



Tayside Fire and Rescue Board



Protecting The Community



Towards a Safer Tayside

Consultation Document

December 2005

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Tayside Fire and Rescue mascot, Ivy The Terrible, joins in the fun at an Open Day held at Perth.



CONSULTATION

Have Your Say

This is the second consultation document to be produced by Tayside Fire and Rescue Board and builds on the actions which have already taken place during 2005 to enable us to provide the highest standard of fire safety and emergency response services to all the communities we serve. Our vision is for safer communities. The proposals contained within this consultation document are being considered in order to improve the effectiveness of the services delivered by Tayside Fire and Rescue. We are keen to hear your views on our proposals before finalising our strategies and action plans.

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

- Via the enclosed questionnaire and Freepost envelope
- Via our on-line questionnaire which can be found on our website at www.taysidefire.gov.uk and following the IRMP links.
- By e-mail to irmp.team@taysidefire.gov.uk
- By telephoning the IRMP team on **01382 322222** 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 24th February 2006.

After this date, we will evaluate and formally consider all responses prior to finalising our plans.

What Happens Next?

Having considered your comments, we will publish our Towards a Safer Tayside Action Plan 2006-2007 document in March 2006. This will be our action plan for the forthcoming year. Formal progress reports will be considered by Tayside Fire and Rescue's Management Team, who will in turn, update the Fire and Rescue Board on a regular basis.



Last year's Action Plan.

OUR MISSION & AIMS



FOREWORD



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

SCOTLAND CURRENTLY HAS one of the highest death rates from fire in Western Europe. The majority of people who die in fires do so in their own homes. Many of these lives are lost before the first 999 call is made to the Fire and Rescue Service. In situations like these even the most effective emergency response capability would not have saved all of the lives which have been lost.

The personnel of Tayside Fire and Rescue are working more closely with all of the communities we serve to prevent these deaths and injuries from occurring through the delivery of community safety focussed initiatives. These initiatives are aimed at preventing fires and other emergencies from occurring in the first place.

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

The initiatives contained within this Consultation Document build upon the changes which have already taken place to the services we deliver and the way we deliver these services and will contribute Towards a Safer Tayside by providing more effective fire safety and emergency response services.



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

INTRODUCTION

The legislation under which the Fire and Rescue Service operates in Scotland has now been updated and the Fire (Scotland) Act 2005 became law earlier this year.

Following enactment of the legislation, the Scottish Executive published the Fire and Rescue Framework for Scotland 2005. This framework sets out the strategic direction of the Fire and Rescue Service in Scotland and contains wide-ranging changes to the services we deliver and the way we deliver these services.

A key development is the requirement for Tayside Fire and Rescue Board to publish an Integrated Risk Management Plan (IRMP), showing its assessment of risks to the community from fires and other emergencies and how it intends to use its resources to reduce these risks and provide an effective emergency response capability to deal with the remaining risk.

What Is Integrated Risk Management (IRM)?

Integrated Risk Management is concerned with managing the risk to the community from fires and other emergencies in an effective and efficient way. Integrated Risk Management is about:

- Reducing the loss of life from fires and other emergencies.
- Reducing the number and severity of injuries from fires and other emergencies.
- Reducing the number of fires and other emergencies.
- Reducing the commercial, economic and social impact of fires and other emergencies.
- Safeguarding the natural and built environment and national and local heritage and,
- Providing value for money.

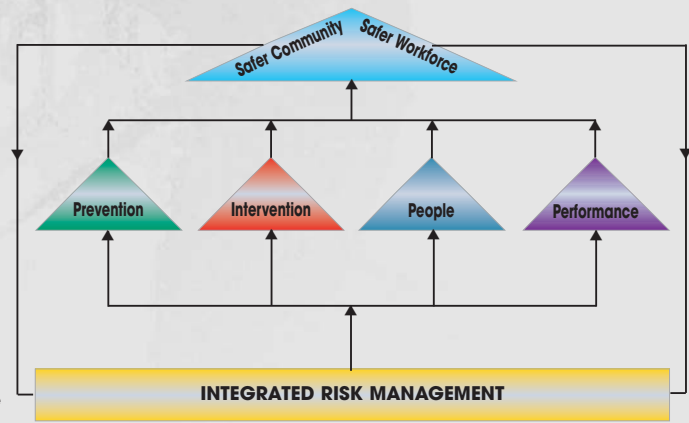
The primary objective of Integrated Risk Management is to make the service more responsive to locally identified needs and contribute Towards a Safer Tayside.

What Do We Want To Do?

