



# Tayside Fire and Rescue Board



*Protecting the Community*

**Consultation Document**

**November 2009**

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Charleston Community Gala Day, Dundee. Tayside Fire and Rescue in attendance in the shape of Anthony McCaffrey, who had safety advice for Carla Picini and Bethany Kiddie.

# CONSULTATION

## HAVE YOUR SAY

This consultation document has been produced by Tayside Fire and Rescue Board and presents our proposals for the forthcoming year. It builds on the work of our previous action plans to enable us to provide the highest standard of community safety and emergency response services to all the communities we serve.

Our vision is for safer communities. The actions contained within this consultation document are being proposed 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](http://www.taysidefire.gov.uk) and following the IRMP links.
- By e mail to [consult@taysidefire.gov.uk](mailto:consult@taysidefire.gov.uk)
- By telephoning the IRMP team on **01382 322 222** extension **6238** 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.

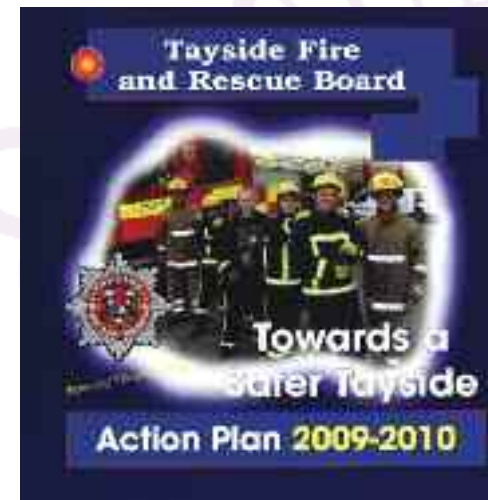
The consultation period will close on 8 March 2010. After this date, we will evaluate and formally consider all responses prior to finalising our plans.

## WHAT HAPPENS NEXT?

Having considered your comments, we will then publish our Towards a Safer Tayside Action Plan 2010-2011 document. This will be our action plan for the forthcoming year.

This does not mean that we will implement all of our proposed changes immediately. 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, 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, which will in turn, update the Fire and Rescue Board on a regular basis.



Last years Action Plan.

# FOREWORD

It would have been virtually impossible for any of us to have predicted how different our operating environment has become in such a short space of time. Even global financial experts were unable to predict the scope and scale of the effects of the current economic environment we find ourselves operating within. As elected members within the Councils of Angus, Dundee and Perth and Kinross we face difficult decisions in the coming months as we try to balance the competing pressures of increased demand for local authority services, whilst facing reductions in the financial resources available to us to deliver these services.

Working together, whilst fulfilling our roles as members of Tayside Fire and Rescue Board, we face these same pressures. We are however working from a solid platform of both financial and organisational achievement. Over recent years members of Tayside Fire and Rescue Board and the management of Tayside Fire and Rescue have worked closely together to deliver over £845,000 of annual cashable savings and over £2 million of annual non-cashable efficiency gains. These savings and efficiencies have been achieved without affecting our ability to deliver the highest quality of community safety and emergency response services to all the communities we serve.

Recent fire deaths within Tayside have highlighted that an effective emergency response capability on its own will not save all of the lives which are tragically lost in fires. The way to make all members of our communities safer from fire is through the delivery of the most effective combination of prevention and emergency response services. Within the first half of this year more Home Fire Safety Visits have taken place than in the whole of the previous 12 months. We are currently on target to carry out over 10,000 Home Fire Safety Visits this year and will be setting an equally ambitious target for 2010/11.

Further financial savings will however be required. It is therefore essential that we, as Board members, ensure that all of our current resources are utilised to their maximum level of effectiveness. Our communities rightly expect us to

continue to deliver high quality community safety and emergency response services. They also have a right to expect value for money for these services. The proposals contained within this Consultation Document meet both of these community expectations.



Councillor Ken Lyall, Convenor (centre), with Councillor's Christina Roberts and John White, Vice Convenor's, Tayside Fire and Rescue Board.

# OUR MISSION & ORGANISATIONAL AIMS



# INTRODUCTION

## MAKING MORE EFFECTIVE USE OF ORGANISATIONAL RESOURCES

This Towards a Safer Tayside Consultation Document identifies Tayside Fire and Rescue Board's priorities for delivering the sixth year of the Integrated Risk Management Planning process. Over the past five years the members of Tayside Fire and Rescue Board and the management of Tayside Fire and Rescue have been working together to identify the most effective way to use the resources of Tayside Fire and Rescue to provide an even higher standard of community safety and emergency response services to all of the communities we serve across Tayside. This process of continuous improvement will:

- Reduce the number of fires and other emergency incidents.
- Reduce loss of life in fires and other emergency incidents.
- Reduce the number and severity of injuries arising in fires and other emergency incidents.
- Reduce the commercial, economic and social impact of fires and other emergency incidents.
- Safeguard our environment and heritage (both built and natural).
- Provide communities with value for money.

The initiatives and changes contained within the previous five annual Action Plans have delivered increased levels of community safety and this Consultation Document builds upon that solid platform of improvement. This work has involved identifying the risks to our communities from fire and other emergency incidents, targeting our prevention activities at those within our communities most at risk to reduce these risks and finally, identifying the appropriate level of emergency resources to effectively deal with the remaining risk.

More lives will be saved through this integrated prevention, protection and intervention approach to the safety of our communities than will be saved through relying on emergency response alone. That is why our number one aim is to work with all of our communities to prevent fires and other emergency incidents from occurring in the first place. Within the domestic environment, education into the causes and dangers of fires and of the actions to take on discovering a fire will save lives, as will ensuring smoke alarms are fitted and regularly tested. Wider use of domestic sprinkler systems will also have a major positive impact on the protection of our communities from fire. Within the business environment, compliance with current fire safety legislation will contribute positively to the overall safety of staff and customers. An effective emergency response service will always be required but this service should be at a level commensurate with the level of risk faced by our communities.

A considerable amount of work has been undertaken to identify the value of all of our organisational resources (fire stations, fire engines, firefighters) to identify the most effective way to use these resources to increase the safety of the communities we serve. This work is not about saving money at the expense of community safety. This proposal, outlined on Page 7, will cost no more money, and importantly no less money, as all of our resources will be utilised in a more effective way. There will be no reduction in the number of fire stations, fire engines or firefighters across Tayside. In addition to delivering a more effective emergency response service this proposal will deliver an additional 14,000 hours of firefighter productivity per year to deliver more community safety services, driving down the risks to our communities even further, thereby further increasing community safety.

**Make your escape plan...  
...get out alive!**

# INTRODUCTION

## MAKING MORE EFFECTIVE USE OF ORGANISATIONAL RESOURCES – PROPOSAL

This proposal contributes to the outcomes delivered by many of the organisation's Strategic Objectives in pursuance of our organisational Mission and Aims.

