

Tayside Fire and Rescue

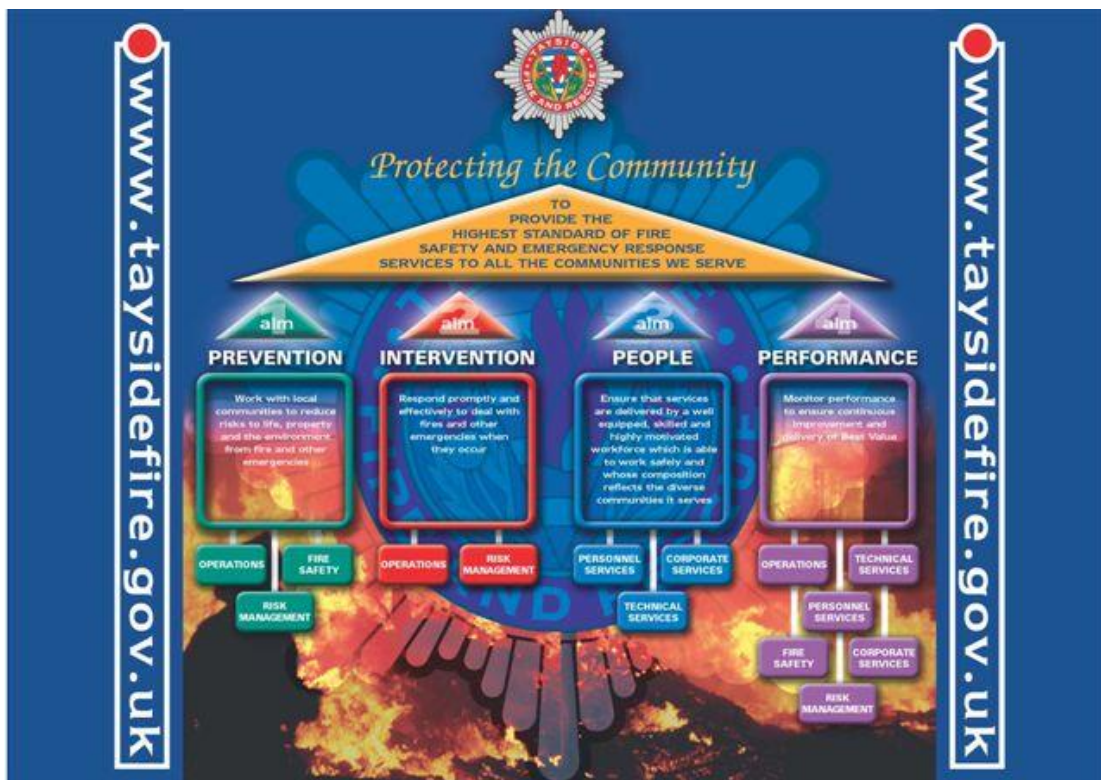
# Tayside Fire and Rescue Comrie Fire Station

Station Plan 2011-12



# CONTENT

|  | <u>Page</u> |
|--|-------------|
| Introduction .....   | 3           |
| Overview .....   | 4           |
| Station Plan Roles and Responsibilities .....                      | 5           |
| Station Performance .....  | 6           |
| Developing and Managing the Station Plan .....                     | 7-8         |
| Station Objectives .....   | 9           |
| Prevention, Intervention, People and Performance (PIPP) Plan ..... | 10-17       |
| Comments and Feedback .....  | 18          |
| Glossary of Terms .....  | 19          |



# INTRODUCTION

The presentation of this Station Plan for Comrie 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.

Neil Kerr  
Station Manager

# OVERVIEW

## Community Profile

Comrie is in the heart of the scenic West Strathearn area of Perthshire. It is situated at the meeting of Glens Lednock and Artney with the Scottish Highlands rising to the north. The name of Comrie is Gaelic and was given by the Scots who invaded in the seventh and eighth centuries. Traditionally the local industry was the spinning of yarn. The scene of many minor earthquakes in the past, Comrie lies on the Highland Boundary Fault and has earned the nickname the “Shakin’ Toon”; the town’s Earthquake House is one of the oldest permanent seismic observatories.



## Station Profile

Comrie Fire Station was opened on 12 July 1984 by Councillor William Johnston who was the Convener of Tayside Police and Fire Committee. The station, which is located on Strowan Road, replaced the previous one on Dundas Street and serves the town’s population of approximately 1,800.

