

Tayside Fire and Rescue

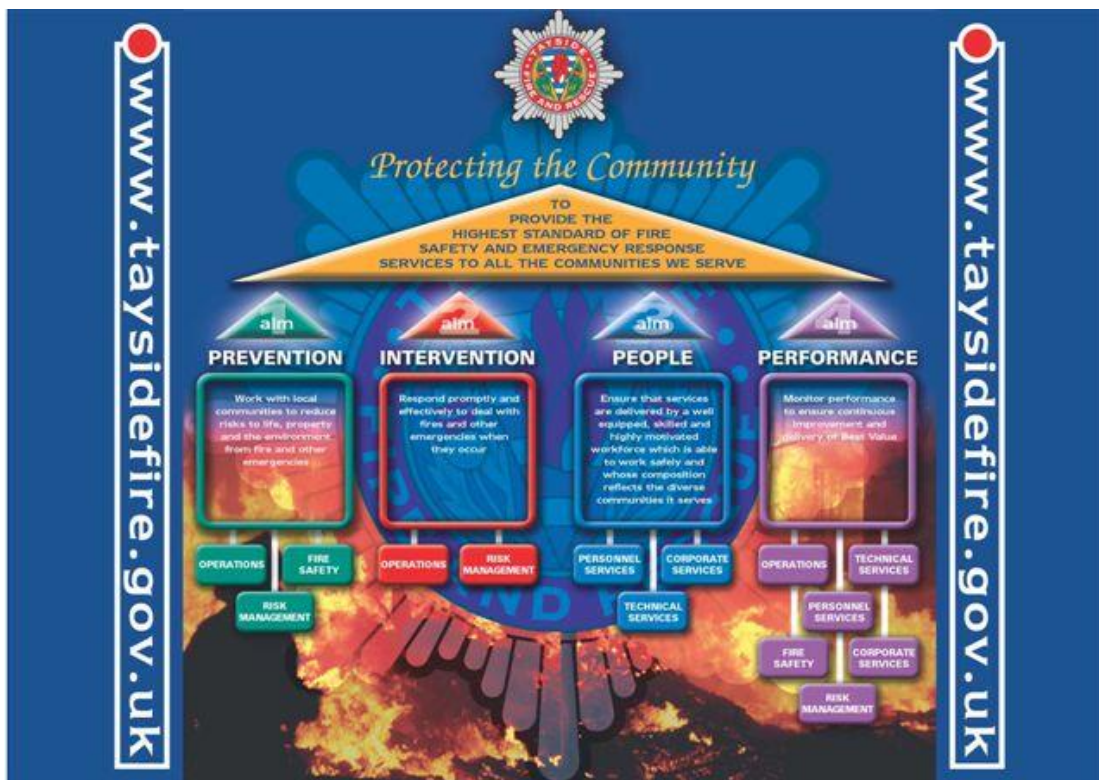
Tayside Fire and Rescue Macalpine Road Fire Station

Station Plan 2011-12



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INTRODUCTION

The presentation of this Station Plan for Macalpine Road Community Fire Station is intended not only to meet the needs of the communities we serve, but to also underpin the Community Safety Departmental Plan. The overarching aims of these plans are to link with Tayside Fire and Rescue's (TFR) Towards a Safer Tayside Integrated Risk Management Plan and its mission of "**providing the highest standard of community safety and emergency response services to all the communities we serve**".

As members of TFR, we therefore have a duty to support this mission by ensuring that all of our activities contribute towards one or more of TFR's 8 Strategic Objectives.

Station personnel have a key role in delivering the strategic objectives and mission of TFR; so this Station Plan details how station personnel will contribute towards these strategic priorities and provides them with the basis for their work during 2010/11.

This Station Plan also takes cognisance of the key drivers influencing TFR's activities, such as:

- The Fire (Scotland) Act 2005
- The Fire and Rescue Framework for Scotland
- The Scottish Reform Agenda
- The Local Government (Scotland) Act 2003
- The development of Single Outcome Agreements

- SO1 - Improve safety and promote social cohesion.**
- SO2 - Protect our environment and heritage both built and natural.**
- SO3 - Provide the appropriate response founded on risk based evidence.**
- SO4 - Respond promptly and effectively to resolve local, regional and national emergencies.**
- SO5 - Recruit, retain and develop a highly skilled workforce which supports equality and diversity.**
- SO6 - Ensure the health, safety and wellbeing of the workforce.**
- SO7 - Demonstrate best practice and innovation.**
- SO8 - Ensure continuous improvement in all our activities.**

Most of these drivers require TFR to collaborate with the wider community to reduce risk and improve community safety; so wherever possible, the initiatives undertaken to support this Station Plan will be underpinned by partnership working.