### BALMOSSIE FIRE STATION

Out of a total of 34 wholetime and retained crewed fire engines operating out of 21 fire stations across Tayside the full time crewed engine at Balmossie ranked 27th out of 34 in terms of value to the community. 17 retained crewed engines were ranked of higher value. The retained crewed engine ranked 29th out of 34.

Tayside Fire and Rescue Board proposes to utilise these resources more effectively by crewing one fire engine 12 hours per day, during the period of greatest demand for community safety and emergency response services, using full time firefighters and for the remaining 12 hours, during the period of least

demand, using the retained firefighters already working from this station. The full time firefighters freed up by this aspect of the proposal will be more effectively utilised at Forfar Fire Station (refer to Forfar Fire Station section of proposal).

### FORFAR FIRE STATION

Two fire engines, currently crewed by retained personnel operate from Forfar fire station. These are ranked 6th and 13th out of 34 in terms of value to the community.

Tayside Fire and Rescue Board proposes to acknowledge the vital contribution this fire station makes to the safety of the community of Forfar and the surrounding area by crewing one of the fire engines 12 hours per day, during the period of greatest demand for community safety and emergency response services, using full time firefighters and for the remaining 12 hours during the period of least demand, using the retained firefighters already working from this station. The other fire engine would continue to be crewed by the retained firefighters already working from this fire station.



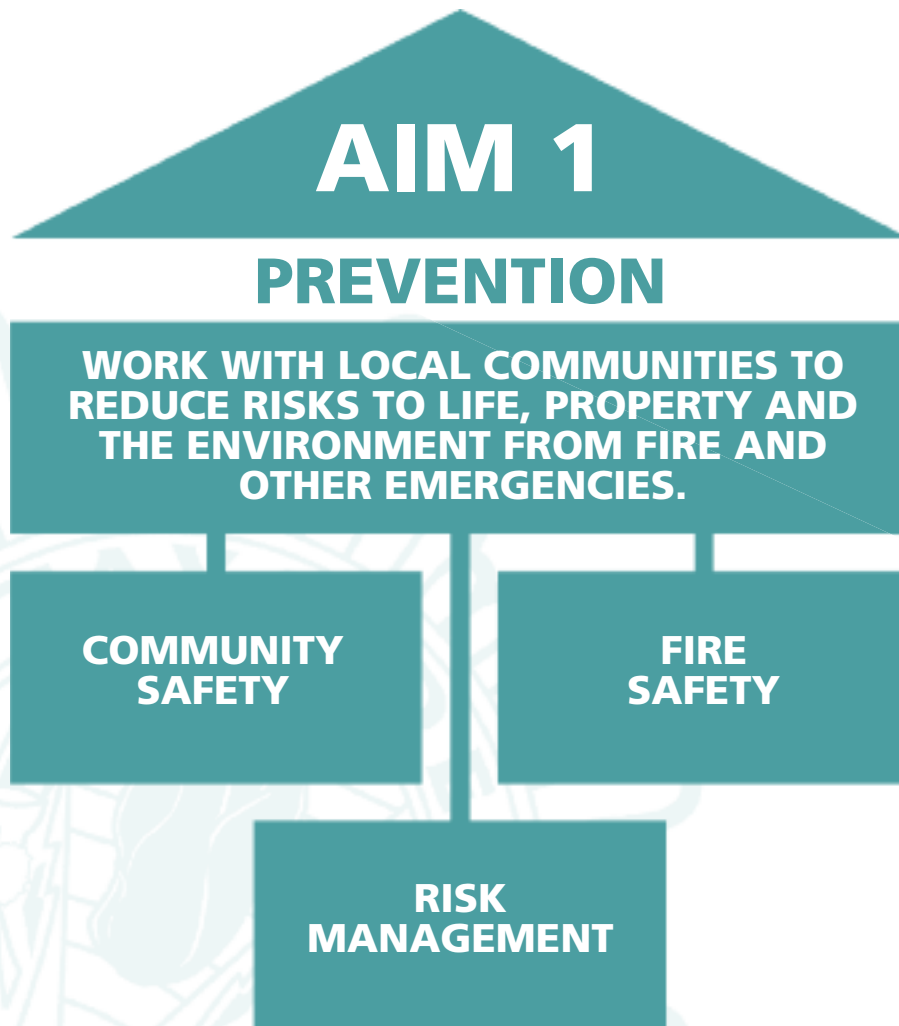
**Don't bring death to your home**  
**For your free home fire safety visit**

Call us **FREE** on **0300 123 9998**  
or text 'check' to **61611**

[www.taysidefire.gov.uk](http://www.taysidefire.gov.uk)



# PREVENTION



## TOGETHER WITH OUR COMMUNITIES WE WILL: STRATEGIC OBJECTIVE ONE

**S01** Improve safety and promote social cohesion.

### ACTION POINTS FOR ACHIEVING THIS OBJECTIVE

**AP1** Deliver and record 12,500 Home Fire Safety Visits (HFSVs) to improve the safety and wellbeing of the communities we serve.

**AP2** Work with partner agencies to develop and implement risk reduction strategies.

**AP3** Strengthen our relationships with each of the constituent Councils through the development of Memorandums of Understanding.

**AP4** Develop and implement a stakeholder survey to measure the effectiveness of our community safety, legislative fire safety and emergency response activities.

**AP5** Ensure our partnership activities contribute to the development and delivery of the Single Outcome Agreements.

**AP6** Utilise our management information systems and the Fire Service Emergency Cover (FSEC) toolkit to better inform our risk reduction strategies and emergency response activities.

# PREVENTION

## HOW THESE ACTION POINTS WILL HELP US MEET THIS STRATEGIC OBJECTIVE:

Most fire deaths and injuries occur while people are in their home. It is therefore crucial that we target our resources to reduce this trend and lessen the impact of fires and other emergencies.

The victims of fire and other emergency incidents are predominantly from within certain sections of the community, including those with disabilities, health issues, social deprivation issues, language, behavioural and/or communication difficulties. These factors could result in them becoming socially excluded.

We recognise we cannot promote social cohesion in isolation from our other community partners and are committed to activities which involve building relationships, sharing information and joint working to reduce the impact of fire and other emergency incidents on our local communities.

Accurate information is critical to decision making and effective targeting of key resources. Local knowledge from community partners, local communities and fire and rescue personnel, complimented by computer information and modeling systems, enable us to target our prevention activities.

We will broaden our Community Safety activities in order that we improve safety and social cohesion. To achieve this we will increase the number of Home Fire Safety Visits to provide advice and when necessary supply and fit a smoke alarm. We will continue with a range of agencies to promote the benefits of active fire protection such as residential sprinkler systems.

