

Tayside Fire and Rescue Board



Protecting The Community

Towards a Safer Tayside

Consultation Document

November 2006

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Young firefighter's scheme in Perth.

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CONSULTATION

Have Your Say

This consultation document has been produced by Tayside Fire and Rescue Board and represents proposals for our third year of actions. It will build on the work of our previous action plans to enable us to provide the highest standard of fire safety and emergency response services to all the communities we serve.

Our vision is for safer communities. The proposals contained within this consultation document are being considered in order to improve the effectiveness of the services delivered by Tayside Fire and Rescue.

We are keen to hear your views on our proposals before finalising our strategies and action plans.

There are a number of ways in which you can comment on the proposals contained within this document:

- * Via the enclosed questionnaire and Freepost envelope
 - * Via our on-line questionnaire which can be found on our website at www.taysidefire.gov.uk and following the IRMP links.
 - * By e mail to consult@taysidefire.gov.uk
 - * By telephoning the IRMP team on **01382 322222 extension 6239** during office hours.
 - * Outwith office hours, you can leave a message on **01382 817669**.
- Tayside Fire and Rescue will manage the consultation process on behalf of the Board and everyone who responds will receive a letter of acknowledgement stating that their comments have been received and are being considered.

The consultation period will close on 12th February 2007. After this date, we will evaluate and formally consider all responses prior to finalising our plans.

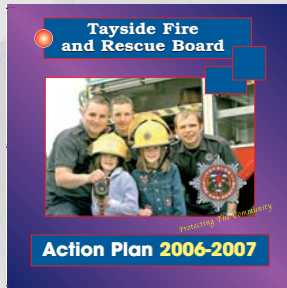
What Happens Next?

Having considered your comments, we will publish our Towards a Safer Tayside Action Plan 2007-2008 document in March 2007. This will be our action plan for the forthcoming year.

This does not mean that we will implement all of our proposed changes on that day. As stated in the document, any changes must be based on sound evidence. Providing robust evidence will be relatively easy in some cases, however, it may take considerably longer in others. We will continue to collate information and statistics, which will help us to ascertain the viability of pursuing our proposed initiatives.

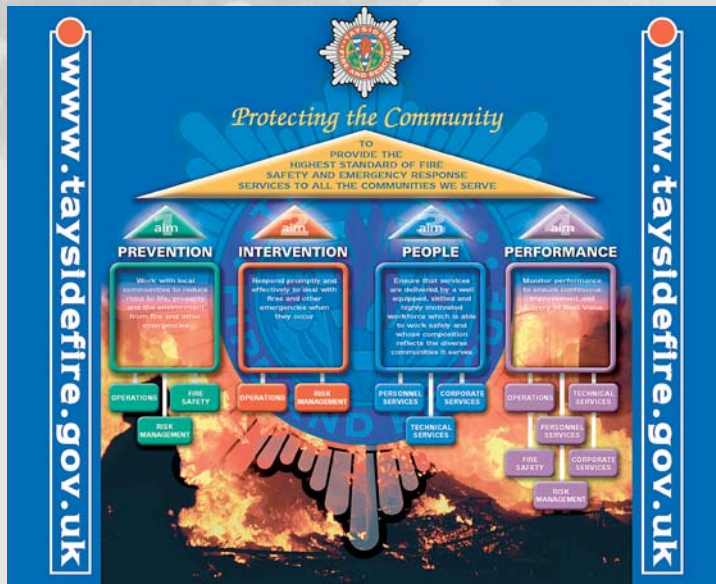
Formal progress reports will be considered by Tayside Fire and Rescue's Management Team, who will in turn, update the Fire and Rescue Board on a regular basis.

We intend to progress these initiatives in an open and transparent manner, therefore, we propose to carry out further consultation exercises. This will help us to provide services that meet our stakeholders' expectations.



Last year's Action Plan.

OUR MISSION & AIMS



FOREWORD



*Stephen Hunter,
Chief Fire Officer,
Tayside Fire
and Rescue.*

TAYSIDE FIRE AND RESCUE BOARD recognises that the most effective way of protecting the communities we serve is by working closely with all of these communities to prevent fires and other emergencies from happening in the first place. The consequences of fire on those involved is devastating. A greater understanding within communities of the underlying societal causes of fires, and the dangers posed by them, along with a greater awareness of the benefits of installing smoke alarms and sprinkler systems and of the actions to take on discovering a fire, will continue to contribute to a reduction in the unacceptably high levels of deaths and injuries caused by fire.

This increase in community focussed prevention activities has not been at the expense of the emergency response role of the Service. This is also continuing to be developed to ensure we are able to deal with a wider range of emergency situations.

Continuous assessment of our performance enables us to identify further initiatives to build upon the changes which have already taken place, and further develop the services we deliver and the way we deliver these services. This Consultation Document contains our proposals for the provision of more effective community safety and emergency response services which will contribute Towards a Safer Tayside.



*Deputy Lord Provost,
Bailie Charles Farquhar
OBE, JP, DL, Convener,
Tayside Fire and
Rescue Board.*

INTRODUCTION

IN SEPTEMBER 2004, Tayside Fire and Rescue Board published the first 'Towards a Safer Tayside' Integrated Risk Management Plan (IRMP). The objectives of the IRMP were:

- To reduce the loss of life from fires and other emergencies;
- To reduce the number and severity of injuries in fires, road traffic collisions and other emergencies;
- To reduce the number of fires, road traffic collisions and other emergencies;
- To reduce the commercial, economic and social impact of fires and other emergencies;
- To safeguard the natural and built environment and heritage;
- To provide value for money.