It is our intention to develop a more balanced approach towards significantly reducing the risks from fire and other emergencies within the community. This will be achieved by combining prevention, protection and emergency response arrangements on a risk-assessed basis, in order to improve the safety of the community whilst creating a safer working environment for firefighters. Additionally, the Service will consider how it can assist the community to recover quickly in the aftermath of an emergency and minimise the impact to people, the environment and the local economy.

We know that some changes could take several years to implement fully. However, changes will only be made if there is sufficient evidence to support their contribution towards our mission of protecting the community.

The views of the communities we serve are very important to us. We are interested to hear your views and any proposals you may have with regard to improving the effectiveness of the service we provide.



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

Why Change?

The Fire Service is generally regarded as one of the highest-performing public services and is held in high regard by the public. This regard is generally for the effective manner in which we deal with emergencies once they have occurred. Scotland has one of the highest death rates from fire in Western Europe. It is therefore vitally important that more emphasis is placed on preventing fires and other emergencies from occurring in the first place.

Some people may view the prospect of changing the way we provide our services negatively and with a degree of concern. The community, quite rightly, expects the fire and rescue service to respond quickly and effectively to emergencies. It is of paramount importance that we retain your faith in our ability to meet your expectations. However, there are areas of our service provision which can and should be changed in order to ensure that we provide the highest standard of fire safety and emergency response services to all the communities served by Tayside Fire and Rescue.

Our aim is to ensure that we have:

- The right resources.
- In the right place.
- At the right time to meet the expectations of the communities we serve.



Firefighters act swiftly to prevent the spread of fire at a Carse of Gowrie sawmill.



Creating Tayside's Integrated Risk Management Plan - The Process

The process which requires to be undertaken to produce a robust Integrated Risk Management Plan for Tayside, involves the following stages: -

- Create a complete risk profile for the Tayside area highlighting existing and potential risks to the community.
- Evaluate the effectiveness of the existing prevention, protection and intervention arrangements.
- Identify opportunities for improvement and determine new policies and standards that will lead to an improved balance between prevention and intervention resources.
- Determine how these new policies and standards, designed to reduce the level of incidents, deaths and injuries, will be resourced.
- Outline the consultation process to be followed before implementation of the plan.
- Develop procedures to ensure the successful implementation, monitoring, audit and review of the finalised Integrated Risk Management Plan.

We are under no illusion about the size of this task. We are also under no illusion about the potential benefits to the community. Saving lives and preventing injuries are our main priorities. To achieve this we recognise that it is better to prevent fires than have to extinguish them and our proposals reflect this belief.

Fire engines attending fires quicker will not save all of the lives lost in fires. More lives can be saved through education about the causes and dangers of fire and the actions people can take when faced with fire.

It is our intention to work progressively towards achieving a more appropriate distribution of our prevention and intervention resources by moving more resources into prevention. This will not be done at the expense of public or firefighter safety. Any changes will be evidence based, designed to reduce the risks to the community and only implemented after consultation has taken place.

We fully appreciate that completion of the IRMP process will take a considerable amount of time to achieve. However, we believe that the sizeable investment being made will provide significant benefits which the whole community will share.

Changing The Focus

It is now widely recognised that, in order to significantly reduce the risk of fire and its potentially tragic consequences within our community, we must change the main focus of our activities, away from the traditional firefighting role to one which places a greater emphasis on the value of education and community safety initiatives.

The majority of fire-related deaths and injuries now occur as a result of incidents occurring in peoples' own homes. Legislation has been particularly successful in reducing fire deaths in industrial and commercial premises. However, we recognise that not only would it be impractical to apply similar legislation to housing, but that it would neither be socially acceptable nor politically desirable. Therefore, in order to appreciably reduce the risks within the community, Tayside Fire and Rescue, will commit more resources towards improving community safety through prevention rather than intervention.

This change in focus will be an evolutionary process, linked to continuous assessment of risk. We recognise that, in spite of our best efforts, fire and other emergencies will still occur. Tayside Fire and Rescue will, therefore, continue to develop its ability to deliver the highest standard of emergency response services to all the communities we serve.



Officers at Balmossie take fun-time out with kids from the Hub Community Centre visit to learn about fire.



Pupils from Mill O' Mains Primary School look very pleased to receive their Junior Fire Inspector awards.



THE RISKS TO OUR COMMUNITIES

Measuring The Risks:

In support of the IRMP development process nationally, the Scottish Executive has supplied equipment and training for a computer-based analytical toolkit. The software is called "Fire Service Emergency Cover" (FSEC) and will assist fire and rescue services in identifying and evidencing optimum levels of prevention and intervention resources.

