03	80	80	80	100	03/04
4.7	Undertake an audit of any current service monitoring systems, identify gaps and prioritise requirements (eg recruitment, After the Fire Booklets and complaints)	PS	Cmdr PS	04/03	10	10	10	10	C/F into Wider Project
4.8	Publish clearly written summaries of all assessment, consultation and monitoring reports and distribute these widely via Public Performance Report and Brigade Website	PS	DO PS	04/03	50	50	100	100	10/03
4.9	Publish reports of all consultations and make available to interested parties	PS	DO PS	04/03	10	50	100	100	10/03
4.10	Review the distribution of annual PPR giving consideration to its distribution to a wider group of stakeholders	PS	DO PS	04/03	80	85	90	100	02/04
4.11	Produce procedural documentation and process maps to manage business continuity for all department processes	PS	DO PS	04/03	0	0	0	0	C/F into Wider Project

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED
				1ST QTR	2ND QTR	3RD QTR	4TH QTR	
Corporate Services								
4.12 Produce 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 • Leased car administration & controls • Insurance administration & controls • Course travel administration & controls • Bank Reconciliation procedures 	CS	Financial Controller	04/03	5 10 10 10 10 70 5 20 10	5 10 10 10 10 70 5 20 10	5 10 10 10 10 70 5 20 10	20 10 20 10 20 70 10 20 20	C/F
4.13 Consider the introduction of Brigade credit/procurement cards to satisfy the requirements of any e-procurement initiatives	CS	Financial Controller	05/03	90	95	95	100	12/03
4.14 Implement a BACS payment system for creditors to the Brigade	CS	Financial Controller	04/03	10	10	10	10	C/F
4.15 Formulate a Cash Security policy and strategy for Brigade wide use	CS	HCS		0	0	0	0	C/F
4.16 Add to the traditional budget setting process by developing a revenue budget structure which complies with the Best Value Accounting Code of Practice.	CS	HCS	04/03	10	n/a	n/a	n/a	Deleted. Considered not to progress.
4.17 Formulate a Brigade Corporate Governance policy and strategy	CS	HCS	08/03	0	25	80	100	03/04
4.18 In collaboration with all departments undertake an audit of any current service monitoring systems, identify gaps and prioritise requirements (eg recruitment, After the Fire Booklets and complaints)	CS	HCS		0	0	0	0	C/F into Wider Project
4.19 Publish reports of all consultation connected with the Race Equality Scheme and make available to stakeholders	CS	HCS	05/03	5	5	5	5	C/F into Wider Project
4.20 Collaborate with all departments to ensure public information is accessible and available in a range of languages appropriate to the local community (as requested). Monitor the information provided to ensure it is considered satisfactory by those using it	CS	HRM	06/03	25	25	25	100	03/04

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Corporate Services Cont'd									
4.21	Revise Equal Opportunities Monitoring Form using CRE guidelines (2001 Census), and CACFOA/HMFSI guidance	CS	HRM / Equality Adviser	06/03	100	100	100	100	11/03
4.22	Publish results of all monitoring annually as part of the Public Performance Report	CS	HRM		0	0	0	0	C/F into Wider Project
4.23	Ensure that any ORS surveys are circulated to a wide cross section of the community	CS	HCS	05/03 – now PS best value	5	5	5	100	03/04
4.24	Translate the corporate message into different languages on letter paper, compliment slips etc	CS	Admin Officer/HRM	06/03	25	25	25	25	C/F
4.25	Translate the corporate message into different languages on the Brigade Website within the forum of the Web Site Working Group	CS	Admin Officer	06/03	5	5	5	5	C/F
4.26	All departments to carry out an internal stakeholder analysis of their service provision to the rest of the Brigade	CS	HCS	07/03	10	10	10	10	C/F into Wider Project
4.27	Formulate further Brigade Performance Indicators (BPI's)	CS	HCS	04/03	25	25	25	25	C/F into Wider Project
4.28	Comparative costs of support staff to be investigated	CS	Financial Controller	07/03	50	50	50	50	C/F
4.29	Review the operation of catering funds across the Brigade in order to rationalise rates and procedures being used	CS	Financial Controller	08/03	10	10	10	10	C/F
4.30	Produce comprehensive guidance for staff on the completion and submission of travelling expense claims	CS	Financial Controller	08/03	50	50	50	50	C/F
4.31	Integrate Strategic Planning with 3 year budgeting	CS	HCS	05/03	25	100	100	100	08/03
4.32	Carry out Business Continuity Risk Assessment and develop policy and strategy and document the process	CS	HCS	04/03	75	100	100	100	07/03
4.33	Carry out an internal stakeholder analysis of the level of satisfaction with the provision of payroll services to the Brigade	CS	Financial Controller	04/03	10	10	10	10	C/F into Wider Project
Operations									
4.34	All departments to carry out an internal stakeholder analysis of their service provision to the rest of the Brigade	OPS	Cmdr A&B Div		0	0	0	0	C/F into Wider Project
4.35	Formulate further Brigade Performance Indicators (BPI's)	OPS	Cmdr A&B Div		0	0	0	0	C/F into Wider Project