The 2007/08 Consultation Document, the third Integrated Risk Management Plan, is part of the continuous improvement process embedded in the IRMP principles. It provides an assessment of the risks to the community from fires and other emergencies and proposes how Tayside Fire and Rescue aims to tackle these risks to the community by providing an effective response to reduce the risk.

Legislative changes in recent years, with the enactment of the Fire (Scotland) Act 2005 and the publication of the Scottish Fire and Rescue Service Framework contained changes to the way we deliver our services.

Fire (Scotland) Act 2005

This Act introduced a new framework to ensure fire and rescue services are better positioned to meet modern demands and challenges. The Act affirms new principles, placing prevention at the heart of what the fire and rescue service does, for example by creating a new duty for all fire and rescue services to promote Fire Safety and other powers to help create safer communities, particularly, the most vulnerable in society

The new legislative package covers existing activities, such as rescue from fires and road traffic collisions, but also allows for roles in other emergencies and responding to the advent of a terrorist threat. Importantly, the Fire (Scotland) Act provides flexibility to provide other functions should the role of the fire and rescue service change in the future.

Scottish Fire and Rescue Framework for Scotland 2005

The Scottish Executive is responsible for setting clear priorities, objectives and guidance for Scottish fire and rescue services. The Scottish Fire and Rescue Service Framework for Scotland 2005 articulates this by making clear:

- The Scottish Executive's expectations for the fire and rescue service;
- What central government support will be available to help the service achieve those goals.

The Framework also recognises the unacceptably high level of deaths due to fire in Scotland, and, through measures and initiatives implemented in the new promotion of the Fire Safety duty, it is hoped that these figures can start to show a downward trend.



Civil Contingencies Act 2004

The Civil Contingencies Act and accompanying regulations will deliver a single framework for Civil Protection in the United Kingdom to meet the challenges of the twenty-first century. The Act is separated into two substantive parts:

- Local arrangements for Civil Protection (Part 1); and
- Emergency powers (Part 2)

As Category 1 responders, Tayside Fire and Rescue has a legal duty to undertake Risk Assessments and publish them in the form of a Community Risk Register, working in collaboration with other Category 1 responders. It also recommends that local authority bodies, including Police, Fire and Rescue and Ambulance Services develop and maintain Business Continuity Management plans to prepare for any interruption to operations. Tayside Fire and Rescue has completed these plans and will develop and maintain them in the course of our legal responsibilities.



Community Risk Register.

Performance Audit of the Scottish Fire and Rescue Authorities

Audit Scotland carried out a performance audit within Tayside Fire and Rescue in May of this year on behalf of the Accounts Commission under section 97A of the Local Government (Scotland) Act 1973.

The audit focussed on the extent to which fire and rescue authorities are achieving the objectives of reform and in particular they will identify whether IRMP's are effectively supporting the change in emphasis from intervention to prevention and provide an assessment of how reform is reflected in the culture of the organisation.

The performance audit reviewed the extent to which fire and rescue authorities are effectively changing and, in particular, the study reviewed performance in:

- Strategic Management
- Prevention and Risk Management
- Financial Management
- Workforce Management
- Management of Operational Business
- Communications

The results of the audit are expected in December of 2006, when the reports of all Scottish fire and rescue services will be made available by Audit Scotland.

Recommendations received from the auditors will be considered in due course and will be included in future Action Plans.



Performance Audit Submission Document May 2006.

PREVENTION

Strategic Objectives

WHAT THE BOARD AIMS TO DO:—

- SO1** Reduce the number of deaths and injuries due to fires, road traffic collisions and other emergencies.
- SO2** Reduce the number of fires, road traffic collisions and other emergencies.
- SO3** Protect our communities through the enforcement of fire safety legislation, and community safety activities.
- SO4** Improve the safety and wellbeing of our communities through community planning partnerships.
- SO5** Safeguard our environment and heritage.
- SO6** Continue to develop our fire investigation capabilities.

Achieving These Objectives

HOW TAYSIDE FIRE AND RESCUE WILL DO IT:—

- Continue to promote our home fire safety visit and smoke alarm installation programmes.
- Continue to support all relevant national community safety campaigns.
- Continue to work with key agencies to reduce the number of road traffic collisions.
- Work with Police and other partners to create innovative means of conveying the road safety message.
- Continue the implementation of risk education in schools.
- Deliver initiatives aimed at reducing the risk of emergencies within vulnerable groups.
- Collate and analyse incident data to assist in identifying trends and to develop prevention initiatives.
- Continue to implement Part 3 of the Fire (Scotland) Act 2005.
- Continue to promote the installation of fire suppression systems in the home.
- Investigate methods of quantifying the benefits of our legislative and community safety activities.
- Ensure the causes and effects of fires and other emergencies on society are recognised by our community planning partners.
- Undertake a review of our youth engagement activities.
- Continue to work with Historic Scotland to consider developing a database for B and C listed heritage buildings in Tayside.
- Expand the role of fire investigation throughout the organisation.
- Continue to develop inter-agency working and training to ensure best exchange of information and practices.
- Review the existing memorandums of understanding between partner agencies.



The devastating consequences of not having a smoke alarm installed.