Mark Crush
Station Manager

OVERVIEW

Community Profile

Macalpine Road Fire Station provides community safety and emergency response services to a population of approximately 66,000. This population is spread over a geographical area covering an area of 196 square kilometres which is both urban and rural and covers three local authority areas - Dundee City, Angus to the north and Perth and Kinross to the west. Included in Dundee City are the three council wards - Strathmartine, Coldside and Lochee.



The station area comprises of a number of industrial estates and a large residential area to the north of Dundee reflecting the wide variety of socio-economic groups residing within individual neighbourhoods. There is a large retail shopping centre and hospital in the station area as well as the two football stadiums, Dens Park and Tannadice. The rural area covered by the station includes a large farming community and numerous small towns and villages.

Station Profile

Built in 1991 Macalpine Road Fire Station is located just off the Kings Cross Circus junction of the A90 Kingsway. It replaced the old station which was known as the Northern Fire Station previously situated on Strathmore Avenue, approximately 1 mile away from the new station. There are 73 firefighters based at Macalpine Road Fire Station, comprising of 1 Station Manager, 4 Watch Managers, 12 Crew Managers and 56 Firefighters. The station has an emergency vehicle fleet consisting of 1 Rescue Pump (RP), 1 Water Tender Ladder (1Wrl), Bronto Aerial Appliance and a Heavy Rescue Unit.



As well as attending a wide range of emergencies, Macalpine Road Fire Station is the only fire station that provides Tayside Fire and Rescue with an Urban Search and Rescue (USAR) capability, whereby all station personnel are trained in the use of USAR Equipment and Techniques used in dealing with incidents involving collapsed structures and large scale transport incidents.

Other duties station personnel undertake are a wide range of community safety activities aimed at reducing risk in the local community and making it a safer place to live. These community safety activities include our free Home Fire Safety Visit (HFSV) service, which raises awareness of the fire hazards that exist in the home. The personnel also work closely with other emergency services, youth groups, schools and a variety of other partners to deliver national and local prevention initiatives including the national Don't Give Fire a Home Campaign and Tayside Fire and Rescue's Young Firefighters Scheme, Fire College, Princes Trust and the Duke of Edinburgh Award. When not attending emergencies and carrying out community safety initiatives, station personnel undertake routine training to ensure their practical skills and technical knowledge are maintained to a high standard and they are ready to respond to emergency incidents when necessary.

STATION PLAN ROLES AND RESPONSIBILITIES

Each role at station level has key responsibilities to ensure that the Annual Station Plan is successful in achieving its objectives and desired outcomes.

Station Manager

- Recognise the impact of station performance on service delivery.
- Produce the Annual Station Plan based on organisational priorities, departmental priorities, station priorities and incident data and in line with the Community Safety Planning Cycle.
- Ensure Annual Station Plans are communicated to a wide cross section of staff and community partners.
- Take the lead in developing action plans that will support the actions set out in the Annual Station Plan.
- Work in partnership with agencies that can support the actions set out in the Annual Station Plan.
- Provide support and guidance to Watch/Crew Managers.
- Meet set targets and monitor Watch/Crew Managers' performance.
- Report on progress of action against Station Objectives, Desired Outcomes and Key Performance Indicators set out in the Annual Station Plan.

Watch and Crew Managers

- Understand the impact of performance management on service delivery.
- Ensure watch/station based personnel understand organisational, departmental and station priorities.
- Assist the Station Manager in the co-ordination and delivery of action plans that will support the actions set out in the Annual Station Plan.
- Work in partnership with other agencies.
- Regularly feed back to watch/station based personnel on performance.
- Monitor how well watch/station based personnel are performing against the Station Objectives, Desired Outcomes and Key Performance Indicators.
- Meet set targets as directed by the Station Manager.




Firefighters

- Contribute to the delivery of activities that will support the action plans and therefore the actions set out in the Annual Station Plan.
- Understand how individual and team performance will support the station objectives, departmental priorities, organisational aims and strategic objectives.
- Feedback any issues.
- Communicate with line manager.

STATION PERFORMANCE

The following Performance Indicators are used to measure the overall performance of the station against targets set by the Community Safety Department. A Traffic Light system (see key below) will then illustrate how well the station has been performing against the targets.