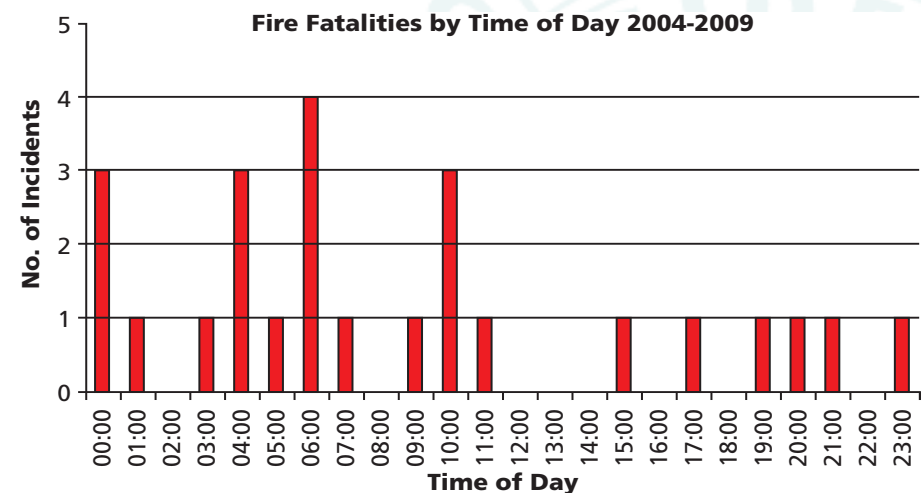
The success of these activities, together with emergency response data, will be closely monitored and analysed to determine their effectiveness and ensure our resources are targeted to achieve the best outcomes.

The majority of young people contribute positively to their local communities and seek to push their own personal boundaries. However a minority of young people have challenging backgrounds which impact on their personal development and ability to realise their full potential.

This can result in anti-social behaviour activities which cause problems in our communities. In response to this we have developed a number of successful programmes including our Young Firefighter Scheme, Fire Academy, Fire College, Prince's Trust and the Duke of Edinburgh Award.

Our commitment to vulnerable members of society will continue through investment of our resources in dedicated teams and individuals who in partnership with other agencies will deliver effective engagement programmes.

We are committed to supporting local commerce and will provide advice and support to our business communities to facilitate their compliance with Part 3 of the Fire (Scotland) Act 2005.



# PREVENTION

## HOW TAYSIDE FIRE AND RESCUE WILL MEASURE ITS PERFORMANCE AGAINST THIS OBJECTIVE:

- PI1** Number of deliberate fires per 10,000 population for primary fires.
- PI2** Number of deliberate fires per 10,000 population for secondary fires.
- PI3** Number of accidental dwelling fires per 10,000.
- PI4** Number of incidents resulting in casualties per 10,000.
- PI5a** Number of fatal casualties per 10,000.
- PI5b** Number of non-fatal casualties per 10,000.
- PI6** Number of deliberate fires as a percentage of total fires.
- PI7** Number of fatal casualties in each type of non-domestic premises expressed as a ratio per 1,000 premises of the total registered number of premises type defined within the FSEC risk modelling software.
- PI8** Number of non-fatal casualties in each type of non-domestic premises expressed as a ratio per 1,000 premises of the total registered number of premises type defined within the FSEC risk modelling software.
- PI9** Number of HFSVs per 1,000 dwellings resulting in provision of advice.
- PI10** Number of HFSVs per 1,000 dwellings resulting in smoke detectors being installed.

## STRATEGIC OBJECTIVE TWO

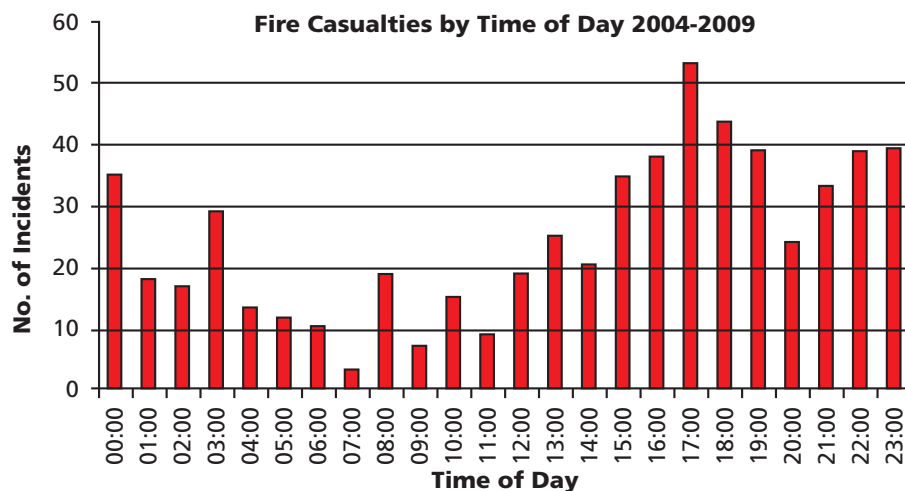
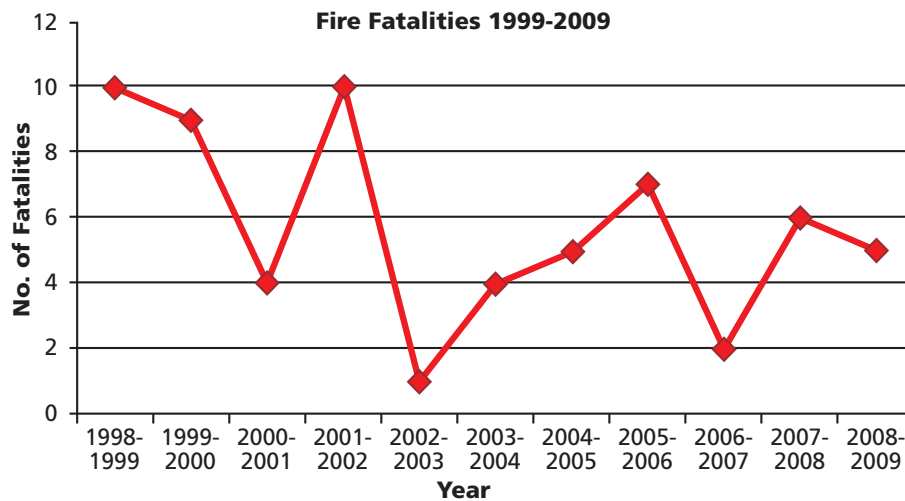
- SO2** Protect our environment and heritage both built and natural.

## ACTION POINTS FOR ACHIEVING THIS OBJECTIVE

- AP7** Develop accessible Community and Legislative Fire Safety information.
- AP8** Review the currency and relevance of the information and procedures held within our mobilising system.
- AP9** With our partners, develop joint prevention strategies to mitigate the impact of fires and other emergencies.
- AP10** Undertake a review, and, if necessary, amend risk information collated for heritage sites and buildings.
- AP11** Evaluate the economic and social cost of fire to our communities.