FSEC is a spatial information system, which incorporates data sets, geographic mapping and computer-generated algorithms. This will enable the Service to input a base case scenario - i.e. the current standards for preventing incidents occurring and responding to them when they do. It will then be possible to manipulate a number of factors, such as the location of fire stations or engines and the crewing pattern of the firefighters. The programme can then be used to establish the predicted effect in cost-benefit terms of making changes, either permanently or for set periods of the day or night when the risk of an incident occurring changes.

For the first time, there is also methodology to input preventative initiatives, so that their effectiveness can be assessed. This will allow for development, over time, to fine tune content, or to widen or narrow the areas of focus.

Tayside Fire and Rescue received the FSEC toolkit in April 2004 and commenced verifying the source data.



For the model to function effectively it is imperative that the data it is using is as accurate as is possible.

There are significant workload implications for our FSEC team, along with Fire Safety and Operations in order to gather, process, input and most importantly validate the required information. We are engaged in a process of identifying where the risks to our community currently are and also trying to identify things that may change those patterns in the future. These include building developments, flood risks and new road layouts. Much of the data we have is historical and we already use this in order to target our safety campaigns as well as our operational response. Nevertheless, we will need to continually update the information we hold. In particular, we are undertaking a comprehensive review of all risks in Tayside looking at life risk as well as property risk.

The toolkit can now be used to assess the effect of changes in service delivery and compare these changes against the current baseline.

It is imperative that any proposals to change the way we provide our services are based on sound evidence acquired through a wide range of properly validated data sources. This evidence is used to support the professional decision making process aimed at providing the highest standard of fire safety and emergency response services to all the communities we serve.

PREVENTION

Strategic Objectives

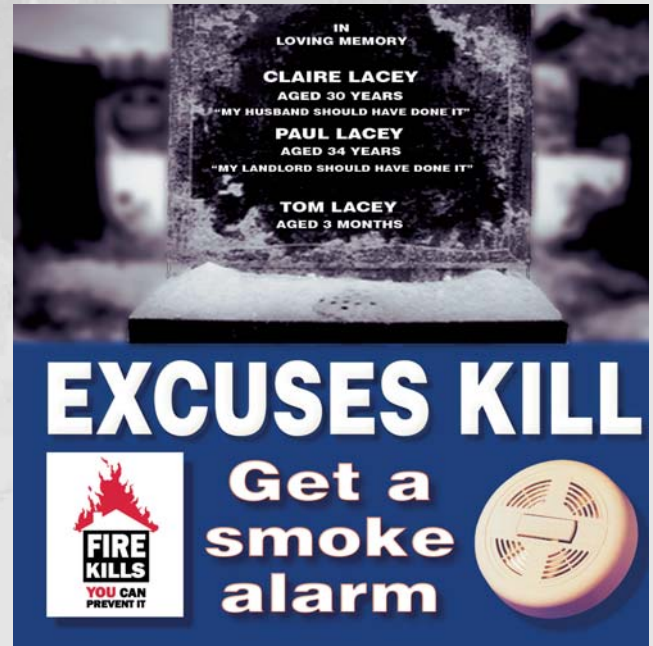
WHAT THE BOARD AIMS TO DO:—

- 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:—

- Implement a smoke alarm installation programme across the Tayside Fire and Rescue area.
- Implement a home safety check programme across the Tayside Fire and Rescue area.
- Continue to raise awareness of the life safety benefits of installing domestic sprinkler systems.
- Consider extending the Schools Risk Watch Safety programme across all schools in Tayside.
- Consider the full range of staffing options available to the Service for the delivery of both legislative and community safety.
- Undertake a review of the Fire Setters Counselling Scheme and evaluate its effect on the instances of wilful fire raising.



- Undertake a review of malicious (hoax) emergency calls.
- 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.
- Seek to create robust information sharing protocols with other organisations to assist in identifying vulnerable people in our communities to support their wellbeing.
- 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.
- Review our fire investigation capabilities in light of the enactment of the Fire (Scotland) Act 2005.
- Continue to develop our partnership working arrangements with key agencies to address fire setting and anti-social behaviour.
- Enhance the community fire safety and legislative fire safety role of operational personnel.
- Review the use, layout and equipment carried in the demountable Community Safety Unit.
- Monitor the workload within Fire Safety to ensure sufficient resources are available.

THE BENEFITS TO THE COMMUNITY WILL BE:—

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

Improving Community Safety

Tayside Fire and Rescue has community safety at the core of its business. Our number one aim is to “work with local communities to reduce risks to life, property and the environment from fire and other emergencies”.

We share the Scottish Executive’s view that the best way to secure a reduction in fire deaths and injuries is through enhanced community safety education and targeted initiatives. We support the recent change in legislation which has made Community Fire Safety a statutory duty for all fire and rescue authorities.