How Tayside Fire and Rescue Will Measure Its Performance Against These Objectives:—

- Number of deaths from fire.
- Number of injuries from fire.
- Number of deaths from road traffic collisions.
- Number of injuries from road traffic collisions.
- Number of deaths from other emergencies.
- Number of injuries from other emergencies.
- Number of fires attended by Tayside Fire and Rescue.
- Number of road traffic collisions attended by Tayside Fire and Rescue.
- Number of other emergencies attended by Tayside Fire and Rescue.
- Number of deaths from fire within the scope of Part 3 of the Fire (Scotland) Act 2005.
- Number of injuries from fire within the scope of Part 3 of the Fire (Scotland) Act 2005.
- Number of fires within premises within the scope of Part 3 of the Fire (Scotland) Act 2005.
- Number of deaths from fire within the scope of Part 2 of the Fire (Scotland) Act 2005.
- Number of injuries from fire within the scope of Part 2 of the Fire (Scotland) Act 2005.
- Number of fires within premises within the scope of Part 2 of the Fire (Scotland) Act 2005.
- Number of fires in Historic properties.
- Number of incidents affecting the environment.
- Annual review of the effectiveness of our contribution to community planning partnerships.
- Annual review of fire investigation capabilities.

The Benefits To The Community Will Be:—

- Safer communities through targeted safety initiatives and enforcement of fire safety duties.
- Increased Partnership working.
- A more effective and efficient use of resources.
- Improved value for money.



Joint safety checks with police.

**Alcohol
fuel for fire**

The majority of fire deaths in the
Tayside area involve alcohol —
DON'T BE NEXT

If you have been drinking . . . leave the cooker off!
Nearly two-thirds of domestic fires are the result of cooking.
The risk increases dramatically if you've been drinking.

. . . make sure your cigarette is out!
It's all too easy to fall asleep or not notice a cigarette
is still burning.

**DON'T COOK
FIRE
AT HOME**


Protecting the Community

Alcohol – Fuel For Fire Campaign.

Change in Focus

Providing a fire and rescue service is about much more than responding to emergency calls and this is supported by our number one aim Prevention, which is to "work with local communities to reduce risks to life, property and the environment from fire and other emergencies" and legislative changes, which have made Community Fire Safety a statutory duty for all fire and rescue authorities and improved our fire safety regimes in non domestic properties.

We aim to achieve this by focussing on two main strands - Community Safety education and advice and Fire Safety enforcement.

Education and Advice

We share the Scottish Executive's view that the best way to secure a reduction in fire deaths and injuries is through enhanced community safety education and targeted initiatives. There is evidence to show that a smoke alarm in the home can help reduce deaths and injuries from fire, so we will continue our targeted home fire safety visits and install smoke alarms in homes within our communities, which we have identified as being "at risk".

We genuinely believe that it is never too early to consider the dangers and consequences of fires. We continue to use comic book characters such 'Ivy the Terrible' in our campaigns to get the fire safety message across at every available opportunity and in partnership with a Youth Support Group, we have developed a 'Fire Academy' which was aimed at developing life skills for young people. We will therefore be continuing to develop initiatives by working locally with our partners and supporting national campaigns. Through these education mediums, we aim to ensure that we play a role in developing the safe and responsible adults of the future.

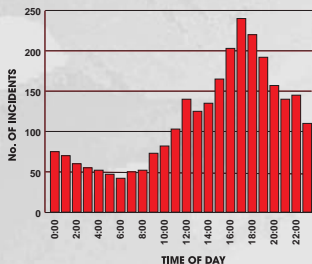


Ivy The Terrible.

There are many negative effects of high levels of alcohol use and abuse, with a large amount of various organisations resources being dedicated to dealing with this issue. In Tayside, over the past two years, alcohol has been a contributory factor in 50% of deaths in fires. We have been actively addressing this issue and through our 'Alcohol - Fuel for Fire' campaign, an awareness programme including logo's on fire engines and beer mats has been developed. However, tackling this challenging societal problem requires a partnership approach. An initiative has therefore been set up with various other key agencies. We aim to develop this partnership and use it as a platform for increasing awareness and developing initiatives to tackle the effects of alcohol.

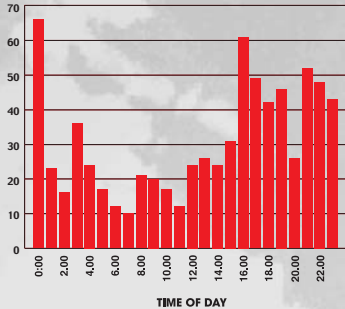
The consequences of Road Traffic Collisions (RTC's) can be devastating to those who are involved and the wider community. Using robust data, we have identified accident black spots and in partnership with other key agencies such as the Police and Youth Justice, we know the groups of people who are most likely to be involved in RTC's. By developing our partnerships, we will therefore continue to progress RTC educational initiatives such as our 'Joyriders' scheme and multi agency 'Safe Drive - Stay Alive' campaign for reducing death and injury from Road Traffic Collisions.

ACCIDENTAL DWELLING FIRES IN TAYSIDE BY TIME OF DAY 2001-2006



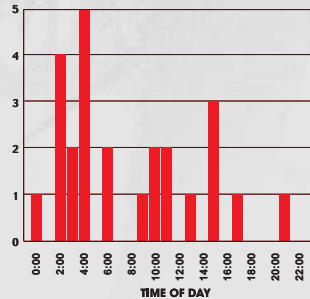
The hugely successful Smoke Alarm Initiative has seen life-saving smoke alarms fitted in countless Tayside homes.