Station Performance Indicator (SPI)		2009-10 Actual	2010-11 Actual	2011-12 Target
SPI1	No. of Home Fire Safety Visits	1,495	1934	+25% (2,256)
SPI2	No. of Dwelling Fires	107	102	-5% (97)
SPI3	No. of Secondary Fires	353	394	-5% (374)
SPI4	No. of Other Fires	70	98	-5% (93)
SPI5	No. of Road Traffic Collisions (RTC)	16	21	-20% (17)
SPI6	No. of Other Emergency Special Service Calls	88	154	-20% (123)
SPI7	No. of Unwanted Calls (Automatic Fire Alarms and Malicious)	590	613	-5% (582)

Target Rating	Code
Greater than or equal to target	
Almost met target	
Below target	

The target of 1,880 Home Fire Safety Visits (HFSV) last year has been exceeded and has significantly increased the safety of those residents who received this free service. The number of dwelling fires has fallen from the previous year, and although many of these fires were minor and required no equipment to be used, the majority are still occurring in the kitchen. Despite the reduction we will not become complacent and will continue to target households through HFSVs and will develop an action plan for addressing cooking related fires.

Although there has been a rise in the number of secondary fires, the five year trend is downward. However, we will continue to work towards reducing the number of secondary fires by placing greater emphasis on education measures. We will also work closely with partners such as the police, community wardens and waste management to ensure a sustained reduction is realised. The above figures can also be influenced by dry weather conditions, which can see an increase in grass and wild land fires. Station personnel will continue their efforts to reduce these figures by addressing schools and youth groups throughout the year and educate young people, not only of the danger of fire, but of the impact this can have on communities and facilities and the environment.

Approximately 50% of Macalpine Road Fire Station's calls are as a result of Automatic Fire Alarms (AFA). The worst offenders for AFAs are often sheltered housing and commercial/retail premises. Much has been achieved through the delivery of HFSVs in sheltered housing and there are encouraging signs that these calls are decreasing. Premises will continue to be monitored and visited by our station personnel and Legislative Fire Safety department where appropriate.

The station has performed particularly well in the area of workplace training and development, and over 500 training and development events were successfully completed by station personnel last year. Furthermore, station personnel continued to familiarise themselves with a wide range of high risk premises in the station area. During the coming year we aim to maintain this high standard of emergency response preparedness.

Performance

For an overview of how these targets link with the organisations overall performance, please visit PB Views by clicking [here](#).

DEVELOPING AND MANAGING THE STATION PLAN

Developing the Station Plan

The content of this Station Plan is influenced and guided by a variety of factors. Station personnel have a responsibility to ensure that the actions they undertake support TFR's Mission, Aims and Strategic Objectives and that we work towards the outcomes and objectives contained within the Community Safety Departmental Plan. The Station Plan is also shaped by the needs and views of the communities we serve and our key partners too. We recognise the need to engage all the skills, experience and abilities of our staff in meeting the stations priorities. We therefore seek the opinions of all station personnel on the actions contained within the plan. Also, we shape our Station Plan through Community Risk Analysis, which helps us to direct our resources towards the areas of greatest need. Finally, we have a responsibility to ensure that we give the public value for money in the services we provide and that we consistently operate to the principles of Best Value and Continuous Improvement. All of these factors are then synthesised into a series of actions, which outline the stations priorities for the year ahead.

Managing the Station Plan

Key to supporting the actions that will achieve the desired outcomes and objectives contained within the Station Plan is sound planning, organising and performance monitoring. Action plans will detail the key stages and tasks that will underpin the actions set out in the station plan to achieve the station objectives and desired outcomes. In order for the Community Safety Department to monitor the performance of the station against targets and the desired outcomes and objectives, a Performance Reporting Process has been developed. This process integrates with the Community Safety Department's Monthly Performance Reporting Meeting as the formal setting for discussing and analysing the performance of stations. Furthermore, the Appraisal and Development Review (ADR) Process links individual work objectives to the actions set out in the Station Plan, thus contributing towards the success of the Plan. Finally, the management of the Station Plan is supported by a Policy and Procedures, which articulate the fundamental principles of operation and guidance for effective planning, organising and performance reporting.

The diagram overleaf gives an overview of how the Station Plan is developed and managed.