# PREVENTION



## HOW THESE ACTION POINTS WILL HELP US MEET THIS STRATEGIC OBJECTIVE:

We recognise the contribution we can make in partnership with our community, businesses, Scottish Environmental Protection Agency and other stakeholders to achieve joint outcomes that improve the wellbeing of our communities.

In recognition of this we will continue to contribute to the development and delivery of activities and agreements, along with our community safety partners to achieve maximum co-operation in the field of legislative fire safety.

Frontline staff are frequently required to work remotely from their workbase environment and we are committed to a reduction of our Carbon Footprint. To achieve this we will provide staff remote access to key information systems thus maximising their effectiveness whilst reducing administrative workloads.

Historic buildings enrich our landscape and contribute significantly to the character and economy of our local area. It is important that we protect our heritage so that it can be enjoyed by future generations. In association with Historic Scotland we will manage the risk information we hold and provide accessible information to firefighters to improve their safety and protect our heritage.

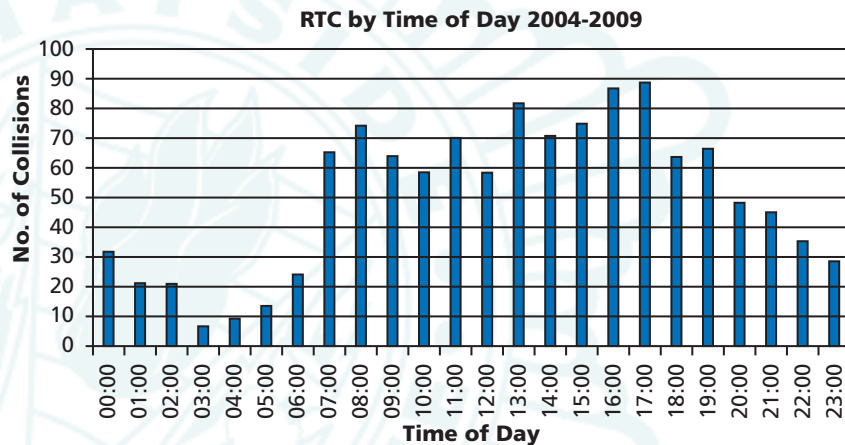
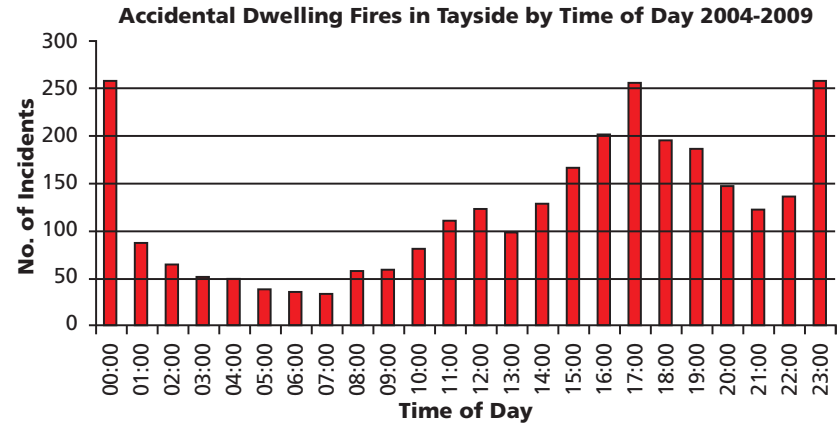
The Firelink communications project has provided a comprehensive system with which to communicate and mobilise our emergency response resources. This project has provided the opportunity for us to review the risk information contained within our mobilising system. The outcome of this will ensure our control operators mobilise the appropriate resources to respond safely and effectively.

As part of our risk reduction strategy we will examine all available risk information to identify appropriate prevention responses to achieve a reduction in risk. However when intervention is necessary we will manage the risk to reduce the impact to the natural and built environment caused by fire and other emergencies.

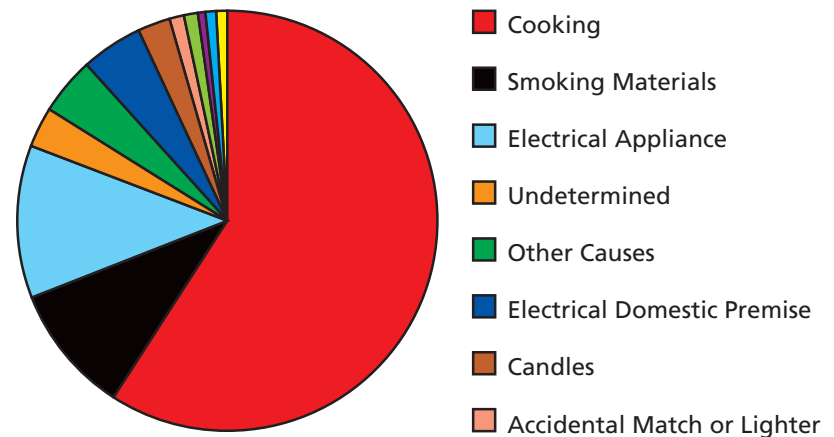
# PREVENTION

## HOW TAYSIDE FIRE AND RESCUE WILL MEASURE ITS PERFORMANCE AGAINST THIS OBJECTIVE:

- PI11** Number of fires attended.
- PI12** Number of road traffic collisions (RTCs) attended.
- PI13** Number of other incidents attended.
- PI14** Number of fires in each type of non-domestic premises expressed as a ratio per 1,000 premises of the total registered.
- PI15** Number of high risk premises expressed as a ratio per 1,000 premises of the total registered number of premises type for each of the categories of premises defined within the FSEC risk modelling software.



**Accidental Dwelling Fires in Tayside by Cause 2004-2009**



# INTERVENTION

## AIM 2

### INTERVENTION

**RESPOND PROMPTLY AND EFFECTIVELY TO DEAL WITH FIRES AND OTHER EMERGENCIES WHEN THEY OCCUR**

**COMMUNITY SAFETY**

**RISK MANAGEMENT**

**Make your escape plan...  
...get out alive!**

**WHEN NEEDED BY OUR COMMUNITIES WE WILL:**

### STRATEGIC OBJECTIVE THREE

**SO3** Provide the appropriate response founded on risk based evidence.

### ACTION POINTS FOR ACHIEVING THIS OBJECTIVE

**AP12** Ensure emergency response personnel are equipped with the appropriate skills to undertake their role safely and effectively.

**AP13** Ensure material and human resource requirements are in place to provide an effective intervention response.

**AP14** Make more effective use of organisational resources through the introduction of an Aerial Rescue Pump at Perth Fire Station.