**FIRE CASUALTIES IN TAYSIDE
BY TIME OF DAY
2001-2006**

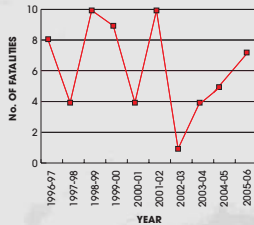


Launch of Fire Academy.

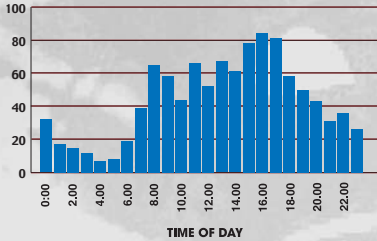
**FIRE FATALITIES IN TAYSIDE
BY TIME OF DAY
2001-2006**



**FIRE FATALITIES IN TAYSIDE
1996-2006**

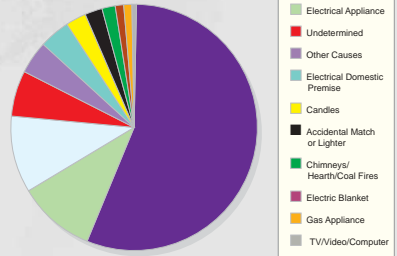


**ROAD TRAFFIC COLLISIONS ATTENDED IN TAYSIDE
BY TIME OF DAY
2001-2006**



Schoolchildren being presented with Young Firefighters certificates.

**ACCIDENTAL DWELLING FIRES
BY CAUSE 2001-2006**



Fire Safety Enforcement

New Fire Safety Legislation was introduced on 1st October 2006, under Part 3 of the Fire (Scotland) Act 2005. It has been developed to improve fire safety in non domestic properties and reflect the greater focus which the Fire (Scotland) Act 2005 now places on prevention. The Act has replaced numerous different fire related legislation with a single piece of legislation based upon the principles of Fire Safety Workplace Risk Assessments. The introduction has resulted in the repeal of the Fire Precautions Act 1971 and the premises covered by that legislation will no longer require a fire certificate.

Responsibility for complying with these new fire safety duties has been placed with the persons who operate and work in the premises, and it is now their duty to carry out a Fire Risk Assessment.

To assist these individuals a series of sector specific guides are to be produced which will replace and consolidate existing guidance documents and provide the detail required to risk assess different types of premises.

To fully integrate this legislation into the service and our communities, we will review our fire safety audit process by analysing data to create a risk profile to identify at risk groups. As a result of this process we will ensure we have the appropriate resources and that they are targeted to provide guidance to those in the community who have a responsibility for fire safety to ensure they are complying with their statutory duty.

We will continue to target our worst offenders in terms of the unwanted activations of automatic fire alarm systems as these are proving to be an unacceptable and costly drain on our resources.

In addition it is our intention to continue to promote the installation of automatic fire suppression systems in premises as these systems have a proven ability to save life and reduce damage caused by fire.



Tayside Fire and Rescue join forces with Trading Standards, Housing and Community, Tayside Health and Communities Project to test electric blankets.

Building Safer Communities

A foundation on which to build safer communities are our community safety partnerships. With the support of the Scottish Executive, these are now well established throughout Scotland. All Scottish local authorities, police forces and fire and rescue services currently participate in multi-agency activity designed to improve safety within their communities as part of the broader "community safety" agenda including fire safety, health promotion and road safety.

Working with our constituent councils we are now fully involved in three Community Planning Partnerships, which are led by each of these councils. Examples of working together with our community safety partners include the Young Firefighters Scheme, Joyrider initiatives, Safe Taysiders and Safe Angus and an Electric Blanket Testing Scheme.

The positive feedback we have received from our community planning partners reflects the vital role we play in community planning and community safety. We will therefore ensure that we continue to contribute to the wider safety agenda and the promotion of wellbeing by committing resources to areas and initiatives which embrace safety and social cohesion.

Protecting Our Heritage

Tayside boasts many historic properties and listed buildings, the sights of which are enjoyed by our communities and the many visitors who visit our region every year. Tayside Fire and Rescue wants to assist in ensuring that our many magnificent properties and buildings are enjoyed for years to come. In a continuing partnership with Historic Scotland we will therefore consider extending our inspection programme to 'B' and 'C' listed properties to further develop our database. This will enhance the risk critical information held by ourselves which can be fully utilised by fire fighting personnel. The fundamental reason behind this project is to protect our heritage with a view to prevent the incidences of fire occurring in the properties in the first instance. We will also continue to develop our partnership with other agencies to ensure that protection of our environment is given priority whilst attending emergency incidents which may incorporate fire, flood or chemical, biological, radiological, nuclear agents.

Fire Investigation

Fire Investigation can provide an invaluable insight into the behaviour of fire, and therefore useful evidence on ways to manage risk. We recognise that the most effective way of deploying adequate resources, to ensure effective fire investigation is through collaborating with other agencies. We will therefore continue to work with Tayside Police and Tayside Forensic Services to enhance our fire investigation capabilities in terms of information sharing and joint training initiatives. This will further develop our relationship with these agencies and will ensure that a consistent approach is maintained in our continued pursuance of establishing the causes and cost of fire to the community. It is important that we learn from our investigations and research as this vital information will be fed back into our integrated risk management planning process for the future.