This new responsibility complements our existing statutory duty as the enforcement agency for legislative fire safety. Operational firefighters together with dedicated Inspecting Officers carry out this important role and we will be seeking to enhance the role carried out by Operational crews.

Sadly, Scotland has one of the highest death rates from fire in Western Europe. Evidence shows that a smoke alarm in the home can reduce that number and as a consequence we want to encourage householders to install a smoke alarm and we will participate in a programme to assist.

Similarly, we will assist householders to carry out safety checks in their homes and operational firefighters will provide guidance and advice in a programmed way. Initially we intend to prioritise our efforts with those in our communities who have been identified as being “at risk”.



Window of derelict property used recently at a Domestic Sprinkler Demonstration, prior to combustion.



Window after combustion.

PREVENTION

We genuinely believe that it is never too early to consider the dangers and consequences of fires and we will be considering extending our educational work in schools to engage with young people through partnerships with teaching staff and others. We have adopted comic book characters such as "Ivy the Terrible" in our campaigns and we intend to utilise these characters to get the fire safety message across at every available opportunity.

Continuing with the younger members of our communities, we have over the years, been working with our partners in Social work and the Police to counsel those young people who find the need to play with fire. We need to review this scheme and evaluate its effect on the burden of wilful fire raising across Tayside.

Malicious or hoax calls are a complete waste of time, effort and money. They put the public at risk because fire engines are not available to attend genuine incidents and also put the firefighters at risk when responding to these irresponsible call outs.

Whilst we have had some success in reducing these calls (a 40% drop in 10 years) we will review with our partner agencies how we respond and deal with them in an attempt to reduce them even further.

Fire stations are public buildings, paid for and owned by the public. We intend to make these buildings more accessible to those in our communities who would benefit from closer links. This will have the added benefit of making community safety information more accessible.

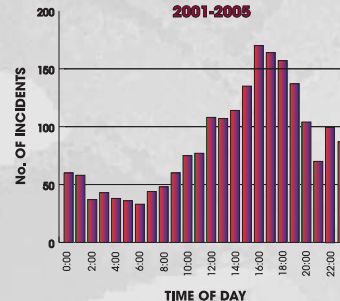
Building Safer Communities

A key requirement of the Local Government (Scotland) Act is our participation in Community Planning. This recognises the key role we have to play in contributing towards 'building safer communities' in the wider context. It has the knock-on effect of enabling us to have an active role in how our current and future communities develop as well as directly and positively impacting on their safety and quality of life. This will further enable us to constantly re-assess how best to deploy our resources, ensuring that we are performing to the highest standard and will also let us plan for the future.

The Social Dimension Of Fire

Social demographics play a proven part in identifying the risk within the communities we serve. Experienced operational firefighters have long known the areas within their station ground where they attend incidents most frequently. It is not coincidental that statistics confirm those most vulnerable to fire belong to distinct socio-economic groups. We are now actively geographically plotting where these groups exist and together with a wide variety of material provided by our partner agencies we are creating geographical risk maps of every community we serve. This is the fundamental basis of Integrated Risk Management Planning (IRMP) and it is enabling us to identify these areas, devise relevant preventative initiatives as detailed above and monitor our progress in the effectiveness of these initiatives.

ACCIDENTAL DWELLING FIRES IN TAYSIDE BY TIME OF DAY 2001-2005



Installation of Domestic Smoke Alarms

Targeting 'at risk' groups such as elderly members of the community and those who live alone, we will work in partnership with other agencies to install smoke alarms in domestic properties. It is statistically proven that these are one of the most cost-effective tools in the risk-reduction toolkit. We recognise that many people may be unable to fit these for themselves for a variety of reasons. Therefore, we will seek to reduce their exposure to the risk and consequences of a fire in their home through the provision of this inexpensive life-saving device.



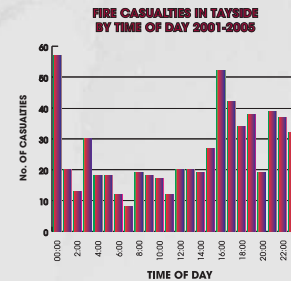
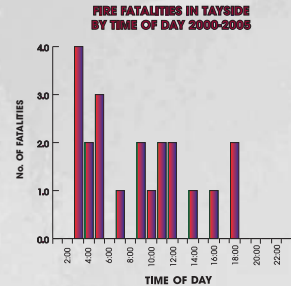
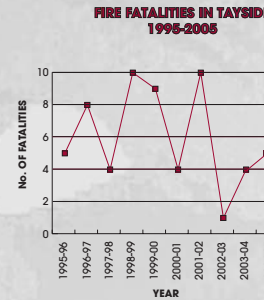
Furniture inside a flat WITH domestic sprinkler protection after combustion.