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Operations Cont'd									
4.36	Create Brigade wide model template for departmental plans to include 'SMART' criteria	OPS	ADO A&B	04/03	80	80	80	100	01/04
4.37	Implement a training programme to establish ownership, contribution and audit trail of the Brigade's Service Plan and Mission Statement	OPS	DDC A&B	04/03	90	90	100	100	11/03
4.38	Produce, issue guidelines and implement systems for monitoring service users by ethnic background, gender and disability	OPS	Cmdr A&B Div Equal Ops		0	0	0	0	C/F
4.39	Publish full reports of all consultation and make available to stakeholders	OPS	Cmdr A&B Div	04/03	0	0	0	100	03/04
4.40	Integrate race equality and knowledge of equality issues into all interview procedures, including promotion interviews	OPS	Cmdr A&B Div Equal Ops		0	0	0	0	C/F
4.41	Provide cultural awareness training for firefighters whilst carrying out their duties within the community	OPS / Cmdr PS	BTO / Dep Cmdr A&B Div		0	0	0	0	C/F
4.42	Further assessment required of policies, functions, procedures to identify areas where ethnic minority groups may be affected	OPS	Cmdr A&B Div		0	0	0	0	C/F
4.43	Consider recommendations of 2002 Rural and Retained Firefighters Thematic Report	OPS	DDC B	08/03	0	10	10	10	C/F into Wider Project
4.44	Show evidence to ensure personnel aware of Sector and Safety Operations	Ops	ADO A/B	08/03	0	20	50	100	03/04
4.45	Produce procedural documentation and process maps to manage business continuity for all department processes	Ops	DDC A/B		0	0	0	0	C/F
Technical Services									
4.46	Collaborate with other brigades on procurement, research & development, specifications for equipment, supplies, vehicles & services	TS	Cmdr TS	04/03	25	50	75	100	03/04
4.47	Review Service Level Agreement with Tayside Police for Radio Workshops	TS	DO MIS	BF 2002	30	50	98	100	03/04
4.48	Consider restructuring of Stores/Workshops and other Brigade procurement functions within Technical Services to ensure Best Value	TS	Cmdr TS	04/03	60	80	90	100	03/04