INTERVENTION

Strategic Objectives

WHAT THE BOARD AIMS TO DO:—

- SO7** Respond promptly and effectively to fires, road traffic collisions and other emergencies.
- SO8** Reduce the impact of fires, road traffic collisions and other emergencies on the commercial, economic, environmental and social fabric of our communities.
- SO9** Ensure we are sufficiently resilient to contribute towards planning for and resolving major incidents at local, regional and national levels.
- SO10** Reduce the number of malicious and hoax emergency calls.



Aerial platform in use at Seaforth Hotel.

Achieving These Objectives

HOW TAYSIDE FIRE AND RESCUE WILL DO IT:—

- Provide services in accordance with the Fire (Scotland) Act 2005.
- Continue to assess the type and number of emergency vehicles we send to incidents based on risk assessment and robust evidence.
- Continue to assess the most suitable locations from which our appliances are mobilised.
- Work with the Scottish Executive to progress the implementation of the Firelink communications project.
- Continue to assess the type of equipment and training required to mitigate the impact of emergency incidents.
- Continue to assess the resources both human and physical to ensure resilience for dealing with major incidents.
- Develop innovative solutions for dealing with hoax calls.
- Review data collation to support risk reduction strategies.

How Tayside Fire and Rescue Will Measure Its Performance Against These Objectives:—

- Stakeholder satisfaction of our handling of incidents.
- Annual review of the effectiveness of our operational debriefing system.
- Annual review of the effectiveness of our contribution to Strategic Co-ordinating Group.
- Number of malicious 999 calls from landlines.
- Number of malicious 999 calls from mobiles.
- Number of malicious AFA actuations.

The Benefits To The Community Will Be:—

- Reduction in the number of deaths and injuries due to fires and other emergencies.
- Safer communities through a reduction in the number of unnecessary "blue light" journeys by fire engines.
- More of our on-duty time will be available to protect and educate the communities we serve.
- A more effective and wider use of Service resources.

Providing an Effective Emergency Response

Tayside Fire and Rescue is acutely aware of the necessity to maintain and ensure public safety and confidence through being able to respond promptly and effectively to deal with emergencies when they occur. We are constantly reviewing and developing our emergency response capability to meet the requirements of new legislation. We will continue to assess our resources utilising all the information available to us. This will include reviewing the locations of all our fire stations and fire engines to ensure that the most appropriate level and type of emergency response service is available in the most appropriate locations to effectively deal with the dynamic pattern of risk as it affects all of the communities we serve. We will also review the type of equipment used to deal with emergencies to ensure the least possible impact on the social, economic and environmental fabric of our communities. This will be achieved by supporting a constant two way flow of information between the operational crews and managers to review our effectiveness and efficiency.

Hazardous Materials Unit

Through Scottish Executive funding we have recently provided an effective hazardous materials handling capability on a demountable unit, which supports our emergency response capability to deal with major incidents, including those of a chemical, biological, radiological, nuclear nature whether accidental or deliberate in their cause.



Hazardous Materials Unit.

Communications

Our Command and Control Centre provides the link between the emergency calls we receive and the emergency responses we mobilise to deal with emergencies. The reliability of our communications system is therefore paramount in allowing us to provide an effective and efficient response.

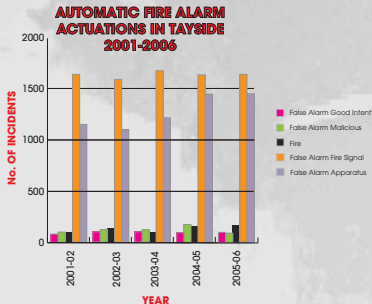
A project has recently been completed which upgraded our telephony and radio communications. This now provides a more robust call handling and radio communications system. We will continue to develop our control room functionality to ensure that the right information can be gathered, stored and passed to emergency incidents as efficiently as possible to support operational crews. This will also involve working with the Scottish Executive to progress the implementation of the Firelink digital radio communications project, which is planned to be rolled out to all Scottish fire and rescue services during 2008.



Newly-installed communications equipment in our command and control centre has enhanced our call handling and radio communications capabilities.

Responding to Automatic Fire Alarms

An automatic fire alarm (AFA) mobilisation policy has been introduced, which will ensure that the attendance to these incidents is based on a risk assessment approach, reducing the drain on our resources and unnecessary vehicle journeys. AFA mobilisation figures for the first quarter of this year have been compared to last years first quarter and it has displayed a reduction of 362 appliance mobilisations. We aim to reduce further these figures and will therefore continue to work in partnership with premise owners, occupiers and fire alarm companies to encourage them to take more responsible ownership of their systems to reduce the number of unwanted actuations.



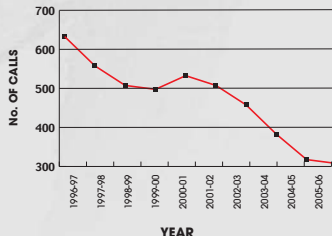
Dealing With Hoax Calls

Hoax calls are a drain on our resources, accounting for almost 300 of our emergency call-outs last year. Receiving, handling and responding to these hoax calls places a considerable drain on our time and resources, so by reducing the number of hoax calls we can free up more time and resources to focus on our Prevention duties. With the lead being taken by our Control Room staff, we will therefore continue to analyse the data generated from the receipt of hoax calls to devise innovative ways for reducing their number. We will also work closely with the Police and other agencies to target known or repeat offenders.



A Hoax Call Awareness Initiative, which was developed in conjunction with Tesco.