The station is staffed by a total of twelve personnel, working the retained duty system. This consists of one Watch Manager, two Crew Managers and nine Firefighters, who crew a Rescue Pump. Also employed in the station is a part-time cleaner/caretaker. The personnel on the station have a dual role of working in their community to prevent emergencies happening in the first place and also responding to such incidents when they occur. As well as attending such incidents the personnel also train on a weekly basis and carry out regular maintenance of their appliances and equipment.

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.

# 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.
- Ensure Station Plans are communicated to a wide cross section of staff and external stakeholders.
- Take the lead in planning and implementing the Station Plan.
- Meet station targets and monitor Watch Managers performance.
- Monitor and review how the priorities set out in the Station Plan are progressing with the Community Safety Department Management Team.

## **Watch Manager**

- Understand the impact of performance management on service delivery.
- Ensure watch based personnel understand organisational, departmental and station priorities.
- Monitor how well watch based personnel are performing against the station priorities.
- Meet set targets as directed by the Station Manager.

## **Crew Manager**

- Understand the impact of performance management on service delivery.
- Ensure watch based personnel understand organisational, departmental and station priorities.
- Monitor how well watch based personnel are performing against the station priorities.
- Meet set targets as directed by the Watch Manager.

## **Firefighter**

- Understand how individual and team performance will support the station priorities.
- Feedback any issues.
- Communicate with line manager.
- Meet set targets as directed by the Crew 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                              | 131            | 161            | +20% (187)     |
| SPI2                                | No. of Dwelling Fires                                       | 3              | 2              | -50% (1)       |
| SPI3                                | No. of Secondary Fires                                      | 9              | 2              | -50% (1)       |
| SPI4                                | No. of Other Fires  | 3              | 1              | 1              |
| SPI5                                | No. of Road Traffic Collisions (RTC)                        | 3              | 2              | 2              |
| SPI6                                | No. of Other Emergency Special Service Calls                | 2              | 2              | -50% (1)       |
| SPI7                                | No. of Unwanted Calls (Automatic Fire Alarms and Malicious) | 20             | 28             | -29% (20)      |

| Target Rating                   | Code   |
|---------------------------------|--------|
| Greater than or equal to target | Green  |
| Almost met target               | Yellow |
| Below target                    | Red    |

The target of 156 HFSVs last year was exceeded by 3% and has therefore significantly reduced the risk of those residents who received a HFSV from having a fire in their home. Unfortunately the number of dwelling fires increased and we will continue to increase the number of HFSVs to further aid reduction in dwelling house fires.

The number of secondary fires significantly decreased, one of them being deliberate acts. During the coming year we will therefore work with our partners e.g. the Police, to develop initiatives that will drive down this risk. This will include a Joint Action Plan to address the increase in the number of secondary fires around the summer school holidays and bonfire night.

There was a slight decrease in number of RTCs compared to last year. Our aim of improving road safety awareness will be facilitated and delivered through school visits and community events and campaigns such as Safe Drive Stay Alive.

There was no change in the number of Other Emergency Special Service Calls compared to last year. This was across a range of incident types including flooding incidents which the station is specially trained and equipped to attend.

85% of Comrie Fire Station's unwanted calls are as a result of Automatic Fire Alarms (AFA). The worst offenders for AFAs are sheltered housing and commercial/retail premises. Such premises will therefore continue to be targeted by station personnel and our Legislative Fire Safety Section.

The station has performed particularly well in the area of workplace training and development whereby a large amount of 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. 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](#).