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Technical Services Cont'd									
4.49	Investigate possible savings in relation to water charges	TS	Property Mgr	12/02	40	45	45	100	03/04
4.50	Collaborate with Tayside Police to re-tender all unplanned and emergency contracts	TS	Property Mgr		0	0	0	0	C/F
4.51	Review the provision of electrical maintenance work	TS	Property Mgr	12/02	90	90	100	100	07/04
4.52	Formulate an Information Technology Disaster Recovery policy and strategy	TS	IT Mgr	04/03	0	85	95	100	01/04
4.53	Consider implementation of CACFOA 'E' Fire Document	TS	IT Mgr	04/03	0	15	15	100	02/04
4.54	Consider implementation of Government targets for Electronic Service Delivery (ESD)	TS	IT Mgr	04/03	0	15	30	100	02/04
4.55	Carry out a Best Value Service Review of the provision of telephony services	TS	IT Mgr	04/03	0	10	10	100	03/04
4.56	Develop an Information Technology Storage Area Network	TS	IT Mgr	04/03	0	75	90	100	03/04
4.57	All supplies & services to meet brigade requirements and are procured in line with Best Value	TS	Cmdr TS	04/03	20	50	75	100	C/F
4.58	Investigate potential of funding via the "Modernising Government Funding 3" for appropriate projects	TS	DO MIS	04/03	15	25	25	100	02/04
4.59	Chair the Information Strategy Working Group(s) to compliment the work of the IS Group	TS	DO MIS	04/03	15	25	50	100	03/04
4.60	Collaborate with all Departments and establish a project team for the implementation of TROVE	TS	DO MIS		0	0	0	0	C/F into Wider Project
4.61	Consider restructuring of Management Information System Section and Information Technology Section within Technical Services Department to produce a more streamlined and effective service.	TS	DO MIS /IT Mgr	04/03	0	10	35	100	03/04
4.62	Extend trials of blackberry hand held devices to rationalise comms devices carried and to create more mobile workers	TS	DO MIS	10/02	20	20	20	100	03/04
4.63	Undertake an audit of any current service monitoring systems, identify gaps and prioritise requirements (eg recruitment, After the Fire Booklets and complaints)	TS	Cmdr TS	08/03	0	0	0	0	C/F into Wider Project
4.64	Publish full reports of all consultation and make available to interested parties	TS	Cmdr TS	08/03	0	0	0	100	03/04
4.65	Integrate race equality and knowledge of equality issues into all interview procedures, including promotion interviews	TS	Cmdr TS	08/03	0	0	0	0	C/F

ACTION	LEAD DEPT	LEAD OFFICER	DATE COMMENCED	PROGRESS %				DATE COMPLETED	
				1ST QTR	2ND QTR	3RD QTR	4TH QTR		
Technical Services Cont'd									
4.66	Review tendering documentation to ensure Board's most recent equality policy is included	TS	Cmdr TS / DO TS	08/03	0	90	100	100	08/03
4.67	All departments to carry out an internal stakeholder analysis of their service provision to the rest of the Brigade	TS	Cmdr TS	08/03	0	0	0	0	C/F into Wider Project
4.68	Formulate further Brigade Performance Indicators (BPI's)	TS	Cmdr TS	04/03	0	0	0	0	C/F into Wider Project
4.69	Develop system to improve Brigade Service Plan showing integration and definition of the aims, resources and allocation processes	TS	DO MIS	08/03	0	10	20	100	04/04
4.70	Produce procedural documentation and process maps to manage business continuity for all department processes	TS	DO TS	02/04	0	0	0	20	C/F into Wider Project
Fire Safety									
4.71	Produce, issue guidelines and implement systems for monitoring service users by ethnic background, gender and disability	FS	Cmdr FS		0	0	0	0	C/F into Wider Project
4.72	Publish full reports of all consultation and make available to interested parties	FS	Cmdr FS	11/03	0	0	10	100	03/04
4.73	Integrate race equality and knowledge of equality issues into all interview procedures, including promotion interviews	FS	Cmdr FS		0	0	0	0	C/F
4.74	Undertake an audit of any current service monitoring systems, identify gaps and prioritise requirements (eg recruitment, After the Fire Booklets and complaints)	FS	Cmdr FS	07/03	10	10	20	20	C/F into Wider Project
4.75	All departments to carry out an internal stakeholder analysis of their service provision to the rest of the Brigade	FS	Cmdr FS		0	0	0	0	C/F into Wider Project
4.76	Formulate further Brigade Performance Indicators (BPI's)	FS	Cmdr FS		0	0	0	0	C/F into Wider Project
4.77	Establish and maintain organisational charts of areas of Brigade External Partnerships and Collaboration.	FS	Cmdr FS		0	0	0	0	C/F into Wider Project
4.78	Produce procedural documentation and process maps to manage business continuity for all department processes	FS	DO FS A		0	0	0	0	C/F into Wider Project
Long Term Action Points									
4.79	Work with community related organisations to widen access to information and education courses	FS	Cmdr FS	07/03	10	10	10	100	03/04
4.80	Consult with ethnic minority community about translating statement of accounts into different languages	CS	Financial Controller	05/03	10	10	10	100	03/04
4.81	Mainstream equality into all Management Team and Board Reports as appropriate	CS	HCS	01/04	10	50	50	100	03/04
4.82	Ensure that as part of the standard format, equality issues are incorporated into all Service Level Agreements	CS	HCS	01/04	10	10	50	100	03/04