Installation Of Domestic Sprinklers

Community safety education and the installation of domestic smoke alarms play an important part in our work to reduce deaths and injuries from fire and reduce the incidence of fires. We are also working to raise awareness amongst the appropriate authorities of the life-saving benefits of installing sprinkler systems within the domestic environment. A smoke alarm alerts the occupants of a house to the presence of smoke. A sprinkler system goes further by detecting the presence of a fire, controlling, and in many cases extinguishing the fire thereby reducing the amount of toxic smoke which is produced and greatly reduces the amount of damage caused by an uncontrolled fire. Evidence is available from the United States of America and Canada of benefits in terms of increased life safety and reduced damage to property.



A burnt-out settee inside a flat WITHOUT domestic sprinkler protection after combustion.



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.



Emergency services take control of the evacuation at the Westbay Nursing Home fire.

Achieving These Objectives

HOW TAYSIDE FIRE AND RESCUE WILL DO IT:—

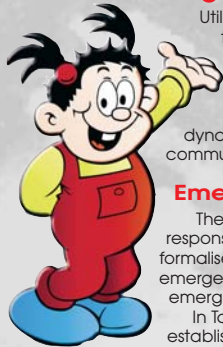
- Commence a review of the emergency response services provided to identify best use of these resources and in particular the location and number of fire stations and fire engines.
- Consider the number and type of high-reach appliances required across the Tayside Fire and Rescue area.
- Consider the number and type of foam tenders required across the Tayside Fire and Rescue area.
- Implement the outcomes of the review of alternative crewing arrangements of demountable units.
- In partnership with our civil contingencies partners undertake a review of the planning arrangements for dealing with major incidents of a chemical, biological, radiological, nuclear or terrorist nature.
- Undertake interoperability exercises with neighbouring fire and rescue services to test our effectiveness to deal with major incidents.
- Implement the outcomes of the analysis into moving large quantities of water at incidents.
- Evaluate the outcome of predictive crewing on retained stations and consider the introduction of a staged emergency call-out system.
- Analyse the information provided by the Incident Response Options Project to determine appropriate levels of response to all types of incidents.

THE BENEFITS TO THE COMMUNITY WILL BE:—

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

Emergency Response Service

Utilising all the information available to us we intend to commence a review of the locations of all our fire stations and fire engines to ensure that the most appropriate level and type of emergency response service is available in the most appropriate locations to effectively deal with the dynamic pattern of risk as it affects all of the communities we serve.



Ivy The Terrible.

Emergency Planning

The Civil Contingencies Act 2004 places further responsibilities on Tayside Fire and Rescue. This Act formalises the planning process for preparing for emergencies in order to improve our response to such emergencies whenever they arise.

In Tayside, a Strategic Co-ordinating Group has been established with 2 different categories of responders.

Category 1

Responders include Tayside Police, Scottish Ambulance Service, National Health Service, Scottish Environmental Protection Agency, Angus Council, Dundee City Council, Perth and Kinross Council, the Military and Tayside Fire and Rescue.

Responders are required to:-

- Co-operate as a group.
- Meet regularly.
- Identify hazards and risks.
- Assess the risk, consequences and impact.
- Compile a Community Risk Register.
- Publish the Community Risk Register.

Category 2

Responders include electricity companies, gas companies, Scottish Water, telecommunications companies, railway companies, airport operators and harbour authorities.

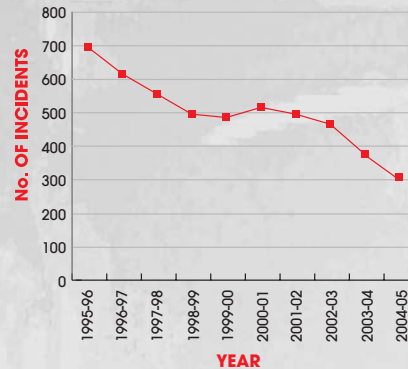
The Strategic Co-ordinating Group are required to:-

- Establish a framework for a combined response to emergencies and draw up generic and specific plans.
- Share information between agencies.
- Communicate with the public.
- Deliver business continuity to the public in the event of an emergency occurring.

Non-Fire Emergencies

The Fire (Scotland) Act 2005 places a statutory duty on fire and rescue services to respond to a wide range of non-fire emergencies. Through its 'New Dimension' project, the Scottish Executive has invested in paving the way for Scottish emergency services to 'deal with disasters together'.