# STATION PERFORMANCE

|  |   |
|--|---|
| <b>Aerial Ladder Platform</b>                | A specialist vehicle which provides a high reach capability.  |
| <b>Automatic Fire Alarm (AFA)</b>            | Apparatus that detects fire in a building and automatically notifies the fire and rescue service of a potential problem, often via a call centre.   |
| <b>Best Value</b>                            | A government regime aimed at improving the quality of local government services by providing a framework for planning, delivery and continuous improvement.   |
| <b>Command Support Unit</b>                  | A specialist unit providing firefighters with accommodation and equipment to support the command and control of larger incidents.   |
| <b>Community Risk Analysis</b>               | 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. |
| <b>Dwelling Fire</b>                         | Fires that start in a house, flat and other places of residence.  |
| <b>Environmental Protection Unit</b>         | A specialist unit which provides equipment for dealing with clearing up and protection at hazardous incidents.  |
| <b>Hazardous Materials Unit</b>              | A specialist unit which provides enhanced equipment for dealing with chemical incidents.  |
| <b>Heavy Rescue Unit</b>                     | A specialist unit that provides enhanced equipment for dealing with Large Goods Vehicle accidents and associated incidents.   |
| <b>Home Fire Safety Visit</b>                | 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.  |
| <b>Integrated Risk Management Plan</b>       | The management and planning of a risk assessment process ensuring the correct balance between prevention, protection and intervention. It tries to ensure that the right resources are in the right place at the right time.      |
| <b>Other Emergency Special Service Calls</b> | Incidents that involve a special response including flooding, lift releases, animal rescues and chemical spills other than RTCs.  |
| <b>Other Fires</b>                           | 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.   |
| <b>Rescue Pump</b>                           | A fire engine which provides firefighting and rescue capabilities.  |
| <b>Road Traffic Collision (RTC)</b>          | A collision involving one or more motor vehicles. An RTC is classified as an Emergency Special Service as it requires a special response.   |
| <b>Secondary Fire</b>                        | Fires involving refuse, derelict buildings, abandoned motor vehicles and grassland.   |
| <b>Water Tender Ladder</b>                   | General purpose firefighting appliance.   |