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 = Ops	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last Year 2003-04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
						Response Times to Fires 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.						
a. High Risk Area		80.8	85	92.3	87.5	91.78	95.3	93.54	95.2	94.09	88.8	92.3
b. Substantial Risk Area		81.5	90	93.4	90	93.53	93.4	93.47	93.7	93.54	95.2	93.4
c. Moderate Risk Area		97.2	98.7	98.5	98.7	98.99	97.38	98.19	98.9	98.42	99.2	98.5
d. Low Risk Area		95.1	98	96.9	98	99.47	97.6	98.54	94.4	97.16	95.8	96.9
e. Rural Risk Area		93.5	98	87.2	98	91.67	83.3	87.49	88.9	87.96	83.3	87.2

Note: Historically these risk areas were classified according to the property risk within each area. This method of classification is currently being reviewed as part of the Integrated Risk Management Planning Process.

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	80.8	*	*	*	94.5	*	87.6	83.2	84.7
b. Substantial	81.5	85.9	87.5	66.4	92.9	92.1	87.5	78.4	80.1
c. Moderate	97.2	94.7	97.5	95.7	98.7	95.4	97.3	97.5	97.1
d. Low	95.1	96.9	100.0	99.1	99.8	90.0	97.7	97.8	97.2
e. Rural	93.5	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 Sickness Absence This indicator covers sickness absence and is the percentage of wholetime rider shifts lost to sickness and light duties.	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last Year 2003-04							
	Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total	
	Lead Dept = PS											
a. Rider shifts lost due to sickness & light duties	6.9	6.5	6.2	6.5	5.3	7.3	6.3	5.9	6.2	6.3	6.2	
b. Rider shifts lost due to sickness only	6.8	6	5.8	6	4.8	7.1	5.95	5.3	5.7	5.9	5.8	
c. Rider shifts lost due to light duties only	0.1	0.5	0.4	0.5	0.5	0.2	0.35	0.7	0.5	0.4	0.4	
d. All other staff time lost to sickness absence	5.6	4.5	4.4	4.5	3.1	3.4	3.25	5.3	3.9	5.4	4.4	

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	6.9	6.3	5.5	6.8	6.7	5.0	7.3	7.4	6.4
b. Rider shifts lost due to sickness only	6.8	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	0.1	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	5.6	5.3	4.4	2.8	4.3	3.2	5.6	8.2	6.1

STATUTORY PERFORMANCE INDICATORS CONT'D

Statutory Indicator SPI 3 Call Response Time The percentage of calls handled by Control staff within set time limits.	Lead Dept = TS		Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last Year 2003-04					
	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	69.8	68.55	69.1	7.90	69.96	68.9	69.5
b. Handled within 2 minutes	24.7	25	95.6*	96.3 *	96.1	95.38	95.66	95.9	95.9	95.3	95.6	

* For 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.

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

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

	Tayside (%)	Central (%)	Dumfries & Galloway (%)	Fife (%)	Grampian (%)	Highland & Islands (%)	Lothian & Borders (%)	Strathclyde (%)	All Scotland (%)
Handled in less than 1 minute	71.6	69.7	**	68.3	78	66.6	60.4	49.4	58
Handled between 1 and 2 minutes	24.7	25.2	**	28.5	20.5	29.5	34.7	41.7	35.5
Handled in 2 minutes or more	3.7	5.1	**	3.2	1.5	3.9	4.9	8.9	6.5

