

# Tayside Fire Board

Tayside Fire Board

Towards a Safer Tayside

Consultation Document

Tayside Fire Board

Towards a Safer Tayside

Have Your Say

# Action Plan 2005-2006

# OUR MISSION & AIMS



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● *The right resources* ● *In the right place* ● *At the right time*

# INTRODUCTION



***In September 2004, Tayside Fire Board approved the contents of "Towards a Safer Tayside", which set out the Board's vision of how it would provide fire and rescue services to the community of Tayside in future years.***

INTENDED as a public consultation document, "Towards a Safer Tayside" was designed to increase the community's knowledge and understanding of what the Board is trying to achieve and the scale of the task ahead.

The Board's stated objectives are intended to make the service more responsive to locally identified needs and contribute Towards a Safer Tayside through:

- reducing the number of fires and other emergencies,
- reducing the loss of life,
- reducing the number and severity of injuries,
- reducing the commercial, economic and social impact of fires and other emergencies, safeguarding the natural and built environment and national and local heritage whilst providing value for money.

INTRODUCTION

In order to implement the initiatives contained within the consultation document, the Board has now issued this Action Plan for the year 2005/06. This initial Action Plan builds on the foundations laid by the "Towards a Safer Tayside" consultation document and details a number of initiatives which are designed to facilitate low-risk incremental improvements to the way we provide our services. It is the Board's intention to provide a modern and effective fire and rescue service; however, this cannot be achieved by adhering to overly-prescriptive and outdated practices, standards and procedures.

We intend to place a greater emphasis on Partnership Working, Community Planning and Community Safety and will continue working progressively towards achieving a more appropriate distribution of our prevention and intervention resources to support these aims.

Tayside Fire Board remains committed to securing the improvements which the initiatives contained within this Action Plan will deliver. This will assist us in meeting our aim of ensuring that Tayside Fire Brigade continues to provide the highest level of fire safety and emergency response services to all the communities served by the Brigade.

# CONSULTATION

**A**FTER APPROVING THE CONTENTS of its consultation document, "Towards a Safer Tayside", on 27 September 2004, Tayside Fire Board embarked upon an extensive consultation process which finally closed on 11th February 2005. The Board's aim was to raise public awareness and seek the opinions of the people who were most likely to be affected by the proposals contained in the consultation document. By committing significant resources to the consultation process, it was hoped that as many people as possible would be given the opportunity to comment on the proposals and help shape the finalised action plan.

The Board recognises that effective consultation plays a vital part in successfully implementing the proposals contained within the consultation document. Communicating the organisation's priorities and explaining why and how we aim to achieve them, should greatly assist in helping people understand and indeed support any proposed changes. To that end, we consulted extensively with internal as well as external stakeholders utilising various media and events. Numerous channels have been made available to facilitate feedback to the Brigade in order to enable people to express their support or concerns regarding our draft proposals. These channels included:

- Widespread distribution of paper copies of the "Towards a Safer Tayside" consultation document to elected members and local hubs like libraries and community councils. Copies were also sent to interested groups, such as other fire brigades, emergency services and armed forces.
- Employing a local specialist distribution company to deliver leaflets to 180,000 domestic and business addresses within the Tayside area. These "Have Your Say" leaflets featured a tear-off reply section with free postage to return it.

- Keeping Brigade employees informed via presentations, discussions and an in-house IRMP newsletter.
- A copy of the "Have Your Say" leaflet was also attached to every employee's wage-slip.
- A direct dial phone number staffed during office hours and an answer-phone to leave messages after hours.
- A web-based presence through the Brigade's internet site, [www.taysidefire.gov.uk](http://www.taysidefire.gov.uk), with an online questionnaire. Comments could also be submitted electronically to a dedicated IRMP e-mail address.
- Discussion forums within each constituent council area facilitated by Opinion Research Services (ORS), an independent, external company which specialises in applied social research and has extensive experience in this area.



- Increased accessibility through large font hard copies, user definable and 'talking' options in electronic format as well as face to face discussions.

Those who replied and gave contact details have received a written response from the Brigade. Where it was felt that additional information would help to address any issues raised by the responder, this was provided.

The feedback received via these lines has now been collated and analysed by members of Tayside Fire Brigade, with a report regarding the results forwarded to the Fire Board for consideration.

From the results of the responses we can interpret the following:

- Most people found the consultation document and leaflet 'easy' or 'very easy' to read and understand, with only a few finding the document difficult. One or two people commented on the use of jargon.
- The vast majority 'agreed' or 'strongly agreed' with our proposals, particularly in the areas of personnel undertaking a greater preventative role in our communities. Proposals regarding community safety initiatives such as Home Risk Assessments were particularly well received.
- Cost-cutting, centralising of control rooms and reduced intervention cover were the main causes of concern contained within the negative replies.