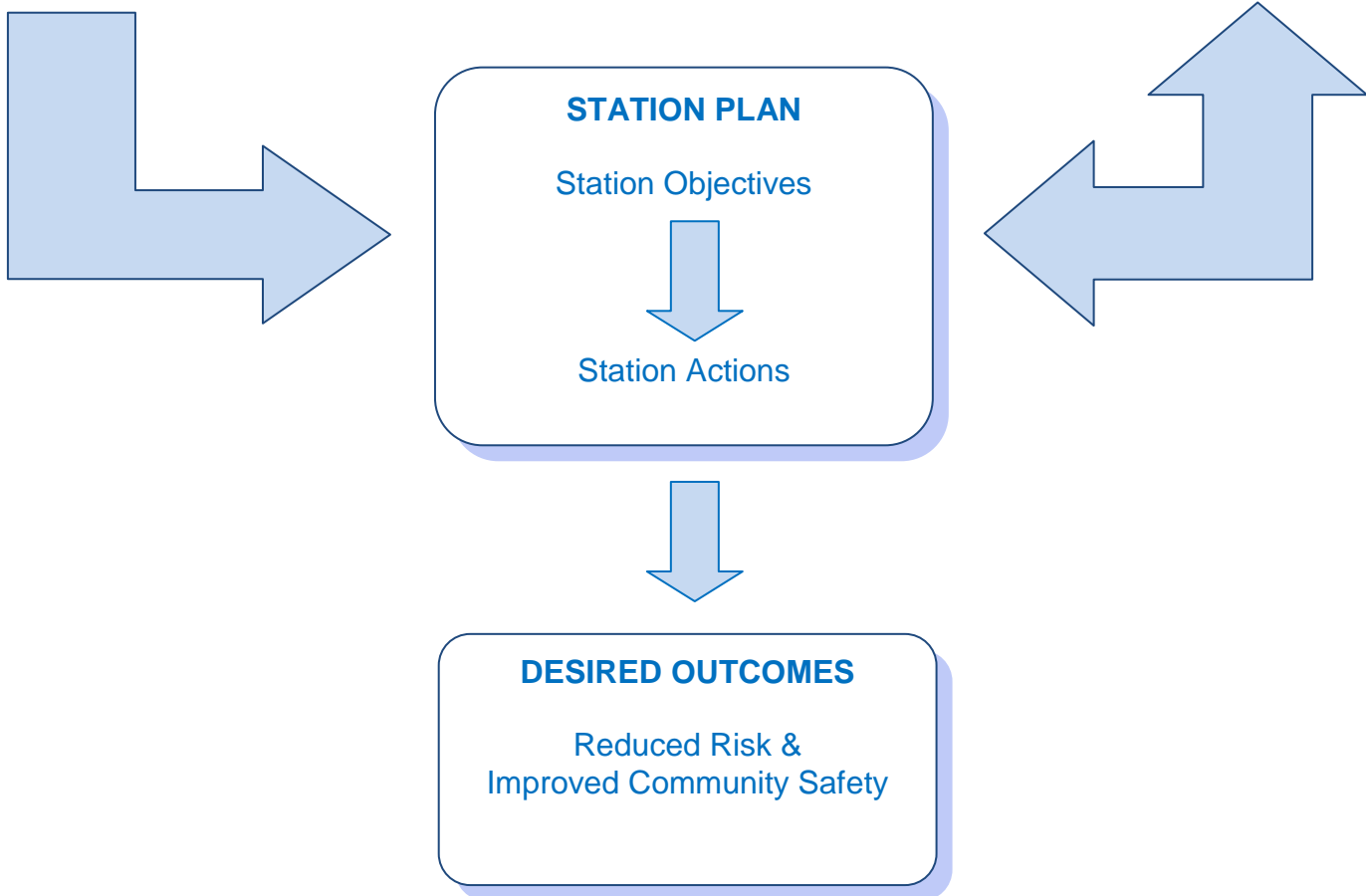
DEVELOPING AND MANAGING THE STATION PLAN

DEVELOPING THE STATION PLAN

- TFR’s Mission, Aims and Strategic Objectives.
- Community Safety Departmental Priorities.
- Stakeholder consultation.
- Community Risk Analysis.
- Best Value and continuous improvement.

MANAGING THE STATION PLAN

- Action Plans.
- Performance Management.
- The ADR Process.
- Station Plan Policy and Procedures.



STATION OBJECTIVES

8 key objectives have been developed to ensure that the work undertaken by the station remains focused on supporting the departmental priorities and the organisation's mission, aims and strategic objectives, and the wider Community Planning Partnership priorities too. These 8 key objectives are categorised under one of Tayside Fire and Rescue's 4 Corporate Aims and will form the basis of the station's Prevention, Intervention, People and Performance (PIPP) Plan, which is outlined in the following section.

Prevention Aim

- 1 Work with our partners to improve fire safety, make our roads safer and reduce the impact of other emergencies.
- 2 Work with our partners to reduce anti social behaviour incidents and fire related crime.
- 3 Work with our partners to reduce the number of unwanted calls (malicious calls and unwanted fire alarms).

Intervention Aim

- 4 Maintain a high standard of emergency response.

People Aim

- 5 Ensure our staff, partners and the community are well informed about what we are trying to achieve.
- 6 Maximise staff potential.
- 7 Promote effective health, safety and wellbeing and equality and fairness.