FALSE ALARM MALICIOUS CALLS IN TAYSIDE 1995-2005



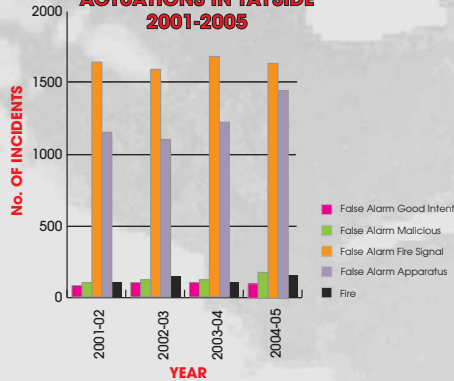
INTERVENTION

Intervention

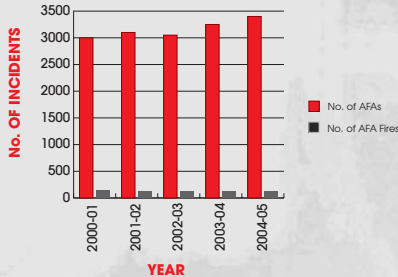
Responding to Automatic Fire Alarms

Following a comprehensive risk assessment we have amended our emergency response to unconfirmed automatic fire alarm actuations to a level which is more reflective of the actual risk. We also continue to work in partnership with premise owners, occupiers and fire alarm companies to encourage them to take more responsible ownership of their systems to reduce the number of unwanted actuations.

AUTOMATIC FIRE ALARM ACTUATIONS IN TAYSIDE 2001-2005



TOTAL INCIDENTS COMPARED TO AUTOMATIC FIRE ALARM ACTUATIONS 2000-2005



Predictive Crewing on Retained Stations

Historically, there has been no method of identifying how many personnel are able to respond to a retained station at the time an emergency call is received. Tayside Fire and Rescue has recently initiated a system which predicts the availability of personnel to respond when an emergency occurs and requires their services. We intend to evaluate the effectiveness of this system and further consider the introduction of a system which would alert a sufficient number of personnel to crew the number of fire engines required, rather than alert all of the personnel from the station to every incident regardless of the numbers actually required.

High-Reach Appliances

Following on from the work carried out during 2005-2006 which reviewed the crewing, deployment and use of high-reach appliances within Tayside Fire and Rescue, we intend reviewing the number and type of these appliances which are required.

Foam Making Capability

We have recently provided an effective foam making capability on a demountable unit and intend reviewing the capability required across the Tayside Fire and Rescue area.



Foam Salvage Unit.

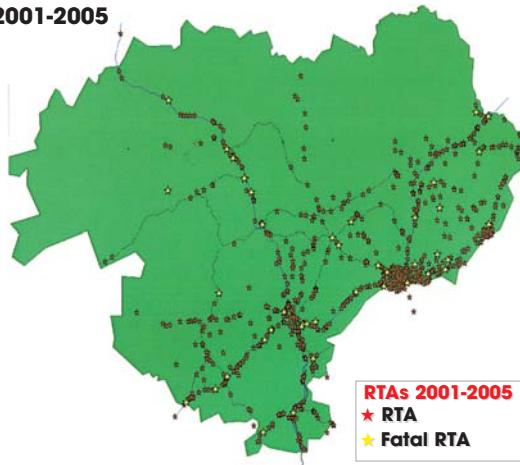
● The right resources ● In the right place ● At the right time

INTERVENTION

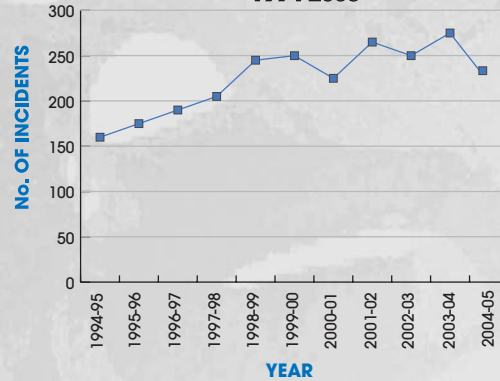
Road Traffic Collisions

Road Traffic Collisions (RTC's) form an ever-increasing part of the Service's workload. Under the Fire (Scotland) Act 2005 fire and rescue services now have a statutory duty to respond to Road Traffic collisions. We have undertaken a review of the disposition, equipment and crewing of our organisation-wide road traffic collision rescue capability, taking into account outputs from the FSEC toolkit. We are also working closely with our Community Planning Partners to see if we can reduce the number of RTC's that occur.