**AP15** Review and manage the premises risk information held within the organisation to ensure an effective and safe emergency response.

**AP16** Incorporate the Tayside Strategic Co-Ordinating Group's Community Risk Register into our risk management information systems.

**AP17** Continue to manage our call handling procedures and recording systems to inform future emergency response arrangements.

# INTERVENTION

## HOW THESE ACTION POINTS WILL HELP US MEET THIS STRATEGIC OBJECTIVE:

Our primary aim of Prevention has led to a reduction in the number of emergency response incidents and property fires attended by our staff in recent years. Whilst this is welcomed it means we have to ensure our personnel possess the necessary training and skills to deal with the incidents they may be required to attend.

To ensure we respond effectively it is important that we provide the best equipment with which to do the job and our staff possess the necessary knowledge and skills. We continue to invest in equipment, training facilities and development opportunities to enable our staff to acquire, develop and maintain the skills needed to deal with emergency incidents.

A review of our aerial requirements has resulted in an opportunity to consider an alternative approach to delivering this capability. It has been identified that this can be delivered by an Aerial Rescue Pump which provides a dual function. Following comprehensive research and development an Aerial Rescue Pump has been introduced to further enhance our intervention capability.

As a responsible employer we recognise our Duty of Care to our employees and those we serve. To achieve this we will introduce a comprehensive Risk Management process designed to reduce the likelihood of injury to firefighters and limit the opportunity of exposure resulting in ill health to our Communities.

We will continue to develop our risk information systems to reflect the contents of the Community Risk Information held by the Tayside Strategic Co-ordinating Group into our risk databases. The sharing of information and knowledge between partners will achieve more effective pre-planning for flooding and other emergencies.

We will continue to work with our partners to reduce the number of false alarms caused by malicious calls and fire alarm systems. To achieve this we will work with education authorities to deliver an educational approach to the unintended consequences of making a malicious call. Recognising the commercial impact to businesses and the inefficient use of our resources we will continue to reduce these incidents through a targeted approach.



Blue watch, Blackness Fire Station fireworks awareness education, Harris Academy, Dundee

# INTERVENTION

## HOW TAYSIDE FIRE AND RESCUE WILL MEASURE ITS PERFORMANCE AGAINST THIS OBJECTIVE:

- PI16** Percentage of calls handled within 1 minute.
- PI17** Percentage of calls handled within 2 minutes.
- PI18** Number of unwanted fire signals from automatic fire detection and warning systems per 1,000 AFA calls.
- PI19** Number of unwanted fire signals from automatic fire detection and warning systems per 1,000 registered non-domestic properties.
- PI20** Number of malicious calls as a percentage of total emergency calls.
- PI21** Number of malicious and 'Due to Apparatus Fault' unwanted automatic fire signals per 10,000 incidents attended.



## STRATEGIC OBJECTIVE FOUR

- S04** Respond promptly and effectively to resolve local, regional and national emergencies.

## ACTION POINTS FOR ACHIEVING THIS OBJECTIVE

- AP18** Ensure our emergency response personnel work safely and effectively through monitoring, auditing and reviewing our activities.
- AP19** Enhance our response options and capability with regard to flood and water related incidents.
- AP20** Contribute to the continued development of regional and national policies which support the safe and effective resolution of major incidents.
- AP21** Conduct a review of our Business Continuity Planning Arrangements to ensure we can deliver an effective intervention response.
- AP22** With our partners, explore the opportunities to establish Water, Driving and Competency Based Training activities.
- AP23** With our partners, conduct a review into Major Incident Response training to meet our statutory obligations within the Civil Contingencies Act 2004.

# INTERVENTION

## HOW THESE ACTION POINTS WILL HELP US MEET THIS STRATEGIC OBJECTIVE:

Our increased statutory duties for non-fire related incidents, including those involving flooding, collapsed buildings, chemical, biological, radiological and nuclear agents are areas of our emergency response activity which continue to evolve and it is vital that we maintain a wider perspective as to how these services can be delivered effectively.

Large scale emergencies require substantial resources for significant periods of time. We continue to prepare and plan the response to these risks in partnership with other first responders and voluntary agencies through major exercises and the development of joint policies and agreements. Work is on-going at local, regional and national level with a number of agencies and other blue light services to identify the range of skills and equipment available to ensure, when needed, we can respond effectively.

The effects of climate change have resulted in an increased risk of flooding in several areas across Tayside. We are working together with our Emergency Planning partners to develop the necessary pre-planning scenarios so we can respond effectively to these incidents when they occur.

Tayside Fire and Rescue plays a pivotal role in the co-ordination of flood response and continues to work with many agencies to identify their capabilities and develop more effective joint working arrangements. This work will ensure that we can provide an effective and co-ordinated response to large scale flooding events.

Staff who are trained to deliver this specialist rescue capability have particular needs in terms of how they maintain the skills necessary to operate in such demanding roles. We will work with our shared services partners to explore opportunities where we can pool our resources to facilitate efficient

use of training assets whilst meeting individual requirements.

The safety of our staff and the public who may be affected by an emergency is of paramount importance. Staff are provided with the necessary skills, information, training and equipment to ensure they can work safely and the risks are reduced to as low a level as possible. Following upgrading of our communication system the operational assurance team will review our risk information. A process of incident audits will ensure that the policies and procedures are implemented and the service we provide meets the need of our communities.

As a category one responder within the Civil Contingencies Act 2004 we are required to plan how we would respond to major incidents at local, regional and national levels. Several major exercises have taken place to test the planning assumptions with the learning outcomes being used to further develop the necessary procedures and training needed to provide an effective response.

Whilst responding to large scale incidents or other events which cause a disruption to our core activities we need to ensure that we are able to provide our normal day to day functions. We will review our planning scenarios to ensure that any foreseeable events have been adequately considered and the necessary systems are in place to meet these eventualities.