Performance Aim

- 8 Be more efficient and effective in everything we do.

PREVENTION, INTERVENTION, PEOPLE AND PERFORMANCE (PIPP) PLAN

PREVENTION

Station Objective 1		Desired Outcome	Station Lead			
Work with our partners to improve fire safety, make our roads safer and reduce the impact of other emergencies.		A sustained reduction in deaths and injuries in fire and road traffic collisions and an overall reduction of community risk.	Station Manager (SM) Crush			
Ref No	What action(s) will the station undertake to support this objective and desired outcomes.	Action Lead	Target	Station Performance Indicator (SPI)	TFR Strategic Objective (SO)	National Outcome (NO)
A1.1	We will carry out free HFSVs, providing fire safety advice and fitting smoke alarms where necessary. 90% of these HFSVs will be undertaken in the homes of members of the community who are most at risk from fire.	All Watch Managers	Annual target of 564 HFSVs per watch	SPI1	SO1	NO9
A1.2	Through community risk analysis, we will develop an action plan to address cooking related fires. As part of the action plan we will seek funding to purchase thermostatically controlled deep fat fryers, which will then form part of a chip pan safety initiative.	All Watch Managers	£1,000 per annum	SPI2	SO1	NO9
A1.3	We will work with local schools and other relevant agencies to ensure that young people and other vulnerable members of the community are fully aware of the hazards of fire and how to be safer in their homes.	All Watch Managers	1 visit per watch to each school	SPI2	SO1	NO9
A1.4	We will attend pre-planned community events and use them as opportunities to improve fire safety awareness.	SM Crush All Watch Managers	8 visits per watch	SPI2	SO1	NO9
A1.5	We will support the Safe Drive Stay Alive campaign through raising awareness of the event within the target groups and through the use of station resources and personnel.	SM Crush All Watch Managers	Deliver 8 presentations	SPI5	SO1	NO9
A1.6	We will share local intelligence relating to potential vehicle accident black-spots with other agencies such as the police to enable them to make informed decisions.	SM Crush All Watch Managers	Related to number of RTCs	SPI5	SO1	NO9
A1.7	We will attend pre planned community events and use them as opportunities to improve road safety awareness.	All Watch Managers	As per A1.4	SPI5	SO1	NO9
A1.8	We will use national and local initiatives such as the Duke of Edinburgh Award and the Young Firefighters Programme to deliver relevant road safety messages.	All Watch Managers	As per A1.5	SPI5	SO1	NO9
A1.9	Through the community risk analysis and flood data, we will work with agencies such as SEPA to mitigate the impact of flooding on our communities.	SM Crush All Watch Managers	4 meetings per annum	SPI6	SO1, SO2	NO9
A1.10	Through community risk analysis, we will identify other emergencies that may pose a risk to the community and work with the relevant agencies to reduce the risk.	SM Crush All Watch Managers	4 meetings per annum	SPI6	SO1, SO2	NO9

PREVENTION, INTERVENTION, PEOPLE AND PERFORMANCE (PIPP) PLAN

Station Objective 2		Desired Outcome	Station Lead			
Work with our partners to reduce anti social behaviour incidents and fire related crime.		A sustained reduction in the number of deliberate and anti social behaviour incidents, and a safer community with a reduced fear of anti social behaviour.	Station Manager (SM) Crush			
Ref No	What action(s) will the station undertake to support this objective and desired outcome?	Action Lead	Target	Station Performance Indicator (SPI)	TFR Strategic Objective (SO)	National Outcome (NO)
A2.1	Through community risk analysis, we will identify local hot spot areas for anti social behaviour and fire related crime and work with the police and other agencies to tackle incidents in these areas.	SM Crush All Watch Managers	5% reduction in related calls	SPI2, SPI3 SPI4	SO1	NO9
A2.2	We will develop a Memorandum of Understanding between the Police and Tayside Fire and Rescue regarding effective joint working between sectional police stations and fire stations when dealing with anti social behaviour and fire related crime.	SM Crush	5% reduction in related calls	SPI2, SPI3 SPI4	SO1	NO9
A2.3	In conjunction with our local partners, we will work with local schools and other education providers to deliver youth engagement programmes aimed at increasing young people's understanding of anti social behaviour and promoting good citizenship.	All Watch Managers	5% reduction in related calls	SPI2, SPI3 SPI4	SO1	NO4, NO9
A2.4	We will work with our local partners to address seasonal trends in anti social behaviour and fire related crime including the summer school holiday and the lead up to bonfire night.	SM Crush All Watch Managers	5% reduction in related calls	SPI2, SPI3 SPI4	SO1	NO9
A2.5	We will work closely with local housing stock owners and commercial / industrial property owners to ensure all known unoccupied and derelict properties are identified and made secure to reduce their risk of involvement in deliberate fire setting.	SM Crush All Watch Managers	5% reduction in related calls	SPI2, SPI3 SPI4	SO1	NO9
A2.6	We will carry out fire investigations in conjunction with the police and TFR's Fire Investigation Team in cases where wilful fire raising is suspected.	SM Crush All Supervisory Managers	As required	SPI2, SPI3 SPI4	SO1	NO9
A2.7	We will identify fire setting behaviour and deliver timely and effective referrals to TFR's Fire Setters Scheme.	All Station Personnel	As required	SPI2, SPI3 SPI4	SO1	NO9
A2.8	We will identify discarded combustibles that pose a risk to the community and report them via the Waste Management Rapid Response Team.	All Station Personnel	As required	SPI2, SPI3 SPI4	SO1	NO9
A2.9						
A2.10						