It should be noted that the number of control rooms for Scotland is a national issue and not one that Tayside Fire Board itself initiated. Indeed, Tayside Fire Board is formally committed to the retention of 8 fire brigades, each with their own control room.

Some people took the opportunity to raise personal fire safety concerns. Those requiring specific advice were dealt with immediately by the Brigade's Community Fire Safety Department. It was particularly heartening to note that there was generally a very positive view towards quality of service provided by the crews and control staff of the Brigade and that

the Brigade is held in high regard by the public it serves.

The Fire Brigades Union (Tayside) submitted a formal response entitled "Making Tayside Safer" in which it outlined its stance with regard to the Board's proposals.

The contents of this document have been considered prior to finalising this Action Plan and due regard will be paid to its contents as new policies and procedures are developed in the forthcoming year. It is welcoming to note that the Fire Brigades Union (Tayside) recognises the need for change.

The Fire Board will wish to engage in further formal consultations with the community in future years, especially if changes are proposed to Tayside Fire Brigade's intervention standards and services. Our guiding principle is that any person or organisation that might have a legitimate interest in our proposals, or who may be affected by our proposals, should have the opportunity to express their views.



Managing Director of Opinion Research Services Dale Hall, Divisional Officer Kevin Culloch, Firemaster Steven Hunter, Divisional Officer Stephen Herron at a recent public meeting in the Marrayt Hall, Dundee, in conjunction with the Action Plan.

# PREVENTION

## Strategic Objectives

### WHAT THE BOARD AIMS TO DO: —

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



A joint initiative by Tayside Fire Brigade, Tayside Police and Dundee District Council is launched at Blackness Fire Station to crack down on illegal bonfires set in the run up to Guy Fawkes' Night.



## Achieving These Objectives

### HOW THE BRIGADE WILL DO IT:—

- AP01** Target resources to ensure that persons most at risk are identified and engage them in targeted safety initiatives.  
*Intended Outcome* — Reduction in the risk of fire, especially within homes.  
*Lead Department* — Fire Safety.  
*Target Date* — December 2005.
- AP02** Implement a pilot smoke alarm installation programme in selected areas of the Brigade. After evaluation this initiative may be extended across the Tayside area.  
*Intended Outcome* — Reduction in the risk of fire within the home.  
*Lead Department* — Fire Safety.  
*Target Date* — June 2005.
- AP03** Develop data sharing arrangements with our Community Planning Partners in Dundee, Angus and Perth & Kinross in order to establish priorities and target our resources and safety initiatives more effectively. *Intended Outcome* — More effective targeting of resources.  
*Lead Department* — Risk Management. *Target Date* — September 2005.
- AP04** Commence an extended pilot of the Risk Watch Programme in schools in the Tayside area.  
*Intended Outcome* — Improved community and personal safety education for school-aged children. *Lead Department* — Fire Safety. *Target Date* — December 2005.
- AP05** Work in Partnership with Community Wardens to address fire safety and anti social behaviour issues in the local communities.  
*Intended Outcome* — Improved community safety and reduction in incidents.  
*Lead Department* — Fire Safety. *Target Date* — December 2005.
- AP06** Implement a home safety check programme. We will conduct a pilot study in selected areas of the Brigade identified by analysing current data and after evaluation may extend this across the Brigade area.  
*Intended Outcome* — Reduction in the risk of fire within the home.  
*Lead Department* — Fire Safety. *Target Date* — June 2005.
- AP07** Develop our partnership work with Youth Justice and Social Services to address issues such as fire setting behaviour and road traffic accident joy rider offences.  
*Intended Outcome* — Improved community safety and reduction in incidents.  
*Lead Department* — Fire Safety. *Target Date* — December 2005.
- AP08** Consult with people and organisations that have used our fire safety service to establish the level of satisfaction in the service we have provided.  
*Intended Outcome* — Improved stakeholder satisfaction.  
*Lead Department* — Service Delivery. *Target Date* — September 2005.
- AP09** Introduce new software and data collection systems to enhance our ability to target our fire safety initiatives more effectively.  
*Intended Outcome* — Improved targeting of community safety initiatives.  
*Lead Department* — Service Delivery. *Target Date* — September 2005.



Community Fire Safety Support Officers pictured with new vans at Blackness Fire Brigade HQ.