** No figures available

STATUTORY PERFORMANCE INDICATORS CONT'D

Statutory Indicator SPI 4	Lead Dept = FS	Performance For 2002-03 (Number)		Performance For 2003-04 (Number)		Actual Performance For Last Year 2003-04						
		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.		2.3	2.7	2.25	2.2	1.85	2.88	2.36	2.47	2.4	1.75	2.25

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 over the last 5 years	3.0	2.2	1.9	1.4	2.7	1.6	3.3	4.2	3.3

Statutory Indicator SPI 5	Lead Dept = FS	Performance For 2002-03 (Number)		Performance For 2003-04 (Number)		Actual Performance For Last Year 2003-04						
		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.		13.2	15.5	13.29	13	11.2	13.57	12.38	14.4	13	13.1	13.29

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 over the last 5 years	15.3	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 this 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 1	Lead Dept = CS	Performance For 2002-03 (Number)		Performance For 2003-04 (Number)		Actual Performance For Last Year 2003/04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
Budget Performance Monthly analysis of budget performance (1 analysis per month).												
No analysis carried out in first 3 months		9	9	9	9	N/A	3	3	3	3	3	9

Local Indicator LPI 2	Lead Dept = TS	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last Year 2003/04						
		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	100	100	100	100	100	100

LOCAL PERFORMANCE INDICATORS CONT'D

Local Indicator LPI 3	Lead Dept = FS 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.	Performance For 2002-03 (Days)		Performance For 2003-04 (Days)		Actual Performance For Last Year 2003-04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		9.5	60	2.5	9	1	0	0.5	0	0.3	0	2.5

Local Indicator LPI 4	Lead Dept = FS Fire Certificate Issue Average time from date of final inspection and preparation of Fire Certificates to date of issue expressed in days	Performance For 2002-03 (Days)		Performance For 2003-04 (Days)		Actual Performance For Last Year 2003-04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		152	92	109	90	117	78	97.5	123	106	148	109

Local Indicator LPI 5	Lead Dept = FS Hotel & Boarding Inspections Percentage of annual target met for the inspection of Hotels and Boarding Houses.	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last Year 2003-04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		64	80	83	80	18	25	43	19	62	21	83

LOCAL PERFORMANCE INDICATORS CONT'D

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

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

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

LOCAL PERFORMANCE INDICATORS CONT'D

Local Indicator LPI 9	Lead Dept = Ops	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last Year 2003-04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
Confidence Levels Percentage of occasions when confidence levels are achieved by category of station.												
a. Wholetime		98.59	97	97.92	99	99.02	97.85	98.43	98.27	98.38	98.62	97.92
b. Retained		95.60	97	96.23	97	96.78	95.69	96.23	95.93	96.23	96.47	96.23
c. Volunteer		90.63	97	96.77	97	100	100	100	95.65	95.65	100.00	96.77

Local Indicator LPI 10	Lead Dept = PS	Performance for 2002-03 (last year) (%)		Target for 2003-04 (%)		Actual Performance For Current Year 2003-04													
		Female	Ethnic	Female	Ethnic	1st Qtr		2nd Qtr		Cumulative Average		3rd Qtr		Cumulative Average		4th Qtr		Annual Total	
						F	E	F	E	F	E	F	E	F	E	F	E		
a. Wholetime Personnel		8.11	2.67	8	2	n/a	n/a	n/a	n/a			n/a	n/a			n/a	n/a	n/a	n/a
b. Retained Personnel		8.85	0.0	7	0.2	n/a	n/a	3.6	0.0			n/a	n/a			n/a	n/a	3.6	0.0
c. Volunteer Personnel		0.0	0.0	5	0.1	n/a	n/a	n/a	n/a			n/a	n/a			n/a	n/a	n/a	n/a
d. Control Personnel		0.0	0.0	60	0.5	60.4	3.4	n/a	n/a			n/a	n/a			n/a	n/a	60.4	3.4
e. Support Personnel		10.0	0.0	30	0.5	n/a	n/a	96.7	0.0			53.3	0.0			69.6	0.0	74.7	0.0