PREVENTION, INTERVENTION, PEOPLE AND PERFORMANCE (PIPP) PLAN

Station Objective 3		Desired Outcome	Station Lead			
Work with our partners to reduce the number of unwanted calls (malicious calls and Automatic Fire Alarms).		A reduction in the disruption unwanted calls bring to our emergency response and community safety activities and the local business community too.	Station Manager (SM) Crush			
Ref No	What action(s) will the station undertake to support this objective and desired outcome?	Action Lead	Target	Station Performance Indicator (SPI)	TFR Strategic Objective (SO)	National Outcome (NO)
A3.1	Through community risk analysis, we will identify the stations 'worst offender' premises for unwanted automatic fire alarms. We will then work with the local Fire Safety District Enforcement Officer(s) to ensure these premises are given support and advice on how to reduce the number of Unwanted Fire Signals (UwFS)	SM Crush All Watch Managers	5% reduction in UwFS	SPI7	SO3	NO11
A3.2	Through community risk analysis, we will identify the stations 'worst offender' premises / individuals for malicious calls. We will then ensure these premises / individuals are addressed in the appropriate manner.	SM Crush All Watch Managers	5% reduction in malicious calls	SPI7	SO3	NO9
A3.3	In conjunction with our partners such as the police, we will work with local schools and other education providers to educate young people in the dangers of making hoax calls.	All Watch Managers	1 visit per watch to each primary school	SPI7	SO3	NO4, NO9
A3.4						
A3.5						
A3.6						
A3.7						
A3.8						
A3.9						
A3.10						

PREVENTION, INTERVENTION, PEOPLE AND PERFORMANCE (PIPP) PLAN

INTERVENTION

Station Objective 4		Desired Outcome	Station Lead			
Maintain a high standard of emergency response.		A safe, effective and professional emergency response focused on the needs of the community and protecting the environment and our heritage.	Station Manager (SM) Crush			
Ref No	What action(s) will the station undertake to support this objective and desired outcome?	Action Lead	Target	Station Performance Indicator (SPI)	TFR Strategic Objective (SO)	National Outcome (NO)
A4.1	We will deliver watch based training and development as per the station 3-year training programme, and ensure that all watch based personnel participate in the recommended practical and technical activities.	All Watch Managers	100% Completion	N/A	SO3	NO3, NO9, NO15
A4.2	We will ensure that any training and development activities undertaken are recorded using the PDR Pro electronic recording system.	All Watch Managers	100% Completion	N/A	SO3	NO9, NO15
A4.3	We will ensure that all station personnel are familiar with the operational risks prevalent in the station area by carrying out regular 9(2)(d) inspections and subsequently gathering intelligence for TFRs Operational Risk Information (ORI) Process.	All Watch Managers	2 9(2)(d) Inspections per month per watch	N/A	SO3	NO9, NO12, NO15
A4.4	We will ensure that all station personnel attend Risk Critical Core Skills Refresher Training within the specified timescales.	All Supervisory Managers	100% Completion	N/A	SO3	NO3, NO9, NO15
A4.5	We will monitor operational incidents and exercises by carrying out operational incident audits to identify organisational, station and individual training and development needs and areas of best practice.	SM Crush	2 Audits Per Month	N/A	SO4	NO15
A4.6	We will conduct post incident debriefs and use the outcomes of these debriefs as a platform for learning and continual development of our skills and knowledge.	All Watch Managers	3 Debriefs Per Month, Per Watch	N/A	SO4	NO15
A4.7	As the station responsible for the organisation's Urban Search and Rescue (USAR) response, we will ensure that all station personnel undertake regular USAR training.	All Watch Managers	1 Bi-Monthly Training Event Per Watch	N/A	SO3	NO9, NO15
A4.8						
A4.9						
A4.10						