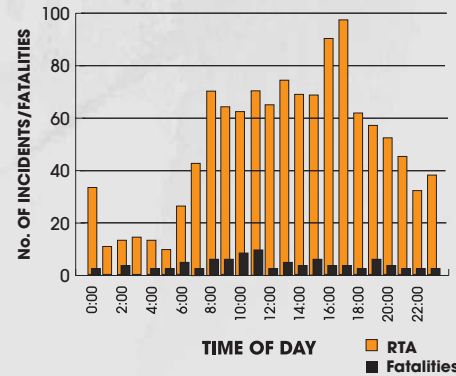
LOCATION OF ROAD TRAFFIC COLLISIONS IN TAYSIDE 2001-2005



ROAD TRAFFIC COLLISIONS ATTENDED BY TAYSIDE FIRE AND RESCUE 1994-2005



ROAD TRAFFIC COLLISIONS ATTENDED BY TAYSIDE FIRE AND RESCUE BY TIME OF DAY 2000-2005



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:—

- Continue to work towards the full implementation of the Integrated Personal Development System (IPDS).
- Continue to revise our recruitment, selection and promotion policies in line with recognised best practice and the Integrated Personal Development System (IPDS).
- Initiate positive action campaigns directed towards under represented sections of our communities.
- Carry out empowerment training, initially for all our personnel with management responsibility.
- Introduce formal staff appraisal as part of a performance management framework.

- Implement the Single Status Agreement for support staff.
- Review our attendance management policy and procedures.
- Conduct a comprehensive learning needs analysis and act on the findings.
- Carry out appropriate risk assessment training for all personnel.
- Develop action plans to ensure that we meet the requirements of all new legislation, such as the Age Discrimination Act.
- Having created a baseline of knowledge on Equality and Diversity issues, target training at specific need groups.
- Provide opportunities to our personnel to develop their full potential by developing partnerships which assist in creating a culture of life-long learning.
- Develop new facilities and upgrade existing premises to provide pleasant, safe and healthy workplaces which are fit for purpose and meet the needs of the organisation and our stakeholders.

THE BENEFITS TO THE COMMUNITY WILL BE:—

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



Part of Tayside Fire and Rescue's new training facility, nearing completion at Arbroath.

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

Developing Our People

Our people are our most valuable asset. In order for our service to improve we realise we must invest in developing our workforce.

As part of the wider modernisation agenda, introduction of the Integrated Personal Development System (IPDS) provides us with the opportunity to facilitate this. The system confers ownership and responsibility for learning and development with the individual themselves. This is a marked move away from the previous "one size fits all" training that has traditionally been used in the Fire and Rescue Service.

We recognise that we too have our part to play in providing development opportunities and facilities. These have been greatly enhanced with the commissioning of our new Training and Development Centre on the site of Perth Fire Station. Realistic fire training can be undertaken, along with working at heights and in confined spaces such as silos. The facility also features dual carriageway roads to enable realistic road traffic collision training scenarios to be created. All of this will be carried out in a risk assessed, controlled learning environment. The Centre and the work it carries out will also contribute substantially towards the strategic objective of monitoring and improving performance.

Within this development system, there will be the opportunity to measure performance against nationally recognised occupational standards. This will not only be relevant to operational crews, but will enable electronic simulation of larger scale incidents through use of the 'Vector Command' computer system. This will enable supervisory officers to maintain and develop their 'command competence' to ensure the health and safety of all who come into contact with our systems of work.

Another training facility is nearing completion at Arbroath Fire Station.

Integrated Personal Development System (IPDS)

As mentioned above, IPDS will be the foundation stone for quality assurance within the organisation. A natural hierarchy of assessors and verifiers will ensure national standards are reached and maintained. They will also ensure that assessment is carried out in an open and transparent way. The full implementation of IPDS will take several years to complete. However, the rewards of a safe, highly-trained and qualified workforce, attuned to the needs of the community, justify the significant investment proposed. The modernisation of our training and development system will involve progressing a number of interlinked projects comprising the following areas:-

- National Occupational Standards.
- Scottish Vocational Qualifications.
- Workplace Assessment.
- Personal Development Programmes.
- Personal Development Records.
- Continuous Personal Development.
- Quality Assurance.
- Assessment And Development Centres.

Health And Safety

The Health and Safety of every member of our staff is an absolute priority for Tayside Fire and Rescue. We are committed to ensuring our crews are able to carry out their work safely.

TO DO THIS WE MUST ENSURE THAT WE: -

- Recruit the right people for the job.
- Ensure that tactical information is up to date and available.
- Devise safe systems of working.
- Provide equipment fit for its purpose.
- Support the development of our personnel.
- Ensure management systems are in place to monitor and evaluate performance both on station and at incidents.