LOCAL PERFORMANCE INDICATORS CONT'D

Local Indicator LPI 11	Lead Dept = PS	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last year 2003-04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
EFAD Drivers Percentage of LGV driver by category who are EFAD trained.												
a. Wholetime		91	90	92.03	90	95.2	90.3	92.75	91	92.2	91.5	92.03
b. Retained		97	90	94.7	90	95.9	95.2	95.55	94.9	95.3	92.8	94.7
c. Volunteer		87	90	84	90	86.7	85.7	86.2	86.7	86.4	76.9	84

Local Indicator LPI 12	Lead Dept = TS	Performance For 2002-03 (Days)		Performance For 2003-04 (Days)		Actual Performance For Last Year 2003-04						
		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 Stores demand to issue expressed in working days.												
a. Stock Item (within 1 working day)		0.45	1	1	1	1	1	1	1	1	1	1
b. Non Stock Item (within 5 working days)		N/A*	5	5	5	5	5	5	5	5	5	5

Local Indicator LPI 13	Lead Dept = TS	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last Year 2003-04						
		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.												
		91	90		98	98	90	94	84	90.6	79	87.8

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 1	Lead Dept = Ops Retained Personnel Performance Profile Measurement of retained personnel performance against set targets of minimum attendance.	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last Year 2003-04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
a. 100% Available Retained Personnel (Min 61%)		72.80	82	74.14	82	78.3	70.29	74.29	73.84	74.14	*	74.14
b. 75% Available Retained Personnel (Min 50%)		56.37	79	57.02	70	54.8	56.77	55.78	59.51	57.02	*	57.02

* Figures not available

Brigade Indicator BPI 2	Lead Dept = PS Personal Accident & Injury Statistics The number of accident injury forms submitted and analysed to identify factors which contribute to overall accident and injury levels.	Performance For 2002-03 (Number)		Performance For 2003-04 (Number)		Actual Performance For Last Year 2003-04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
a. Operational Incidents		57	40	62	40	11	29	20	11	17	11	62
b. Fitness training		23	30	2	20	1	1	1	0	0.6	0	2
c. Non-Operational Incidents		17	45	14	20	4	5	4.5	2	3.7	3	14

BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 3	Lead Dept = PS	Performance For 2002-03 (Number)		Performance For 2003-04 (Number)		Actual Performance For Last Year 2003-04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
						0	2	1	1	1	0	3
Number of Formal Complaints Received by the Brigade		4	0	3	0	0	2	1	1	1	0	3

Brigade Indicator BPI 4	Lead Dept = PS	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last Year 2003-04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
						25	48	36.5	44	39	201	318 (39%)
Fitness Tests The number of fitness tests carried out against set targets. (Wholetime – 2 per year) Maximum Theoretical Tests = 818 (Retained – 1 per year) Maximum Theoretical Tests = 276		368 (45%)	90	318 (39%)	90	25	48	36.5	44	39	201	318 (39%)
a. Number of wholetime fitness tests carried out		174 (63%)	90	95 (34%)	90	11	60	35.5	24	31.7	0	95 (34%)
b. Number of Retained fitness tests carried out												

Brigade Indicator BPI 5	Lead Dept = PS	Performance For 2002-03 (Number)		Performance For 2003-04 (Number)		Actual Performance For Last Year 2003-04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
						15	22	18.5	19	19	16	72
Vehicle Accidents The number of vehicle accidents		57	25	72	40	15	22	18.5	19	19	16	72

BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 6	Lead Dept = TS	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last Year 2003-04						
		Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
6.1 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		99.5	100	100	100	200	100	99	99.6
b.	Actioned outwith 24 hours	4 (0.5%)	5		0.5	0	0	0	5	0	1	3
c.	Total TRS/6 defects actioned	927 (100%)	100		100	100 (260)	100 (280)	100 (270)	100 (205)	100 (260)	100 (281)	100
6.2 Time taken from notification of defect to repair being completed												
a.	Percentage of mechanical defects out of all works actioned	*	*		85	67	62	64.5	87	67	69	71.3
b.	Percentage of accident defects out of all works actioned	*	*		10	18	21	19.5	0.49	18	16	13.9
c.	Percentage of TRS/6 forms submitted that fall into neither category ie suggestions/improvements	*	*		5	15	17	16	12.51	15	15	14.9