PREVENTION, INTERVENTION, PEOPLE AND PERFORMANCE (PIPP) PLAN

PEOPLE

Station Objective 5		Desired Outcome	Station Lead			
Ensure our staff, partners and the community are well informed about what we are trying to achieve.		Our staff, partners and communities will be more effective at delivering, supporting and understanding our priorities.	Station Manager (SM) Crush			
Ref No	What action(s) will the station undertake to support this objective and desired outcome?	Action Lead	Target	Station Performance Indicator (SPI)	TFR Strategic Objective (SO)	National Outcome (NO)
A5.1	We will consult with a wide cross section of staff on the content of the Station Plan and consider their views.	SM Crush	1 Record of Consulting With Staff	N/A	SO5	NO11, NO15
A5.2	We will consult with our key community partners on the content of the Station Plan and consider their views.	SM Crush	2 Records of Consulting With Key Partners	N/A	SO1, SO7	NO11, NO15
A5.3	We will conduct periodic Station Management meetings, which will act as a mechanism for station based managers to discuss and progress any station matters.	SM Crush	4 Meetings Per Year	N/A	SO5	NO11, NO15
A5.4	We will conduct periodic watch personnel meetings, which will act as a mechanism for the Station Manager to gain feedback from all watch personnel and communicate any relevant developments.	SM Crush	2 Meetings Per Watch, Per Year	N/A	SO5	NO11, NO15
A5.5	We will ensure that TFR's core brief is communicated to all station personnel.	All Watch Managers SM Crush	12 Briefings Per Watch, Per Year	N/A	SO5	NO11, NO15
A5.6	We will ensure that monthly Watch Work Plan meetings are held so that the work conducted by each watch to achieve the station objectives is agreed and reviewed.	SM Crush	12 Meetings Per Watch, Per Year	N/A	SO5, SO8	NO11, NO15
A5.7	We will exploit media channels such as the organisations Quickfire Newsletter and local press, radio and TV in order to communicate relevant community safety messages and any station achievements.	SM Crush All Watch Managers	As required	N/A	SO7	NO11, NO15
A5.8						
A5.9						
A5.10						

PREVENTION, INTERVENTION, PEOPLE AND PERFORMANCE (PIPP) PLAN

Station Objective 6		Desired Outcome	Station Lead			
Maximise staff potential.		A workforce that is motivated, empowered, competent and highly skilled.	Station Manager (SM) Crush			
Ref No	What action(s) will the station undertake to support this objective and desired outcome?	Action Lead	Target	Station Performance Indicator (SPI)	TFR Strategic Objective (SO)	National Outcome (NO)
A6.1	We will ensure that relevant station personnel are given a fair and objective annual Appraisal and Development Review (ADR) by following TFR's ADR Policy and Procedures.	SM Crush All Supervisory Managers	100% Completion by 31 March 2012	N/A	SO5	NO3, NO15
A6.2	We will continually monitor and review the progress of watch trainees undertaking SVQ Level 3.	SM Crush All A1 Assessors	100% completion of Personal Development Reviews	N/A	SO5	NO3
A6.3	We will continually monitor and review the PDRPro electronic recording system and rectify any identified training needs.	SM Crush All Watch Managers	Monthly reporting	N/A	N/A	NO3
A6.4	We will strive to provide suitable opportunities for the development of all station personnel.	SM Crush All Supervisory Managers	Ongoing development	N/A	SO5	NO3
A6.5						
A6.6						
A6.7						
A6.8						
A6.9						
A6.10						