Equality And Diversity

Tayside Fire and Rescue is committed to equal opportunities for all. We actively seek to recruit people who reflect the diverse communities we serve. At present, the organisation is under-represented in both female and ethnic-minority members. This is something we seek to resolve. Our Personnel Department is in the process of developing strategies to encourage more applications from these groups. Changes are also occurring at a national level regarding selection tests and Tayside Fire and Rescue will seek to comply with any new guidance as and when it becomes available.



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:—

- Formulate and introduce a Corporate Communications Strategy to improve the way we communicate with our staff.
- Identify and incorporate recommendations and accepted 'Best Practice' within our policies and procedures arising from the result of Best Value audits/reviews.
- Review organisational policies and procedures to comply with the Fire and Rescue Services (Framework Scotland) Order and Fire (Scotland) Act 2005.
- Review our current Performance Management information and systems to ensure the continuous improvement of organisational performance and the reduction of community risk.
- Continue to invest in the provision of data analysis equipment and associated training to assist in the identification of risk reduction initiatives.
- Align our performance management system to the EFQM framework.

THE BENEFITS TO THE COMMUNITY WILL BE:—

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



Crews attend a blaze on board the Swedish oil tanker, Bitsford, at Dundee Harbour.



PERFORMANCE

Measuring And Reporting Our Performance

Meaningful performance indicators and achievable targets are important parts of our performance management system. It is important that we measure our performance against its strategic objectives rather than anachronistic standards, which do not reflect the full range of our activities. Equally important is the need for us to evaluate whether our community safety initiatives are actually reaching their intended audience and are being successful in improving community safety. For these reasons, we propose to develop a new suite of performance indicators that properly reflect our activities and provide us with useful information for the development of future strategies.



Firecrews tackle a blaze at the former Strathmartine Hospital on the outskirts of Dundee.

We currently measure our performance mainly through a comprehensive set of Performance Indicators. These indicators cover areas as diverse as:

- Emergency Call Handling Times.
- Fire Engine Response Times.
- Sickness Absence Rates.
- Fire Casualty Rates.
- Number Of Accidental House Fires.
- Number Of Fire Safety Inspections Carried Out.
- Budgetary Performance.
- Vehicle Accidents And Injuries To Our Personnel.

In line with the Local Government (Scotland) Act, which introduced new duties of Best Value, the Accounts Commission is currently reviewing the performance indicators in use by the Fire and Rescue Service. The above indicators will therefore change as a result of the national IRMP process. Fire and Rescue Services will therefore be working with the Commission to develop new indicators for future years.

Performance against our indicators is monitored via the Best Value Group and this is also reported on an annual basis. Targets for these indicators are reviewed each year with the future year's target being arrived at through examining what can be classed as a realistic target whilst still striving to improve year-on-year. The statutory performance indicators of all Scottish Fire and Rescue Services are also reported annually via the Accounts Commission.

The Organisation is subject to regular audit inspections by Her Majesty's Fire Service Inspectorate for Scotland, external auditors appointed by the Accounts Commission, and internal audit supplied under a service level agreement with Perth & Kinross Council.

GLOSSARY OF TERMS AND ABBREVIATIONS

Attendance Time	The time taken from the receipt of a call to the arrival at an incident.
Automatic Fire Alarm	Apparatus which detects fire in a building and automatically notifies the Fire Service of a potential problem, often via a call centre.
Command and Control Centre	The centre responsible for the receipt of all incident related calls "999" and the mobilising of fire engines.
Duty Systems	The various types of shifts worked by uniformed staff. These include day work, a flexible officer's rota and station-based shifts all enabling twenty-four hour cover across the region.
Emergency Cover	Emergency cover is the resource provided continuously by the service to respond to any incident which is reasonably likely to occur.
False Alarm Fire Signal	A false alarm caused by smoke from sources such as exhaust fumes, tobacco smoke, testing of apparatus, cooking etc.
False Alarm Apparatus	A false alarm caused by faulty, poorly positioned or unsuitable equipment. It may also be due to dust or insects such as thrips.
Fire Authority	Elected Members from the Local Councils who, in law, are responsible for providing and maintaining a Fire Service.
First/Co-Responder	First/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.
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 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.
Personal Protective Equipment	All equipment which is intended to be worn or held by a person at work and which protects him or her against one or more risks to his or her health or safety.
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.
Secondary Fire	An incident such as a small fire in the open, grass on fire, abandoned cars, skips and bonfires.
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 the Service attends which are not related to fire, such as road traffic accidents, 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, e-mail, staff seminars and use of the local media.

www.taysidefire.gov.uk

Alcohol fuel for fire

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

DON'T BE NEXT

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



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



**DON'T GIVE
FIRE
A HOME**

For more information on Fire Safety contact
Tayside Fire and Rescue on:

01382 322222

or visit www.taysidefire.gov.uk

