



Tayside Fire and Rescue Board

Towards A Safer Tayside

Action Plan
2006-2007



Protecting the Community

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Introduction

In November 2005 Tayside Fire and Rescue Board approved the contents of "Towards a Safer Tayside", a consultation document 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
- Providing value for money

In order to implement the initiatives contained within the consultation document, the Board has now issued this Action Plan for the year 2006/07. This 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 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.

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 and Rescue Board remains committed to servicing 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 and Rescue continues to provide the highest level of fire safety and emergency response services to all the communities we serve.

Consultation

After approving the contents of its consultation document "Towards a Safer Tayside", on 14 November 2005, Tayside Fire and Rescue Board embarked upon an extensive consultation process which finally closed on 26 February 2006. The Board's aim was to raise public awareness and seek the opinions of people who were most likely to be affected by the proposal in the consultation document.

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. Numerous channels have been made available to facilitate feedback in order to enable people to express their support or concerns regarding our draft proposals. These channels included:

- Widespread distribution of paper copies of "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 and rescue services and other emergency services.
- A direct dial phone number staffed during office hours and an answer phone to leave messages after hours.
- A web based presence through Tayside Fire and Rescue's internet site, www.taysidefire.gov.uk, with an online questionnaire. Comments could also be submitted electronically to a dedicated IRMP email address.

Those who replied and gave contact details have received a written response. Where it was felt that additional information would help to address issues raised by the respondent this was provided. The feedback received via these lines has now been collated and analysed by members of Tayside Fire and Rescue, with a report regarding the results forwarded to the Fire and Rescue 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.

Some people took the opportunity to raise personal fire safety concerns. Those requiring specific advice were dealt with immediately by the 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 Tayside Fire and Rescue and that the service is held in high regard by the public it serves.

The Fire Brigade's Union (Tayside) submitted two formal responses entitled "Making Tayside Safer" and "Provision of Fire Cover in Perth" in which it outlined its stance with regard to the Board's proposals.

The contents of these documents have been considered as part of the consultation process and due regard will be paid to their contents as new policies and procedures are developed in the forthcoming year.

Tayside Fire and rescue Board will wish to engage in further formal consultations with the community in future years, especially if changes are proposed to Tayside Fire and Rescue's intervention standard 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.

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 collisions and other emergencies.
- SO2 Ensure that the community is protected from fires and other emergency incidents through community safety education and the enforcement of fire safety legislation.
- SO3 Ensure that Tayside Fire and Rescue'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 collisions 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 assist in the formulation of risk reduction initiatives.

Achieving These Objectives

How Tayside Fire and Rescue will do it:-

- AP01 Implement a smoke alarm installation programme across the Tayside Fire and Rescue area.

Intended Outcome – Reduction in the risk of fire within the home
Lead Department – Community Safety
Target Date
- AP02 Implement a home safety check programme across the Tayside Fire and Rescue Area.

Intended Outcome – Reduction in the risk of fire within the home
Lead Department – Community Safety
Target Date
- AP03 Continue to raise awareness of the life safety benefits of installing domestic sprinkler system.

Intended Outcome – Reduction of the risk of fire within the home
Lead Department – Community Safety
Target Date

- AP04 Consider extending the Schools Risk Watch Safety programme across all schools in Tayside.
- Intended Outcome – Improved community safety and personal safety – education for school aged children
 Lead Department – Community Safety
 Target Date
- AP05 Consider the full range of staffing options available to the Service for the delivery of both legislative and community safety.
- Intended Outcome – More effective use of resources
 Lead Department – Community Safety
 Target Date
- AP06 Undertake a review of the Fire Setters Counselling Scheme and evaluate its effect on the instances of wilful fire raising.
- Intended Outcome – Improved community safety and reduction in incidents
 Lead Department – Community Safety
 Target Date
- AP07 Undertake a review of malicious (hoax) emergency calls.
- Intended Outcome – Reduction in malicious (hoax) emergency calls
 Lead Department – Community Safety
 Target Date
- AP08 Consider how we will continue to make ourselves more accessible to the communities we serve by making our premises available for visits and community use.
- Intended Outcome – Closer working with communities
 Lead Department – Community Safety
 Target Date
- AP09 Seek to create robust information sharing protocols with other organisations to assist in identifying vulnerable people in our communities to support their wellbeing.
- Intended Outcome – More effective targeting of resources
 Lead Department – Risk Management
 Target Date
- AP10 Build stronger partnerships with the owners and occupiers of premises with automatic fire alarm systems to reduce unwanted alarm actuations from these fire alarm systems.
- Intended Outcome – More effective use of resources
 Lead Department – Community Safety
 Target Date

AP11 Review our fire investigation capabilities in light of the enactment of the Fire (Scotland) Act 2005.

Intended Outcome – More effective use of resources

Lead Department – Risk Management

Target Date

AP12 Continue to develop our partnership working arrangements with key agencies to address fire setting and anti-social behaviour.