FALSE ALARM MALICIOUS CALLS 1996-2006



Emergency Planning

Further to the formation of a Strategic Co-ordinating Group under the Civil Contingencies Act 2004 and the creation of a community risk register we will continue to work in partnership with our local key agencies. This will ensure our collective response to major incidents is co-ordinated and that risk critical information is shared to ensure a satisfactory outcome. We will continue to develop simulated exercises across the Tayside area with partner agencies to test our policies and procedures, which are based on best practice to ensure our joint preparedness for such an event, should it occur in Tayside or indeed any other part of Scotland.



Emergency Service Personnel being briefed during a major incident exercise.



Fire and Rescue and Ambulance Service personnel carrying out a Mass Decontamination joint training exercise.



Firefighters removing heavy rescue equipment during a major incident exercise.

PEOPLE

Strategic Objectives

WHAT THE BOARD AIMS TO DO: —

- SO11** Ensure that the right people, with the right skills are in the right jobs at the right times, to contribute towards the delivery of services for the benefit of our communities.
- SO12** Develop a highly-skilled workforce to meet the needs of our communities through continuous learning and development.
- SO13** Embrace diversity and offer equality of opportunity in everything we do.
- SO14** Recruit and retain high quality people who reflect the communities we serve.
- SO15** Ensure the health, safety and well being of employees and the provision of a safe and healthy working environment.
- SO16** Provide occupational health services which promote a healthy workforce.
- SO17** Further reduce the level of absence through fair and consistent attendance management procedures.
- SO18** Continue to develop relevant remuneration policies and practices.
- SO19** Continue to develop effective employee relations.

Achieving These Objectives

HOW TAYSIDE FIRE AND RESCUE WILL DO IT:—

- Introduce the new firefighter point of entry selection tests.
- Implement Assessment and Development Centres at each of the three management levels.
- Continue to develop Learning and Development packages to ensure personnel develop and maintain competence within their roles.
- Continue with our long-term programme of upgrading training facilities to meet our current and future needs.
- Evaluate the investment in and effectiveness of learning and development.
- Develop action plans to ensure we meet the requirements of all new legislation, such as that affecting Equality, Maternity and Parental Leave and Flexible Working.
- Continue to develop and deliver Positive Action campaigns directed towards under-represented sections of our communities.
- Initiate a review of all working patterns.
- Implement a comprehensive accident investigation procedure.
- Deliver Occupational Health services with an emphasis on prevention by the revision of occupational health policy and procedures.
- Work with Scotland's Health at Work (SHAW) to promote health and fitness initiatives.
- Ensure all managers are trained in the new attendance management procedures.
- Ensure all personnel are familiar with the new attendance management procedures.

- Review allowances for all personnel in accordance with revised conditions of service.
- Initiate a review of remuneration of personnel conditioned to the retained duty system.
- Progress the implementation of the Single Status agreement.
- Review departmental business procedures.
- Further develop our empowerment culture.

How Tayside Fire and Rescue Will Measure Its Performance Against These Objectives:—

- Percentage of employees competent in their role.
- Number of voluntary leavers.
- Number and percentage of applicants meeting person specification.
- Percentage of employees receiving CPD payments.
- Percentage of employees receiving satisfactory appraisals.
- Number of employees receiving educational support grants.
- Number of investigations relating to equality and diversity issues.
- Number of discipline cases relating to equality and diversity issues.
- Number of approaches to harassment contact advisors.
- Number of women in each role as a percentage of total number of personnel in each role.
- Number of people from minority ethnic groups in each role as a percentage of total number of personnel within each role.
- Number of people from lesbian, gay, bisexual, transgender groups in each role as percentage of total number of personnel in each role.
- Percentage of premises with adequate gender and disability specific facilities.
- Number of personal accidents/injuries.
- Number of RIDDOR reportable incidents involving vehicles/equipment.
- Number of near misses.
- Number of personnel removed from operational duties as a result of fitness test results.
- Number of personnel removed from operational duties as a result of medicals.
- Number of personnel considered for redeployment to alternative duties.
- Number of personnel redeployed to alternative duties.
- Number of ill health retrials.
- Number of working days lost per sickness category within each role.
- Percentage of each category against total.
- Number of short term sickness absences by category within each role.
- Number of long term sickness absences by category within each role.
- Health initiatives undertaken to reduce sickness absence.
- Annual review of the policies in place to ensure effectiveness.
- Number of discipline investigations conducted at each level of discipline.
- Number of grievances submitted.

The Benefits To The Community Will Be:—

- A more inclusive workforce which provides equal opportunities for all.
- Healthier, safer and more highly-skilled personnel, trained to provide a wider range of services to the community.
- Improved use of existing resources.

Our Workforce

The Fire and Rescue Framework for Scotland 2005 highlights the Scottish Executive's intention to improve the quality and effectiveness of Scottish fire and rescue services through IRMPs and collaboration.

Securing these improvements to services is dependant on the commitment of all staff and maximising the use of their knowledge and expertise.

There is no doubt that Tayside Fire and Rescue's most valuable resource is its employees, its People. They are the key to the Service's success in achieving our mission of 'Protecting the Community'.

Our strategic aim for PEOPLE recognises this and ensures 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 we serve.

Our strategic objectives and 2007/8 action points are focused on achieving this Aim.

Recruitment, Appointments and Promotion

Women and people from ethnic minorities are currently under-represented in the fire and rescue service. We are serious in our intention to address this situation. We want and need the best people if we are going to provide the best service possible.