# INTERVENTION

## Strategic Objectives

### WHAT THE BOARD AIMS TO DO: —

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



Crews attending to a blaze at Arran Auto Centre in Frederick Street, Dundee.



## Achieving These Objectives

### HOW THE BRIGADE WILL DO IT:—

- AP10** Introduce a Call Management policy designed to reduce the number of malicious and hoax calls to the Brigade.  
*Intended Outcome* — More effective use of resources and reduction in unnecessary fire engine journeys. *Lead Department* — Service Delivery. *Target Date* — September 2005.
- AP11** Introduce a policy of mobilising to automatic fire alarm activations on a risk-assessed basis.  
*Intended Outcome* — More effective use of resources and reduction in unnecessary fire engine journeys. *Lead Department* — Service Delivery. *Target Date* — June 2005.
- AP12** Consider the temporary relocation of fire engines to provide improved response times, based on historical incident data and demand profiles.  
*Intended Outcome* — Reduction in time taken to reach incidents.  
*Lead Department* — Operations. *Target Date* — December 2005.
- AP13** Investigate the number and types of incidents that require us to use high reach appliances in the early stages of a fire.  
*Intended Outcome* — More effective use of resources. *Lead Department* — Operations.  
*Target Date* — June 2005.
- AP14** Investigate alternative methods of crewing our demountable units, such as the Breathing Apparatus Support Unit and Operational Support Unit.  
*Intended Outcome* — More effective use of resources. *Lead Department* — Operations.  
*Target Date* — December 2005.
- AP15** Consider opportunities to enter into a co-responder partnership with the Scottish Ambulance Service in order to provide defibrillators on fire engines, especially in rural areas.  
*Intended Outcome* — Improved community safety. *Lead Department* — Operations.  
*Target Date* — December 2005.
- AP16** Train and equip our operational personnel to deal with major incidents, including those of a chemical, biological, radiological, nuclear or terrorist nature.  
*Intended Outcome* — Wider use of Brigade personnel and resources. Improving national resilience. *Lead Department* — Training and Development. Operations.  
*Target Date* — December 2005.
- AP17** Continually review the type of equipment carried on our fire engines in order to ensure that our firefighters are properly equipped to deal with incidents within their community.  
*Intended Outcome* — Maintenance of an effective fire and rescue service.  
*Lead Department* — Operations. *Target Date* — December 2005.
- AP18** Analyse our historical incident database in order to identify the most effective times to change shifts for wholetime personnel.  
*Intended Outcome* — Improved use of resources. *Lead Department* — Operations.  
*Target Date* — June 2005.
- AP19** Develop new operational response standards, which will place greater emphasis on the protection of life, especially within the home.  
*Intended Outcome* — Reduction in the number of deaths and injuries due to fires and other emergencies. *Lead Department* — Operations. *Target Date* — September 2005.
- AP20** Analyse our ability to provide and move large quantities of water to and from incidents such as flooding and fires.  
*Intended Outcome* — Improved service to the community. *Lead Department* — Operations.  
*Target Date* — December 2005.
- AP21** Develop and introduce new working routines, in accordance with nationally agreed principles, in order to provide greater flexibility and improve the organisation's ability to reduce the risk to the community from fires and other emergencies.  
*Intended Outcome* — Improved service to the community. *Lead Department* — Operations.  
*Target Date* — September 2005.

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# PEOPLE

## Strategic Objectives

### WHAT THE BOARD AIMS TO DO: —

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



Firefighters from Blue Watch take part in a charity car wash at Kinloch Primary School.





Personnel and Fire Board members gather for the Long Service and Good Conduct award ceremony held at Tayside Fire Brigade HQ, Blackness Road.