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

BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 7	Lead Dept = TS	Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last Year 2003-04						
		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 Property Section until fault has been assessed and remedial course of action sanctioned.											
a.	Actioned within 24 hours	554 (99.3%)	99	99.5	99	100	100	100	98	99.3	100	99.5
b.	Actioned outwith 24 hours	4 (0.7%)	1	0.4	1	0	0	0	2	0.6	0	0.4
c.	Total property defects actioned	558 (100%)	100	478	100	138	125	131	100	121	115	478
7.2	Time taken from notification to rectification of health & safety defects.											
a.	Completed within 24 hours	*	*	80.1	100	62.5	83	73	100	81.8	75	80.1
b.	Completed outwith 24 hours	*	*	13.6	0	37.5	17	27	0	18.1	0	13.6
7.3	Percentage of health and safety defects out of all works actioned.	*	*	5.5	5	8.6	4.8	6.7	5	7.3	3.5	5.5
7.4	Percentage of operational defects out of all works actioned.	*	*	6.2	10	14	8	11	0	7.3	2.6	6.2
7.5	Percentage of all defects which are actioned within agreed timescales.	*	*									
a.	H&S Wind and Watertight/Operational – 24 hours	*	*	85.8	100	76.2	95.5	86	100	90.5	71.4	85.8
b.	Other Building Fabric defects not urgent – 2 weeks	*	*	95.4	100	88.6	98.6	93.6	100	95.7	94.4	95.4
7.6	Items of an improvement nature inappropriately requisitioned by means of building defect form and returned to Division/relevant department for consideration.	*	*	2.5	5	3.2	3.2	3.2	0	2.1	3.5	2.5

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

BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 8	Lead Dept = FS	Performance For 2002-03 (Number)		Performance For 2003-04 (Number)		Actual Performance For Last Year 2003-04						
						1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		Actual	Target	Actual	Target							
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.												
a. False Alarm – Fire Signal		1587	1500	1676	1500	370	366	368	440	392	416	1676
b. False Alarm – Good Intent		104	65	94	100	22	19	20.5	29	23.3	16	94
c. False Alarm – Malicious		119	100	129	100	32	17	24.5	32	27	44	129
d. False Alarm – Apparatus		1102	1040	1236	1040	257	331	294.5	287	291.6	285	1236
e. False Alarm Actuations – Total		2912	2705	3135	2740	681	733	707.5	788	734	761	3135

Brigade Indicator BPI 9	Lead Dept = FS	Performance For 2002-03 (Days)		Performance For 2003-04 (%) *		Actual Performance For Last Year 2003-04						
						1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total
		Actual	Target	Actual	Target							
Task Completion Times												
The time taken by administrative support department to complete allocated admin tasks. This is to measure the efficiency of the administrative support function within the Brigade expressed in working days.												
a. General		2.5	1.8	91	95	93	89	91	88	90	94	91
b. Fire Safety		3.7	3.8	78	95	75	80	77.5	82	79	74	78

* Target changed from days to %

BRIGADE PERFORMANCE INDICATORS CONT'D

Brigade Indicator BPI 10 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.	Lead Dept = CS		Performance For 2002-03 (%)		Performance For 2003-04 (%)		Actual Performance For Last Year 2003-04					
	Actual	Target	Actual	Target	1st Qtr	2nd Qtr	Cumulative Average	3rd Qtr	Cumulative Average	4th Qtr	Annual Total	
	a. Ops (A Div)	71	100	70	100	80.6	83.5	82.1	82.07	82.06	68	70
b. Ops (B Div)	51	100	47	100	50	70.9	60.5	61.11	60.67	35	47	
c. Personnel Services	73	100	42	100	100	0	50	100	66.67	100	42	
d. Technical Services	63	100	79	100	100	84.6	92.3	72.73	85.78	88	79	
e. Fire Safety	83	100	45	100	60	50	55	0	36.67	50	45	
f. Corporate Services	83	100	77	100	100	44.4	72.2	87.5	77.3	100	77	

BEST VALUE SERVICE REVIEWS

A Best Value service review is a thorough examination of what the service is and how it can best be provided. The review is based on the objective of continuously improving services in terms of quality, user satisfaction and cost. Each service review must fundamentally examine the service provided in accordance with the Government's criteria of **Challenge, Compare, Consult, Compete** and will be expected to address these 4 key areas (The 4 C's).