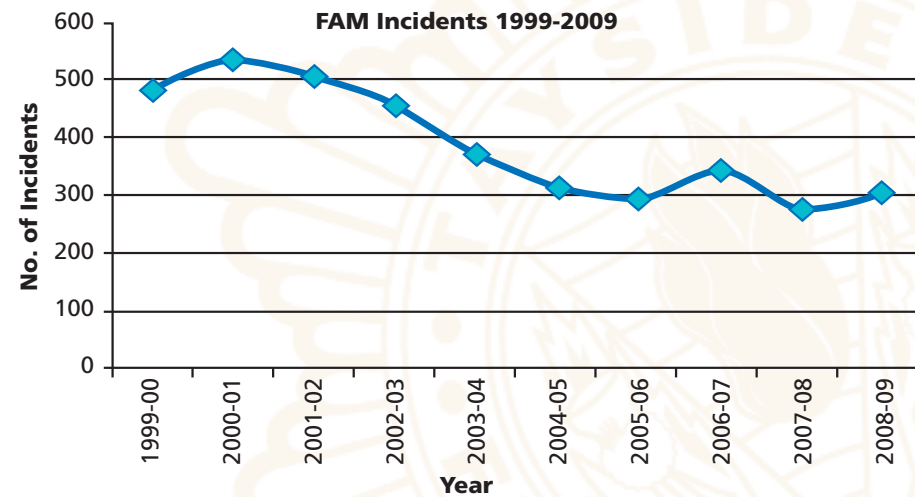
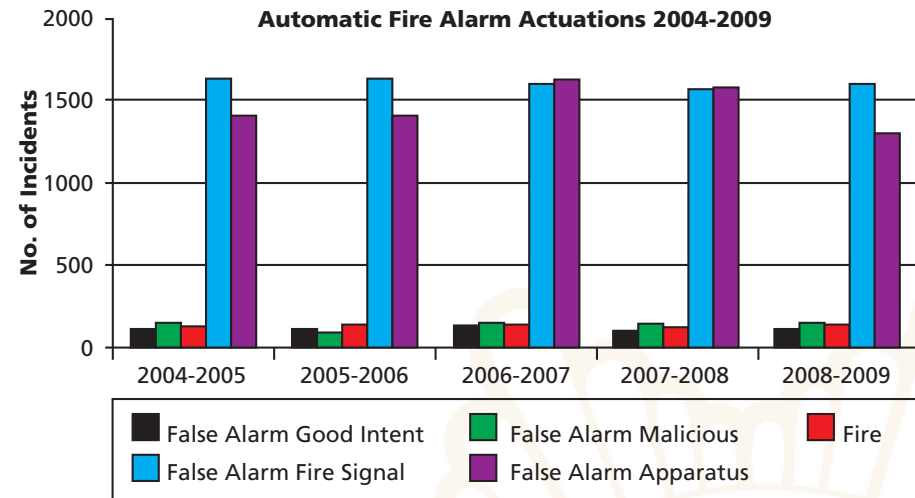
## HOW TAYSIDE FIRE AND RESCUE WILL MEASURE ITS PERFORMANCE AGAINST THIS OBJECTIVE:

- PI22** Percentage of all fires in dwellings where smoke detector operated.
- PI23** Percentage of all fires in dwellings where smoke detector failed to operate.
- PI24** Percentage of all fires in dwellings where no smoke detector fitted.

# INTERVENTION



A firefighter scales a ladder to reach pilot Vince Hagedorn before he was winched out of the aircraft 40 feet above the fairway in Caird Park golf course.



# PEOPLE

## 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 WE SERVE**

**PERSONNEL SERVICES**

**CORPORATE SERVICES**

**TECHNICAL SERVICES**

### AS AN EMPLOYER OF CHOICE WE WILL:

#### STRATEGIC OBJECTIVE FIVE

**S05** Recruit, retain and develop a highly skilled workforce which supports equality and diversity.

#### ACTION POINTS FOR ACHIEVING THIS OBJECTIVE

**AP24** Develop the firefighter (control) training programme to meet national training strategies.

**AP25** Carry out appraisal and development reviews for all employees.

**AP26** Develop organisational shared values.

**AP27** Undertake employee exit interviews for all leavers as part of our knowledge management initiative.

**AP28** Review recruitment process and explore joint shared services recruitment opportunities.

**AP29** Implement a new Equality Training Strategy.

**AP30** Initiate a review of our Equality Impact Assessments.



Carnoustie Gala Day. Grant Spence shows Lucy Small (5) the ropes at the Tayside Fire and Rescue stand.

## HOW THESE ACTION POINTS WILL HELP US MEET THIS STRATEGIC OBJECTIVE:

As a means of aligning employee objectives with the strategic objectives Appraisal and Development Reviews will be introduced. This will ensure that all employees are continually being developed and are aware of what is expected of them. This will be supported by the development of shared organisational values which will define the behaviours and standards required.

Following the success of our Wholetime Recruitment Campaign in 2009, we will endeavour to review our current recruitment and selection procedures and apply best practice in future campaigns. This will ensure that we continue to attract a high calibre of candidates from across our communities to the fire and rescue service. Exit interviews will also be introduced to ensure that employee's expectations were met by the organisation and their role. The feedback from these interviews will enable us to further develop our internal policies and procedures.

A revised Equality Training Strategy will be published which will detail the changing legislative responsibilities of employer and employees and how Tayside Fire and Rescue can continue to promote the equality agenda. A review of the Equality Impact Assessment process will also be carried out allowing us to evaluate the current process and build on this to ensure meeting the diverse needs of all stakeholders is at the core of everything we do.

**Make your escape plan...  
...get out alive!**

# PEOPLE

## HOW TAYSIDE FIRE AND RESCUE WILL MEASURE ITS PERFORMANCE AGAINST THIS OBJECTIVE:

- PI25** Number of female firefighters as a percentage of all uniformed staff.
- PI26** Number of female employees in promoted posts as a percentage of all uniformed promoted staff.
- PI27** Number of female employees as a percentage of female employees applying for promotion.
- PI28** Number of female applicants to join Tayside Fire and Rescue as a percentage of total applications.
- PI29** Number of minority ethnic employees as a percentage of total employees (benchmarked against the minority ethnic population in Tayside).
- PI30** Number of minority ethnic applicants to join Tayside Fire and Rescue as a percentage of total applications.
- PI31** Number of wholetime firefighters undertaking SVQ Level 3.
- PI32** Percentage of wholetime firefighters who have achieved SVQ Level 3.



Tayside Fire and Rescue's long-standing work with the Prince's Trust was recognised in a visit to Dundee's Blackness Road station yesterday by a group from the young people's charity. Pictured are (front) Prince's Trust national liaison officer George Martin (left) and chief fire officer Stephen Hunter with (back, from left) Prince's Trust Scotland head of programmes Scott MacFarlane, team programme manager Caroline Jamieson and Frazer MacDonald.

## STRATEGIC OBJECTIVE SIX

**SO6** Ensure the health, safety and wellbeing of the workforce.

### ACTION POINTS FOR ACHIEVING THIS OBJECTIVE

**AP31** Utilise collaborative arrangements for the procurement of corporate uniforms and personal protective equipment.

**AP32** Following the review of our accommodation requirements, implement the recommendations made.

**AP33** Implement the findings of the psychological well being survey and carry out awareness training for all employees.