Intended Outcome – Improved community safety and reduction in incidents

Lead Department – Community Safety

Target Date

AP13 Enhance to community fire safety and legislative fire safety role of operational personnel.

Intended Outcome – Improved community fire safety and more effective use of resources.

Lead Department – Community Safety

Target Date

AP14 Review the use, layout and equipment carried in the demountable Community Safety Unit.

Intended Outcome – More effective use of resources

Lead Department – Community Safety

Target Date

AP15 Monitor the workload within Fire Safety to ensure sufficient resources are available.

Intended Outcome – More effective use of resources

Lead Department – Risk Management

Target Date

INTERVENTION

Strategic Objectives

What the Board aims to do:-

- SO8 Provide an effective and efficient response to fires, road traffic collisions and other emergencies.
- SO9 Ensure that Tayside Fire and Rescue is sufficiently resilient to contribute towards the safe and effective resolution of accidental or deliberately caused 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 Tayside Fire and Rescue can contribute towards improving the well-being of the community, such as co-responder schemes.

Achieving These Objectives

How Tayside Fire and Rescue will do it:-

- AP16 Commence a review of the emergency response services provided to identify best use of these resources and in particular the location and number of fire stations and fire engines.

Intended Outcome - More effective use of resources
Lead Department - Community Safety
Target Date
- AP17 Consider the number and type of high-reach appliances required across the Tayside Fire and Rescue area.

Intended Outcome - More effective use of resources
Lead Department - Community Safety
Target Date

- AP18 Consider the number and type of foam tenders required across the Tayside Fire and Rescue area.
- Intended Outcome - More effective use of resources
Lead Department - Community Safety
Target Date
- AP19 Implement the outcomes of the review of alternative crewing arrangements of demountable units.
- Intended Outcome - More effective use of resources
Lead Department - Community Safety
Target Date
- AP20 In partnership with our contingencies partners undertake a review of the planning arrangements for dealing with major incidents of a chemical, biological, radiological, nuclear or terrorist nature.
- Intended Outcome - More effective emergency response capability
Lead Department - Risk Management
Target Date
- AP21 Undertake interoperability exercises with neighbouring fire and rescue services to test our effectiveness to deal with major incidents.
- Intended Outcome - More effective emergency response capability
Lead Department - Community Safety
Target Date
- AP22 Implement the outcomes of the analysis into moving large quantities of water at incidents.
- Intended Outcome - More effective emergency response capability
Lead Department - Community Safety
Target Date
- AP23 Evaluate the outcome of predictive crewing on retained stations and consider the introduction of a staged emergency call-out system.
- Intended Outcome - More effective use of resources
Lead Department - Community Safety
Target Date
- AP24 Analyse the information provided by the Incident Response Options Project to determine appropriate levels of response to all types of incidents.
- Intended Outcome – More effective use of resources
Lead Department – Community Safety
Target Date

PEOPLE

Strategic Objectives

What the Board aims to do:-

- SO14 Continue to work towards an organisational culture, which is more inclusive and reflects all sections of the communities we serve.
- SO15 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.
- SO16 Continue to progress equality and diversity issues and provide formal training for all our personnel.
- SO17 Integrate policies, practices and procedures emanating from the “Fire Service Pay and Conditions Agreement 2003” into the mainstream of the organisation.
- SO18 Ensure the health, safety and welfare of our personnel through an effective Occupational Health Scheme. We will also strive to reduce accidents and put risk assessment at the heart of all our activities.
- SO19 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.
- SO20 Improve our ability to respond to the ever-changing needs of the community, by creating working routines which are less prescriptive and more flexible.
- SO21 Promote a culture of life-long learning and encourage our personnel to develop to their full potential.

Achieving These Objectives

How Tayside Fire and Rescue will do it:-

- AP25 Continue to work towards the full implementation of the Integrated Personal Development System (IPDS).

Intended Outcome – Safe, healthy, highly skilled and inclusive workforce.
Lead Department – Personnel
Target Date
- AP26 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 Diverse and inclusive workforce which promotes equal opportunities for all.
Lead Department – Personnel
Target Date

- AP27 Initiate positive action campaigns directed towards under represented sections of our communities.
- Intended Outcome – Diverse and inclusive workforce which promotes equal opportunities for all.
 Lead Department – Personnel
 Target Date
- AP28 Carry out empowerment training, initially for all our personnel with management responsibility.
- Intended Outcome – More effective management capabilities.
 Lead Department – Personnel
 Target Date
- AP29 Introduce formal staff appraisal as part of a performance management framework.
- Intended Outcome – More effective workforce development.
 Lead Department – Personnel
 Target Date
- AP30 Implement the Single Status Agreement for support staff.
- Intended Outcome – More effective use of resources
 Lead Department – Corporate Service
 Target Date
- AP31 Review our attendance management policy and procedures.
- Intended Outcome – More effective use of resources.
 Lead Department – Personnel
 Target Date
- AP32 Conduct a comprehensive learning needs analysis and act on the findings.
- Intended Outcome – More highly skilled workforce.
 Lead Department – Personnel
 Target Date
- AP33 Carry out appropriate risk assessment training for all personnel.
- Intended Outcome – Safer Workforce
 Lead Department – Personnel
 Target Date