To assist in achieving this we will be running positive action campaigns directed towards under-represented sections of our communities, highlighting the opportunities within the service, answering any questions that arise and encouraging applications.

New non-discriminatory national recruitment and selection tests are being developed. We fully support these and will introduce these as our point of entry selection tests. For those already in the service, promotion opportunities will be open to those who show the potential at Assessment and Development Centres (ADCs) and then successfully complete development programmes.



The Integrated Personal Development System (IPDS)

IPDS as its name would suggest focuses on the development needs of the individual. Competence to carry out any role within the Fire and Rescue Service is now assessed against National Occupational Standards (NOS).

Where people are appointed to any role they are given an individual development programme, based on their needs. Through a process of workplace assessment they are given the opportunity to demonstrate competence against the NOS. Where this is demonstrated they move from a development rate of pay to a competent rate of pay. Because the development is focused on the individual's needs it is effective and efficient.

We intend to carry on developing the IPDS focusing on:-

- Collaborating with other fire and rescue services to maximise the benefits of available resources;
- Ensuring that our managers are trained and supported in order that staff can be fairly assessed against the NOS;
- Developing systems that support the components of IPDS, ie NOS, Workplace Assessment, Development Programmes and Continuous Personal Development, Assessment and Development Centres and Personal Development Records.

This will ensure that our people have the knowledge, skills and understanding necessary to provide the highest standard of fire safety and emergency response services to the communities we serve.

Diversity, Fairness and Equality of Opportunity

Fire and Rescue Authorities must comply with the requirements of anti-discriminatory legislation. However, we also believe that it is morally right to behave in a non-discriminatory way and that there are sound business reasons for doing so.

We want to serve our diverse communities and we need to attract the best people irrespective of their age, race/colour, gender, disability or sexual orientation.

In particular in 2007/8 we will focus on Age Discrimination Legislation and the duty to produce and implement a Disability Equality Scheme. We will do this whilst continuing to work on ensuring fairness across all aspects of the organisation.

PERFORMANCE

Strategic Objectives

WHAT THE BOARD AIMS TO DO: -

- SO20** Develop and foster effective partnerships which contribute to the achievement of our organisational aims.
- SO21** Ensure our working practices deliver Best Value.
- SO22** Ensure our systems and processes are sufficiently robust to maintain business continuity.
- SO23** Ensure our performance management framework is sufficiently robust to accurately analyse our performance.
- SO24** Identify and adopt effective stakeholder consultation to inform our business planning processes.
- SO25** Ensure the free flow of information, through accessible information systems.
- SO26** Ensure our financial management processes are sufficiently robust to accurately analyse our financial position.

Achieving These Objectives

HOW TAYSIDE FIRE AND RESCUE WILL DO IT:—

- Continue to develop a corporate partnership register.
- Implement relevant elements of the McClelland Report on procurement.
- Introduce an Integrated Payroll/Personnel system.
- Consider the implications of the Scottish Executive's shared services agenda.
- Implement the outcomes of the internal business continuity review.
- Develop and implement ICT solutions to deliver our performance management framework.
- Review our current methods of consultation and consider effective alternatives.
- Continue to implement our e-strategy.
- Review our intranet content and procedures.
- Consider a system of cost centre budgeting to reflect the ongoing needs of the organisation.

How Tayside Fire and Rescue Will Measure Its Performance Against These Objectives:—

- Number of partnerships.
- Number of partnerships reviewed in compliance with programme.
- Number of new approved partnerships set up.
- Number of partnerships withdrawn from.
- Annual review of all strategic performance indicators.
- Annual review of business continuity plan.
- Annual review of performance management framework.
- Number of stakeholders identified.
- Percentage of internal responses received.
- Percentage of external responses received.
- Number of hits on website.
- Number of hits on intranet.
- Level of feedback from communication channels.
- Number of monitoring reviews during year.
- Statutory accounts qualifications.

The Benefits To The Community Will Be:—

- Reduced risk to the community from fires and other emergencies.
- Improved partnership arrangements
- Communities have a greater ability to participate in the way services are provided by Tayside Fire and Rescue.
- A more effective and efficient use of resources.
- Improved value for money.



QUALITY
SCOTLAND

Improving Our Performance

Tayside Fire and Rescue is committed to the ongoing reform of its services, with the aim of offering our communities even greater protection from fire and other emergencies.

We recognise that securing improvements to services is dependant on the ethos of continuous improvement in all areas of our work and that effective performance management is key to assessing whether we are achieving our strategic objectives.

The future climate of Scottish fire and rescue services is one of change. The key influences and challenges for Tayside Fire and Rescue, in relation to the Performance agenda include:

- The UK Government's and Scottish Executive's 'Modernisation' agenda
- Fire (Scotland) Act 2005
- Fire and Rescue Framework for Scotland 2005
- IRMP
- IPDS
- Community Leadership - the development of local Strategic Partnerships
- Financial Pressures, including the need to control the paybill and the impact of changes to Pension Schemes
- E-Government

This is also set against a background of rising public expectations in the way services are provided. This encompasses the formation of strategic partnerships, collaboration arrangements and shared services to deliver best value in everything we do. In a world which is increasingly judged by self assessment, inspection and audit the management of our performance set against the challenges arising from the above influences and expectations becomes a high priority for the future of the service.

Tayside Fire and Rescue has been developing a new performance management framework which will provide a robust vehicle by which we can measure our performance. The framework is designed so the strategic aims and objectives can be understood and measured in the service in a cascaded approach so all management is following a common goal and direction.