**AP34** Develop common Occupational Health policies with our shared services partners.

**AP35** Review and implement the proposals arising from the national report "Working for a Healthier Tomorrow".

**AP36** Implement Occupational Safety initiatives in conjunction with our partners.

**AP37** Conduct a feasibility study, with a view to implementing the BS EN 180001 Safety Management System.

## HOW THESE ACTION POINTS WILL HELP US MEET THIS STRATEGIC OBJECTIVE:

The development of the shared services initiative with Central and Fife Fire and Rescue Authorities will encourage the information flow and increase the safety intelligence of all three services. This will lead to the increasing provision of safe and healthy working for our employees.

Operating a safety management system to the level of BS EN 18001, can assure the organisation meets its aims and objectives, in ensuring the health and safety of our employees, by an internally and externally audited route to an internationally accredited standard. Through this process, a transparent method of ensuring compliance with legislative needs and with best practice can be maintained.

## HOW TAYSIDE FIRE AND RESCUE WILL MEASURE ITS PERFORMANCE AGAINST THIS OBJECTIVE:

**PI33** Total reported injury rate per 100,000 employees.

**PI34** Number of recorded acts of violence or hostility towards employees at operational incidents per 1,000 incidents attended.

**PI35** Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) injury rate per 100,000 employees.

**PI36** Reported 'near misses' per 100,000 employees.

**PI37** Average number of rider shifts lost due to sickness and modified duties per rider position.

**PI38** Average number of working days lost to sickness absence per employee for all other staff.

# PERFORMANCE

## AIM 4

### PERFORMANCE

MONITOR PERFORMANCE TO  
ENSURE CONTINUOUS  
IMPROVEMENT AND  
DELIVERY OF BEST VALUE

COMMUNITY  
SAFETY

TECHNICAL  
SERVICES

PERSONNEL  
SERVICES

FIRE  
SAFETY

CORPORATE  
SERVICES

**TO DELIVER BEST VALUE FOR OUR COMMUNITIES WE WILL:**

#### STRATEGIC OBJECTIVE SEVEN

**S07** Demonstrate best practice and innovation.

#### ACTION POINTS FOR ACHIEVING THIS OBJECTIVE

**AP38** Develop the procurement centre for expertise including any e-Procurement initiatives to encourage collaborative procurement.

**AP39** Review and streamline the complete Purchase-to-Pay cycle in conjunction with our partners.

**AP40** Review the operation of our Resource Centre including the rationalisation of inventories.

**AP41** Implement the recommendations of the Carbon Trust and Green Fleet Audit.

**AP42** Conduct a review of all waste with a view to establish more opportunities for recycling.

**AP43** Where possible incorporate energy efficient plant and services within our capital building projects.

**AP44** Implement the ICT Policy to ensure compliance and security of our ICT systems.

**AP45** Implement the findings of our e-Strategy Review.

# PERFORMANCE

- AP46** Analyse the Asset Management System to assess opportunities for further development.
- AP47** Develop and implement a service catalogue to identify a comprehensive list of all services and systems accessible through ICT systems.
- AP48** Following the analysis of our ICT end user requirements, consider implementing the recommendations made.



A group of Perth youngsters have been learning basic fire, road and water safety skills as part of a new community project. The 14 young people, all aged 16-20 and all of whom have additional support needs, yesterday became the first to graduate from the 14-week "fire college" programme.

## HOW THESE ACTION POINTS WILL HELP US MEET THIS STRATEGIC OBJECTIVE:

We are committed to the implementation of effective environmental management processes. By improving our carbon footprint we will enhance the impact we currently have on our environment. We are committed to achieving year on year reductions in energy consumption whilst investigating possible uses of cleaner energy sources. This will include incorporating energy efficient assets within any projects which we undertake. We will also continue to investigate any possible improvements to our activities which will have a lesser effect on the environment and include these in our day to day processes.

Collaborative and efficient procurement processes are a national priority for the fire and rescue service. Because it remains high on our priority list, we will strive to make the processes involved in the procurement cycle as effective, efficient and economic as we can by examining the complete procurement cycle for start to finish. This will allow us to tender, purchase, pay and dispose of assets in a more streamlined manner and collaborate with our partners in a way which makes best use of our resources.

The effective use of information and communications technology [ICT] allows us to perform our roles more effectively. Tayside Fire and Rescue has already been recognised as one of the most advanced fire and rescue services in Scotland with regard to our use of ICT. We will enhance this reputation by continuing to implement forward thinking policies and strategies relating to ICT and develop systems which will assist us in achieving our corporate aims. This will include ensuring that all of our systems and the information contained within them is secure and robust.

**Make your escape plan...  
...get out alive!**

# PERFORMANCE

## HOW TAYSIDE FIRE AND RESCUE WILL MEASURE ITS PERFORMANCE AGAINST THIS OBJECTIVE:

- PI39** Net revenue cost per head of population.
- PI40** Percentage of cashable efficiency gains achieved against revenue budget.
- PI41** Number of hits on website.



A Charity which works with children affected by the Chernobyl disaster brought young Ukrainians to a Macalpine fire station, Dundee.

## STRATEGIC OBJECTIVE EIGHT

- S08** Ensure continuous improvement in all our activities.

## ACTION POINTS FOR ACHIEVING THIS OBJECTIVE

- AP49** Implement the outcomes of the Corporate Information Audit.
- AP50** Review the systems for making travel and subsistence payments, to ensure equitable treatment of all staff.
- AP51** Research the implementation of a shared Payroll/HR System.
- AP52** Consider the recommendations arising from the internal strategic review.
- AP53** Continue developing the sharing of our resources/services with our partners to ensure best use is made of our facilities and ICT.
- AP54** Conduct a review and evaluation of year 1 of the 3 Year Training Plan.
- AP55** Conduct a review of our in-house catering arrangements.
- AP56** Develop and enhance our performance and project management framework.

# PERFORMANCE

## HOW THESE ACTION POINTS WILL HELP US MEET THIS STRATEGIC OBJECTIVE:

As part of our shared services initiative we will strive to streamline a number of our activities and the systems operated to ensure that Best Value is being achieved within these functions. This will involve examination of the way in which we and our partners deliver particular services with a view to delivering these services in a more efficient and effective way. This will be combined with a consideration of the internal strategic review carried out and the recommendations arising from that review. These initiatives and reviews will ensure that Tayside Fire and Rescue is well placed and structured to face future challenges.

In addition to this we will rationalise a number of the payment procedures we currently adopt in order to ensure that there is both consistency and efficiencies built into those systems. We will also ensure that the locations and manner in which we store information is in line with legislative and best practice requirements.

In order to ensure continuous improvement and as part of our self assessment ethos we will review our Training Plan to ensure that it is delivering the results which it originally intended to.

**Make your escape plan...  
...get out alive!**

## HOW TAYSIDE FIRE AND RESCUE WILL MEASURE ITS PERFORMANCE AGAINST THIS OBJECTIVE:

- PI42** Percentage of purchase invoices processed in line with credit terms.
- PI43** Percentage under/overspend against approved revenue budget.
- PI44** Percentage under/overspend against approved capital budget.
- PI45** Number of external complaints registered against Tayside Fire and Rescue.