PREVENTION, INTERVENTION, PEOPLE AND PERFORMANCE (PIPP) PLAN

Station Objective 7		Desired Outcome	Station Lead			
Promote effective health, safety and wellbeing and equality and fairness.		A sustained reduction in accidents and injuries, improved crewing levels and compliance with legislation.	Station Manager (SM) Crush			
Ref No	What action(s) will the station undertake to support this objective and desired outcome?	Action Lead	Target	Station Performance Indicator (SPI)	TFR Strategic Objective (SO)	National Outcome (NO)
A7.1	We will effectively manage absences at work by ensuring that TFR's Absence Management Procedures are being followed.	SM Crush All Supervisory Managers	5% reduction in shift days lost due to absences	N/A	SO6	NO6, NO7, NO9, NO15
A7.2	We will ensure that unsafe conditions, injuries and damage at work are reduced by following TFR's Near Miss Procedures.	All Station Personnel	20% increase in near miss reporting	N/A	SO6	NO6, NO7, NO9, NO15
A7.3	Where accidents, injuries and damage do occur, we will ensure that they are reported and thoroughly investigated so that the root causes are identified and reoccurrence is avoided.	SM Crush All Supervisory Managers	20% reduction in accidents and injuries	N/A	SO6	NO6, NO7, NO9, NO15
A7.4	We will ensure that fire and rescue equipment and on-station accommodation are maintained to a high standard and that any defects are reported as soon as practicable using TFR's defect reporting procedures.	All Station Personnel	Monitoring of fault records	N/A	SO6	NO6, NO7, NO9, NO15
A7.5	We will ensure all station personnel are safe when attending emergencies by adopting and adhering to the safe person concept.	SM Crush All Supervisory Managers	50% reduction in injuries at incidents	N/A	SO6	NO6, NO7, NO9, NO15
A7.6	We will ensure that all station personnel are assisted in achieving, maintaining and improving their level of fitness and wellbeing by following TFR's Fitness Policy.	All Station Personnel	No personnel off as a result of fitness tests	N/A	SO6	NO6, NO7, NO9, NO15
A7.7	We will ensure that all station personnel continue to promote Equality and Diversity by understanding their responsibilities under TFR's Equality and Diversity Policy.	All Station Personnel	Regular monitoring	N/A	SO5	NO6, NO7, NO9, NO15
A7.8						
A7.9						
A7.10						

PREVENTION, INTERVENTION, PEOPLE AND PERFORMANCE (PIPP) PLAN

PERFORMANCE

Station Objective 8		Desired Outcome	Station Lead			
Be more efficient and effective in everything we do.		A high performing station delivering best value and continuous improvement and promoting sustainability.	Station Manager (SM) Crush			
Ref No	What action(s) will the station undertake to support this objective and desired outcome?	Action Lead	Target	Station Performance Indicator (SPI)	TFR Strategic Objective (SO)	National Outcome (NO)
A8.1	Wherever possible, we will promote a partnership approach by working with our key partners in the community to reduce risk and improve community safety.	SM Crush All Watch Managers	Regular meetings to identify opportunities	N/A	SO7	NO3, NO15
A8.2	We will make a commitment to reducing the impact on the environment by using our station resources in a more efficient, effective and environmentally friendly manner.	Station Environmental Champions	Regular monitoring	N/A	SO7	NO3, NO15
A8.3	We will carry out monthly watch performance review meetings and act on any feedback that will assist in improving our overall performance. These review meetings will form part of the monthly Watch Work Plan meetings.	SM Crush	12 Performance Reviews Per Year	N/A	SO8	NO3, NO15
A8.4						
A8.5						
A8.6						
A8.7						
A8.8						
A8.9						
A8.10						

COMMENTS AND FEEDBACK

If you wish to comment on this plan, please contact the Station Manager, using the details below. Thank you.

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GLOSSARY OF TERMS

The following definitions have been provided to enhance the understanding of the Station Plan.

Aerial Ladder Platform	A specialist vehicle which provides a high reach capability.
Automatic Fire Alarm (AFA)	Apparatus that detects fire in a building and automatically notifies the fire and rescue service of a potential problem, often via a call centre.
Best Value	A government regime aimed at improving the quality of local government services by providing a framework for planning, delivery and continuous improvement.
Community Risk Analysis	The process of identifying and assessing community risks so that fire and rescue resources can be targeted at areas of greatest risk and then measuring the effectiveness of any community safety activities to address the risk.
Dwelling Fire	Fires that start in a house, flat and other places of residence.
Heavy Rescue Unit	A specialist unit that provides enhanced equipment for dealing with Large Goods Vehicle accidents and associated incidents.
Home Fire Safety Visit	A visit to a person's home by fire officers to give advice and assess the premises in relation to fire safety in the home.
Integrated Risk Management Plan	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.
Mass Decontamination	The decontamination of large numbers of people, in the event of accidental or intentional contamination by chemical, biological, radiological or nuclear (CBRN) agents.
Other Emergency Special Service Calls	Incidents that involve a special response including flooding, lift releases, animal rescues and chemical spills other than RTCs.
Other Fires	Fires that are not classified as Dwelling or Secondary Fires. Such fires include those that start in commercial and public buildings and structures including motor vehicles and ships.
Rescue Pump	A fire engine which provides firefighting and rescue capabilities.
Road Traffic Collision (RTC)	A collision involving one or more motor vehicles. An RTC is classified as an Emergency Special Service as it requires a special response.
Secondary Fire	Fires involving refuse, derelict buildings, abandoned motor vehicles and grassland.
Water Tender Ladder	General purpose firefighting appliance.