Challenge

The review must fundamentally **challenge** why the Brigade is providing the service, the level of service provision and the standards that are set for that service.

Compare

Each review will be expected to provide meaningful **comparisons** between the Brigade's current performance and those of other providers in the public, private and voluntary sectors.

Consult

Each review should involve meaningful **consultation** with service users, staff and other stakeholders in the service as far as practicable.

Compete

The Brigade is committed to reviewing the way in which a service is delivered (including subjecting the service to **competition**) where this can be expected to deliver improvements in performance.

The Brigade developed a 5 year service review programme following an analysis of each of its department's strengths and weaknesses. Full details of the 5 year review programme are outlined overleaf.

Our review programme will be re-examined each year in light of any further information from our stakeholders including the Accounts Commission, Her Majesty's Fire Service Inspectorate on our overall performance.

OUR BEST VALUE SERVICE REVIEW PROGRAMME

For this business year we said we would carry out the following list of Best Value Service Reviews:

Review Programme	Result
<ul style="list-style-type: none"> Review the standard of Fire Cover for the city of Perth 	<ul style="list-style-type: none"> Now incorporated into the wider ongoing process of Integrated Risk Management Planning.
<ul style="list-style-type: none"> Review our Health & Safety Policy and Training 	<ul style="list-style-type: none"> Carried forward to next years programme.
<ul style="list-style-type: none"> Review the provision of property service level agreements 	<ul style="list-style-type: none"> Carried forward to next years programme to coincide with Tayside Police.
<ul style="list-style-type: none"> Review our Community Fire Safety Strategy 	<ul style="list-style-type: none"> Completed – safety in our community has been improved with more involvement and closer links to at risk groups. CFS strategy reviewed to ensure more effective delivery of service to the communities served by the Brigade.
<ul style="list-style-type: none"> Review the provision of telephony services 	<ul style="list-style-type: none"> Completed – new switchgear installed and direct dialling to individuals desks now available.
<ul style="list-style-type: none"> Review the provision of CAD services 	<ul style="list-style-type: none"> Completed – outcome incorporated into Brigade restructure programme.
<ul style="list-style-type: none"> Review the provision of Fire Control 	<ul style="list-style-type: none"> Ongoing at a National Level.
<ul style="list-style-type: none"> Review the provision of Vehicle Workshops 	<ul style="list-style-type: none"> Completed – aspects of identified work practices to be adjusted.
<ul style="list-style-type: none"> Review the provision of Training of all Staff 	<ul style="list-style-type: none"> Incorporated into ongoing work on IPDS.
<ul style="list-style-type: none"> Review the provision of Cleaning/Janitorial Staff 	<ul style="list-style-type: none"> Completed – any new janitorial staff now employed and provided by Tayside Contracts.
<ul style="list-style-type: none"> Review the provision of IT Support 	<ul style="list-style-type: none"> Completed – more effective arrangements made.

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

For this business year we said we would carry out further stakeholder consultation. In our Service Plan we identified 2 Groups of individual stakeholders from whom we were keen to hear their views on how the brigade is performing.

As a result of the national industrial dispute affecting all brigades it was deemed inappropriate at this time to carry out this stakeholder consultation survey. The survey was a staff satisfaction survey which sought to determine if our staff are satisfied in their organisation and if not, why not. It is still our intention to fully involve staff in the consultation process and other methods of consultation are currently under consideration.

Survey

1. General Public on Community Fire Safety issues
2. Internal staff satisfaction surveys

Result

The outcome of the survey is being considered and will form no basis of future Community Fire Safety Initiatives.

A survey questionnaire has been drawn up and will be issued imminently.