Promoting Alcohol Awareness Week at Tesco Kingsway, Dundee, are Constable Ewen Murdoch, Mr Paul Ballard, Firefighter Angie Oliphant, Madge Thornton of Tayside Council On Alcohol, fire service watch manager Jim Donaldson, and Tesco customer service manager Craig Buick

# GLOSSARY OF TERMS AND ABBREVIATIONS

<b>Action Points</b>	Action points are Tayside Fire and Rescue activities which contribute towards achieving our corporate aims and strategic objectives. Each action point is numbered and listed.
<b>Automatic Fire Alarm</b>	Apparatus which detects fire in a building and automatically notifies the Fire and Rescue Service of a potential problem, often via a call centre.
<b>Collaboration</b>	A partnership entered into with other fire and rescue services, the purpose being to derive the same benefits such as efficiency savings and standardisation.
<b>Community Safety Partnership</b>	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.
<b>Continuous Personal Development</b>	The requirement to continually update one's knowledge, skills and competences from point of entry into the service to retirement.
<b>Duty Systems</b>	The various types of shifts worked by uniformed staff. These include day work, a flexible duty officer's rota and station based shifts all enabling twenty four hour cover across the region.
<b>Emergency Response</b>	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.
<b>Hazard</b>	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.
<b>HFSV</b>	Home Fire Safety Visit – A visit to a person's home by fire officers to give advice and assess the premise in relation to fire safety in the home.
<b>Integrated Risk Management Plan</b>	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.
<b>IT/ICT</b>	Information and Communication Technology. The study, design, development, implementation, support or management of computer-based information systems. The use of computer technology to help individuals, businesses and the organisation use information.

<b>National LPI</b>	National Local Performance Indicator – A performance indicator measured in Scotland only.
<b>NHS</b>	National Health Service
<b>Performance Indicator's</b>	Quantifiable measures reflecting the critical success factors of the organisation. A way of measuring the organisations progress towards achieving our organisational goals.
<b>Public Sector Improvement Framework (PSIF)</b>	A self-assessment tool which encourages organisations to conduct a systematic and comprehensive review of their own activities and results. This enables the organisation to identify their strengths and areas for improvement which will inform annual planning and define improvement initiatives that are monitored and measured over a specific period of time.
<b>Response</b>	Our reaction to a request for our services. This could be an emergency, a complaint or advice on a safety matter.
<b>RIDDOR</b>	Reporting of Injuries Diseases and Dangerous Occurrences Regulations. Government regulations for reporting accidents.
<b>Risk</b>	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.
<b>SCG</b>	Strategic Co-ordinating Group – A multi agency partnership group which utilises resources from public, private and voluntary sectors for the resolution of any major emergency situation.
<b>Shared Services</b>	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.
<b>Stakeholder Consultation</b>	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.
<b>SVQ</b>	Scottish Vocational Qualification – A qualification based on standards of competence (National Occupation Standards) that describe a candidates ability to work in real conditions. Awarded and accredited through the Scottish Qualifications Authority.

# HOW TO CONTACT US



**BY POST:** Tayside Fire and Rescue,  
FREEPOST SCO6534,  
Fire and Rescue  
Headquarters,  
Blackness Road,  
Dundee  
DD1 5PA

**BY PHONE:** 01382 322 222  
Out-with office hours messages on 01382 817 669

**BY FAX:** HQ 01382 200 791

**E-MAIL:** [consult@taysidefire.gov.uk](mailto:consult@taysidefire.gov.uk)

**OR VISIT OUR WEBSITE:** [www.taysidefire.gov.uk](http://www.taysidefire.gov.uk)

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

ଆପଣ ଏହି ରିପୋର୍ଟର କପିକୁ ଏକ ଭିନ୍ନ ଭାଷା, ବ୍ରିଲ୍ କିମ୍ବା ବଡ଼ ଫଣ୍ଟରେ ପଢ଼ିବାକୁ ଚାହୁଁଥିବେ, ତେବେ ଦୟାକରି ଆମ ମୁଖ୍ୟ ଅଗଣିତ ଅଧିକାରୀଙ୍କ ସହିତ ଯୋଗାଯୋଗ କରନ୍ତୁ। ଆମ ସେବା ଏହାପାଇଁ ସମର୍ଥନ ଦେଇଥାଏ।

આપણે આ રિપોર્ટର કପીକୁ ଏକ ଭિନ୍ନ ભાષા, બ્રેલ અથવા મોટા ફોન્ટରେ આપી શકીએ છીએ। આ માટે અમારા મુખ୍ୟ અધિકારીଙ୍କ સହି આપણને સંપર્ક କରନ୍ତો। અમારા સેવા આ માટે સમର୍થન આપે છે।

ଆପଣ ଏହି ରିପୋର୍ଟର କପିକୁ ଏକ ଭିନ୍ନ ଭାଷା, ବ୍ରିଲ୍ କିମ୍ବା ବଡ଼ ଫଣ୍ଟରେ ପଢ଼ିବାକୁ ଚାହୁଁଥିବେ, ତେବେ ଦୟାକରି ଆମ ମୁଖ୍ୟ ଅଗଣିତ ଅଧିକାରୀଙ୍କ ସହିତ ଯୋଗାଯୋଗ କରନ୍ତୁ। ଆମ ସେବା ଏହାପାଇଁ ସମର୍ଥନ ଦେଇଥାଏ।

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

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ଆପଣଙ୍କ ପାଇଁ  
ଅଗଣିତ ଅଧିକାରୀଙ୍କ  
ସହିତ ଯୋଗାଯୋଗ  
କରିବା ପାଇଁ  
ଆମ ସେବା

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

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

## TAYSIDE FIRE AND RESCUE



### DON'T BECOME A VICTIM

Every year domestic fires account for over 500 deaths and 14,000 injuries, many of these could be prevented if people had an early warning and were able to get out of their home in time.

SIMPLY BY FITTING SMOKE ALARMS YOU COULD SAVE YOUR FAMILY AND YOUR HOME.

### HOME FIRE SAFETY VISITS

Tayside residents can arrange for firefighters to come to their home and assess any fire hazards that they find. During the visit firefighters will give advice on how to make your home safer, what to do in the event of a fire and what to do if you are trapped by a fire. They will also fit a smoke alarm **FREE** if required and explain how to maintain it correctly.

To arrange your **FREE** Home Fire Safety Visit please contact **01382 835 804**  
Or text "Check" to **61611** Or visit our website **[www.taysidefire.gov.uk](http://www.taysidefire.gov.uk)**



[www.taysidefire.gov.uk](http://www.taysidefire.gov.uk)