- AP34 Develop action plans to ensure we meet the requirements of all new legislation, such as the Age Discrimination Act.
- Intended Outcome – Improved service provision and legal compliance.
Lead Department – Personnel
Target Date
- AP35 Having created a baseline of knowledge on Equality and Diversity issues, target training at specific needs groups.
- Intended Outcome – More inclusive workforce which promotes opportunities for all.
Lead Department – Personnel
Target Date
- AP36 Provide opportunities to our personnel to develop their full potential by developing partnerships which assist in creating a culture of life-long learning.
- Intended Outcome – More highly skilled and motivated workforce.
Lead Department – Personnel
Target Date
- AP37 Develop new facilities and upgrade existing premises to provide pleasant, safe and healthy workplaces which are fit for the purpose and meet the needs of the organisation and our stakeholders.
- Intended Outcome – More effective use of resources.
Lead Department – Technical Services
Target Date

PERFORMANCE

Strategic Objectives

What the Board aims to do:-

- SO22 Identify opportunities to modernise and amend outdated practices in order to provide a more effective and efficient service, which accords with the principles of Best Value.
- SO23 Consult with our stakeholders in order to improve our ability to deliver services, which meet the needs and expectations of the community.
- SO24 Encourage internal communication in order to improve the safety, knowledge, understanding and morale of our personnel.
- SO25 Increase the provision and use of Information Communication Technology (ICT) to improve our ability to analyse our performance in order to devise eCommerce initiatives, which will increase our effectiveness and efficiency in line with Government expectations.
- SO26 Continue to develop collaborative arrangements in order to ensure that goods and services procured represent value for money, are fit for purpose and comply with all current legislation.
- SO27 Monitor our performance and the achievement of our strategic objectives through the use of meaningful performance indicators and regular reviews of our key processes.
- SO28 Ensure that we comply with legislative requirements and internally agreed policies and procedures.

Achieving These Objectives

How Tayside Fire and Rescue will do it:-

- AP38 Formulate and introduce a Corporate Communications Strategy to improve the way we communicate with our staff.

Intended Outcome – More inclusive and participative workforce.
Lead Department – Corporate Services
Target Date
- AP39 Identify and incorporate recommendations and accepted ‘Best Practice’ within our policies and procedures arising from the result of Best Value audits/reviews.

Intended Outcome – More effective and efficient use of resources.
Lead Department – Corporate Services
Target Date

AP40 Review organisational policies and procedures to comply with the Fire and Rescue Services (Framework Scotland) Order and Fire (Scotland) Act 2005.

Intended Outcome – More effective use of resources and legal compliance.

Lead Department – Corporate Services

Target Date

AP41 Review our current Performance Management information and systems to ensure the continuous improvement of organisational performance and the reduction of community risk.

Intended Outcome – More effective analysis of performance.

Lead Department – Corporate Services

Target Date

AP42 Continue to invest in the provision of data analysis equipment and associated training to assist in the identification of risk reduction initiative.

Intended Outcome – Improved Community Safety and effective use of resources.

Lead Department – Risk Management

Target Date

AP43 Align our performance management system to the EFQM framework.

Intended Outcome – Improved organisational effectiveness.

Lead Department – Corporate Services

Target Date

GLOSSARY OF TERMS AND ABBREVIATIONS	
Automatic Fire Alarm	Apparatus which detects fire in a building and automatically notifies the Fire and Rescue Service of a potential problem, often via a call centre.
Emergency Cover	Emergency cover is the resource provided continuously by the service to respond to any incident which is reasonably likely to occur.
Fire and Rescue Board	Elected Members from the Local Council who, in law, are responsible for providing and maintaining a Fire and Rescue Service.
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.
Incident Command System	A nationally adopted framework used when dealing with emergency incidents. The emphasis is based on adequate spans of control for those in charge and safe systems of work for all.
Incident 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.
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 Partnerships	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.
Modernisation Agenda	The Government's expectations of the way the Fire Service and Rescue should provide service to the public.

New Dimensions	This is the term used to describe the perceived threat of a terrorist incident involving the possible use of chemical, biological, radiological or nuclear (CBRN) devices or a combination of them.
Pre-Determined Attendance	The number of resources deemed to be the appropriate level that may be mobilised to an incident or risk.
Representative Bodies	Unions who represent their members, such as Unison and the Fire Brigades Union.
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.
Service Delivery	The carrying out of frontline activities such as incident prevention and protection or in fire and rescue situations.
Service Support	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 frontline.
Special Services	Incidents Tayside Fire and Rescue attends which are not related to fire, such as road traffic collisions, flooding, people locked out and lift rescues.
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, email, staff seminars and use of the local media.