# 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.

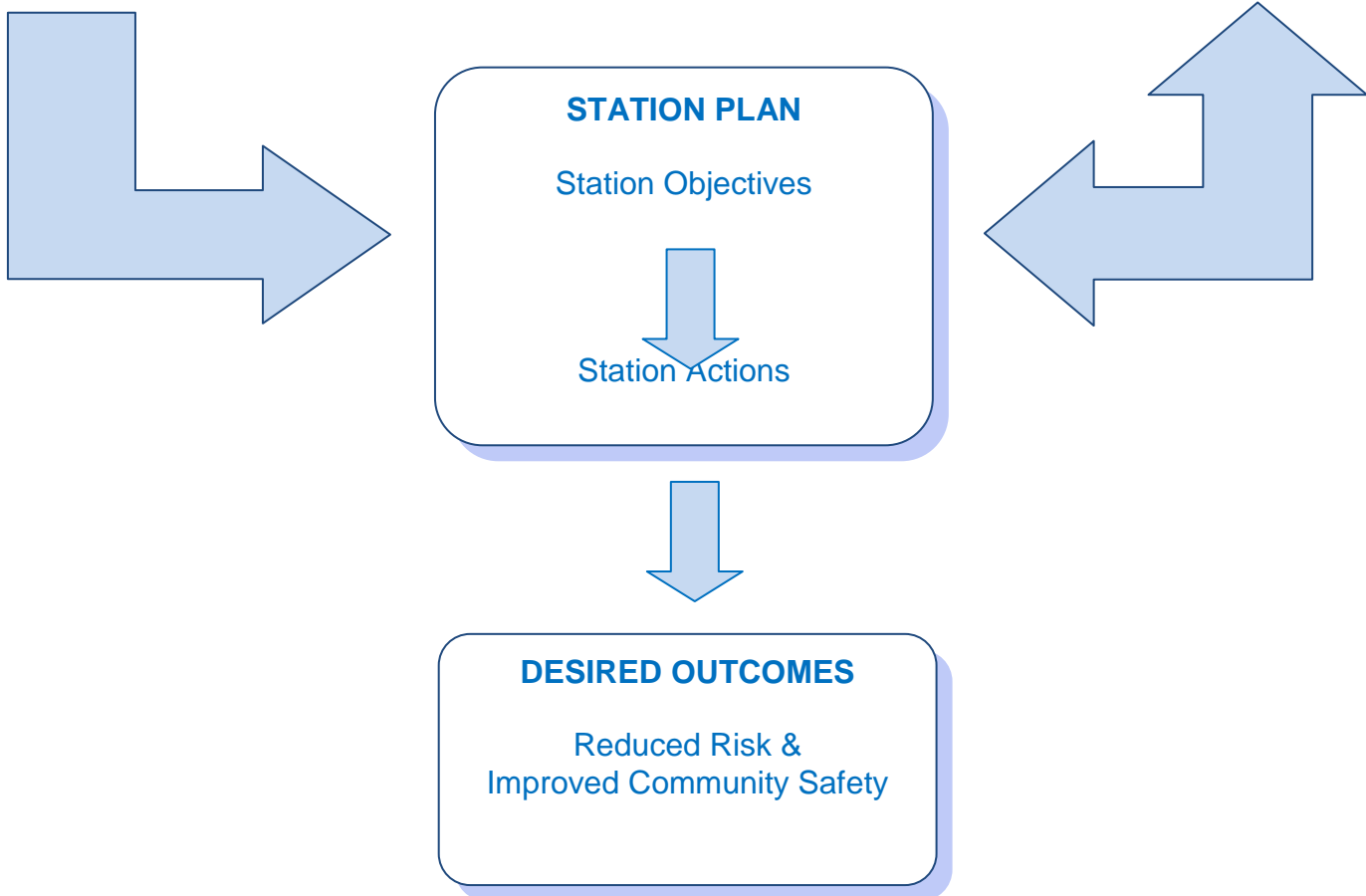
# DEVELOPING AND MANAGING THE STATION PLAN

## 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)<br>Kerr |                                     |                              |                       |
| 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) |
| 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.  | Watch Manager  | HFSVs<br>187                 | SPI1                                | <a href="#">SO1</a>          | NO9                   |
| A1.2  | Through analysis of operational activity, we will identify the most likely causes of fire in the home and work with our local partners to reach, educate and improve the safety amongst those members of our community considered to be at a higher risk from such causes of fire. | Watch Manager  | TBA                          | SPI2                                | <a href="#">SO1</a>          | 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.   | Watch Manager  | TBA                          | SPI2                                | <a href="#">SO1</a>          | NO9                   |
| A1.4  | We will attend pre planned community events and use these events as opportunities to improve fire safety awareness.  | SM Kerr<br>Watch Manager   | TBA                          | SPI2                                | <a href="#">SO1</a>          | 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 Kerr<br>Watch Manager   | TBA                          | SPI5                                | <a href="#">SO1</a>          | 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 Kerr<br>Watch Manager   | TBA                          | SPI5                                | <a href="#">SO1</a>          | NO9                   |
| A1.7  | We will attend pre planned community events and use these events as opportunities to improve road safety awareness.  | Watch Manager  | TBA                          | SPI5                                | <a href="#">SO1</a>          | 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.  | Watch Manager  | TBA                          | SPI5                                | <a href="#">SO1</a>          | NO9                   |
| A1.9  | Through the analysis of operational activity and flood data, we will work with agencies such as SEPA to mitigate the impact of flooding on our communities.  | SM Kerr<br>Watch Manager   | TBA                          | SPI6                                | <a href="#">SO1, SO2</a>     | NO9                   |
| A1.10   | Through community risk analysis, we will identify other emergencies that may pose a risk to the community and then work with the relevant agencies to reduce the risk.   | SM Kerr<br>Watch Manager   | TBA                          | SPI6                                | <a href="#">SO1, SO2</a>     | 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)<br>Kerr |                                     |                              |                       |
| 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 Kerr<br>Watch Manager   | TBA                          | SPI2, SPI3 SPI4                     | <a href="#">SO1</a>          | 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 Kerr  | TBA                          | SPI2, SPI3 SPI4                     | <a href="#">SO1</a>          | 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. | Watch Manager  | TBA                          | SPI2, SPI3 SPI4                     | <a href="#">SO1</a>          | NO4, NO9              |
| A2.4   | We will work with our local partners to address seasonal trends in anti social behaviour and fire related crime such as the summer school holidays and bonfire night.  | SM Kerr<br>Watch Manager   | TBA                          | SPI2, SPI3 SPI4                     | <a href="#">SO1</a>          | 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 Kerr<br>Watch Manager   | TBA                          | SPI2, SPI3 SPI4                     | <a href="#">SO1</a>          | 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 Kerr<br>All Supervisory Managers  | TBA                          | SPI2, SPI3 SPI4                     | <a href="#">SO1</a>          | NO9                   |
| A2.7   | We will identify fire setting behaviour and deliver timely and effective referrals to TFR's Fire Setters Scheme.   | All Station Personnel  | TBA                          | SPI2, SPI3 SPI4                     | <a href="#">SO1</a>          | 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  | TBA                          | SPI2, SPI3 SPI4                     | <a href="#">SO1</a>          | NO9                   |
| A2.9   |  |  |                              |                                     |                              |                       |
| A2.10  |  |  |                              |                                     |                              |                       |