By following the above logic it provides the appropriate vehicle to demonstrate how all levels of Tayside Fire and Rescue are working together to achieve our strategic objectives.



GLOSSARY OF TERMS AND ABBREVIATIONS

Assessment Development Centre	A national promotion process, comprising a set of ability tests which identify the potential of candidates to progress to supervisory, middle and strategic management level.
Automatic Fire Alarm	Apparatus which detects fire in a building and automatically notifies the Fire Service of a potential problem, often via a call centre.
Automatic Fire Suppression System	A system which can be installed in commercial and domestic buildings, which will detect the presence of a fire, controlling and, in many cases, extinguishing the fire.
Category 1 Responders	Under the Civil Contingencies Act 2004 Category 1 Responders are defined as the fire and rescue service, police, local authorities, ambulance, health boards and the military.
Collaboration	A partnership entered into with other fire and rescue services, the purpose being to derive the same benefits such as efficiency savings and standardisation.
Command and Control Centre	The centre responsible for the receipt of all incident related calls "999" and the mobilising of fire engines.
Community Risk Register	A register designed to reassure the people and communities of Tayside that an assessment of potential hazards and threats has been made or considered and to satisfy the requirements outlined in the Civil Contingencies Act 2004.
Community Safety Partnership	A partnership entered into by local authorities under the Local Government (Scotland) Act 2003, its purpose being to prepare, plan and promote the safety and well being of our communities.
Continuous Personal Development	The requirement to continually update one's knowledge, skills and competences from point of entry into the service to retirement.
Duty Systems	The various types of shifts worked by uniformed staff. These include day work, a flexible officer's rota and station-based shifts all enabling twenty four hour cover across the region.
Emergency Response	The way we react to a call for help, from our call management to the number of appliances or other resources mobilised to an incident. This is often pre-determined but is also dependent on information received which allows a dynamic response.
False Alarm Signal	A false alarm caused by smoke from sources such as exhaust fumes, tobacco smoke, testing of apparatus, cooking etc.
False Alarm Apparatus	A false alarm caused by faulty, poorly positioned or unsuitable equipment. It may also be due to dust or insects such as thrips.

Fire Risk Assessment	An assessment which will be carried out by the owner/occupier of commercial premises to identify fire risks in the workplace and put in place measures to reduce and/or eliminate the identified risks.
Hazard	A hazard is a source of danger with the potential to cause death or injury to people and damage or loss to property or equipment.
Integrated Risk Management Planning	The management and planning of a risk assessment process ensuring the correct balance between prevention, protection and intervention. It tries to ensure that the right resources are in the right place at the right time.
Integrated Personal Development System	A national system based on role rather than ranks. It provides individuals with a structured training path enabling them to maintain skills at their current level or work towards developing their career.
Local Strategic Partnership	Tayside Fire and Rescue is committed to making Tayside safer and has forged partnerships with other external agencies at both strategic and practitioner level to try to make this happen.
National Occupational Standards	National Standards are benchmarks linked to an individual's role which objectively measures an individual's competence to a consistent standard across the UK.
Performance Audit	An objective analysis, conducted by an independent body which reviews the performance of the fire and rescue service and promotes the improvement of the service in line with the Government's expectations.
Response	Our reaction to a request for our services. This could be an emergency, a complaint or advice on a safety matter.
Risk	This is considered to be the likelihood of exposure to a hazard. It reflects the probability that harm will occur and the consequences or severity if it does.
Shared Services	A Scottish Executive-driven initiative which focuses on local authorities joining up with each other to share support services such as payroll, accommodation and Information Technology. The aim being to drive efficiency and effectiveness within the Public Service.
Stakeholder Consultation	The term used for how we will inform people who may be affected by any changes or alterations to the services we provide. We may do this through a number of different methods such as mail drops, focus groups, E mail, staff seminars and use of the local media.

HOW TO CONTACT US

By post: Tayside Fire and Rescue, FREPOST SCO6534,
Fire and Rescue Headquarters, Blackness Road, Dundee DD1 5PA.



**BY
PHONE:**

**01382
322222**

**Out-with
office
hours
messages
on**

**01382
817669.**



By e-mail: consult@taysidefire.gov.uk

Why Not Visit Our Website On: www.taysidefire.gov.uk



**BY
FAX:**

**HQ
01382
200791**

If you wish to receive a copy of this report in a different language please feel free to contact the Chief Fire Officer at Fire and Rescue HQ.

Polish — W kwestii uzyskania kopii raportu w języku polskim proszę kontaktować się z Komendantem Głównym Straży Pożarnej w jednostce Straży Pożarnej (Fire and Rescue HQ).

Polish text describing the availability of reports in other languages.

Chief Fire Officer,
Tayside Fire and Rescue,
Blackness Road,
Dundee DD1 5PA.

Polish text describing the availability of reports in other languages.

Polish text describing the availability of reports in other languages.

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**Chief Fire Officer, Tayside Fire and Rescue
Headquarters,
Blackness Road, DUNDEE DD1 5PA.**



www.taysidefire.gov.uk

Alcohol fuel for fire

The majority of fire deaths in the
Tayside area involve alcohol —

DON'T BE NEXT

If you have been drinking . . . leave the cooker off!

Nearly two-thirds of domestic fires are the result of cooking.
The risk increases dramatically if you've been drinking.

. . . make sure your cigarette is out!

It's all too easy to fall asleep or not notice a cigarette
is still burning.



Protecting The Community