## Achieving These Objectives

### HOW THE BRIGADE WILL DO IT:—

- AP22** Continue to work towards the full implementation of the Integrated Personal Development System (IPDS). *Intended Outcome* — A safe, healthy highly-skilled and inclusive workforce which provides equal opportunities for all and is trained to provide a wider range of services to the community. *Lead Department* — Personnel. *Target Date* — December 2005.
- AP23** Replace our rank-based management structure with one which is based on the roles performed by our personnel. *Intended Outcome* — A more inclusive workforce which provides equal opportunities for all. *Lead Department* — Personnel. *Target Date* — September 2005.
- AP24** Continue to revise our recruitment, selection and promotion policies in line with recognised best practice and the Integrated Personal Development System (IPDS). *Intended Outcome* — A more inclusive workforce which provides equal opportunities for all. *Lead Department* — Personnel. *Target Date* — September 2005.
- AP25** Analyse the demand for our non-emergency response services, such as Community Fire Safety, and investigate ways of providing these services over a broader timeframe. *Intended Outcome* — Improved service provision and a more flexible workforce. *Lead Department* — Personnel. *Target Date* — June 2005.
- AP26** Develop action plans, designed to ensure that we meet the requirements of new legislation, such as the Disability Discrimination Act. *Intended Outcome* — Improved service provision and legal compliance. *Lead Department* — Personnel. *Target Date* — June 2005.
- AP27** Continue to promote equality and diversity issues within the Brigade and devise a training programme to enhance our personnel's understanding of these issues. *Intended Outcome* — A more inclusive workforce which provides and promotes equal opportunities for all. *Lead Department* — Personnel. *Target Date* — September 2005.
- AP28** Provide opportunities for our personnel to develop to their full potential by developing partnerships which assist in creating a culture of life-long learning. *Intended Outcome* — More highly skilled and motivated personnel. *Lead Department* — Personnel. *Target Date* — June 2005.

# PERFORMANCE

## Strategic Objectives

### WHAT THE BOARD AIMS TO DO: —

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



Emergency services meet at Blackness Road Headquarters for the launch of the 999 Youth Quiz.





Fire Brigade staff at at Macalpine Road Fire Station who have gained a European Computer Driving Licence, are presented with their certificates by Firemaster Stephen Hunter.



Crews with aerial platform deal with a fire in Albert Street, Dundee, earlier this year.

## Achieving These Objectives

### HOW THE BRIGADE WILL DO IT:—

- AP29** Invest in the provision of computer-based data analysis equipment and associated training to assist in the identification of risk reduction initiatives.  
*Intended Outcome* — Improved targeting of resources. More effective use of resources.  
*Lead Department* — Technical Services. *Target Date* — December 2005.
- AP30** Develop new performance indicators which enable us to measure our performance against our strategic objectives.  
*Intended Outcome* — Improved benchmarking and monitoring facility.  
*Lead Department* — Corporate Services. *Target Date* — December 2005.
- AP31** Maintain effective links, foster good relationships and develop effective partnerships with our stakeholders and community organisations.  
*Intended Outcome* — Improved community safety. Removal of duplication of effort.  
*Lead Department* — All Departments. *Target Date* — December 2005.
- AP32** Identify and incorporate accepted “best practice” within our policies and procedures.  
*Intended Outcome* — More effective use of resources. Improved value for money.  
*Lead Department* — All Departments. *Target Date* — December 2005.
- AP33** Consult extensively with our personnel and our stakeholders. We will compile a stakeholder database and be open, transparent and inclusive when developing new initiatives.  
*Intended Outcome* — Community will have a greater say in the development of our services. Improved stakeholder satisfaction. *Lead Department* — Service Support.  
*Target Date* — December 2005.

● The right resources ● In the right place ● At the right time

# GLOSSARY

<b>Automatic Fire Alarm (AFA)</b>	Apparatus which detects fire in a building and automatically notifies the Fire Service of a potential problem, often via a call centre.
<b>Command and Control Centre</b>	The centre responsible for the receipt of all incident-related calls “999” and the mobilising of fire engines.
<b>Duty Systems</b>	The various types of shifts worked by uniformed staff. These include day work, a flexible officers’ rota and station-based shifts all enabling twenty four-hour cover across the region.
<b>Fire Authority</b>	Elected Members from the Local Council who, in law, are responsible for providing and maintaining a Fire Service.
<b>Co-Responder</b>	Co-Responders provide life-saving treatment to those people within the community who are critically injured or ill, prior to the arrival of an ambulance.
<b>Integrated Risk Management Planning (IRMP)</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>Integrated Personal Development System (IPDS)</b>	A national system based on role rather than ranks. It provide individuals with a structured training path enabling them to maintain skills at their current level or work towards developing their career.
<b>Secondary Fire</b>	An incident such as a small fire in the open, grass on fire, abandoned cars, skips and bonfires.
<b>Service Delivery</b>	The carrying out of frontline activities such as incident prevention and protection or in fire and rescue situations.
<b>Service Support</b>	The concept that certain functions units or departments carry out support activities such as training or purchasing of equipment to ensure we can deliver on the front line.
<b>Special Services</b>	Incidents the Brigade attends which are not related to fire, such as road traffic accidents, flooding, people locked out and lift rescues.
<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.

# 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.



For more information on Fire Safety contact  
Tayside Fire Brigade on:

**01382 322222**

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

# www.taysidefire.gov.uk