# PREVENTION, INTERVENTION, PEOPLE AND PERFORMANCE (PIPP) PLAN

| <b>Station Objective 3</b>   |  | <b>Desired Outcome</b>   | <b>Station Lead</b>          |  |                                     |                              |
|--|--|--|------------------------------|--|-------------------------------------|------------------------------|
| 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)<br>Kerr |  |                                     |                              |
| <b>Ref No</b>  | <b>What action(s) will the station undertake to support this objective and desired outcome.</b>  | <b>Action Lead</b>   | <b>Target</b>                | <b>Station Performance Indicator (SPI)</b> | <b>TFR Strategic Objective (SO)</b> | <b>National Outcome (NO)</b> |
| 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 automatic fire alarms. | SM Kerr<br>Watch Manager   | TBA                          | SPI7                                       | <a href="#">SO3</a>                 | 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 Kerr<br>Watch Manager   | TBA                          | SPI7                                       | <a href="#">SO3</a>                 | 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.  | Watch Manager  | TBA                          | SPI7                                       | <a href="#">SO3</a>                 | 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)<br>Kerr    |                                     |                              |                       |
| 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 training and development as per the 3-year training programmes, and ensure that all personnel participate in the recommended practical and technical activities.   | Watch Manager  | 100% Completion                 | N/A                                 | <a href="#">SO3</a>          | NO3, NO9, NO15        |
| A4.6  | 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. | Watch Manager  | TBA                             | N/A                                 | <a href="#">SO3</a>          | NO9, NO12, NO15       |
| A4.7  | 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                                 | <a href="#">SO3</a>          | NO3, NO9, NO15        |
| A4.8  | 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 Kerr  | 2 Audits Per Month              | N/A                                 | <a href="#">SO4</a>          | NO15                  |
| A4.9  | 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.  | Watch Manager  | Debrief Per Month, Per Incident | N/A                                 | <a href="#">SO4</a>          | NO15                  |
| A4.10   | We will ensure that any training and development activities undertaken are recorded using the PDR PRO electronic recording system.   | Watch Manager  | 100% Completion                 | N/A                                 | <a href="#">SO3</a>          | NO9, NO15             |

# 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) Kerr                 |                                     |                              |                       |
| 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 Kerr  | 1 Record of Consulting With Staff         | N/A                                 | <a href="#">SO5</a>          | NO11, NO15            |
| A5.2  | We will consult with our key community partners on the content of the Station Plan and consider their views.   | SM Kerr  | 4 Records of Consulting With Key Partners | N/A                                 | <a href="#">SO1, SO7</a>     | 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 Kerr  | 4 Meetings Per Year                       | N/A                                 | <a href="#">SO5</a>          | 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 Kerr  | 2 Meetings Per Watch, Per Year            | N/A                                 | <a href="#">SO5</a>          | NO11, NO15            |
| A5.5  | We will ensure that TFRs core brief is regularly communicated to all station personnel.  | Watch Manager<br>SM Kerr   | 12 Briefings Per Watch, Per Year          | N/A                                 | <a href="#">SO5</a>          | NO11, NO15            |
| A5.6  | We will ensure that monthly Work Plan meetings are held so that the work conducted by each watch to achieve the station objectives is agreed and reviewed.   | SM Kerr  | 12 Meetings Per Watch, Per Year           | N/A                                 | <a href="#">SO5, SO8</a>     | 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 Kerr<br>Watch Manager   | N/A                                       | N/A                                 | <a href="#">SO7</a>          | 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)<br>Kerr     |                                     |                              |                       |
| 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 Kerr<br>All Supervisory Managers                                     | 100% Completion by 31 March 2011 | N/A                                 | <a href="#">SO5</a>          | NO3,<br>NO15          |
| A6.2                      | We will continually monitor and review the progress of trainee Firefighters   | SM Kerr   | SVQ Personal Development Reviews | N/A                                 | <a href="#">SO5</a>          | NO3                   |
| A6.3                      | We will continually monitor and review the PDR PRO electronic recording system and rectify any identified training needs.   | SM Kerr<br>Watch Manager  | N/A                              | N/A                                 | N/A                          | NO3                   |
| A6.4                      | We will strive to provide suitable opportunities for the development of all station personnel.  | SM Kerr<br>All Supervisory Managers                                     | N/A                              | N/A                                 | <a href="#">SO5</a>          | 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)<br>Kerr |                                     |                              |                       |
| 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 Kerr<br>All Supervisory Managers   | TBA                          | N/A                                 | <a href="#">SO6</a>          | NO6, NO7, NO9, NO15   |
| A7.2  | We will ensure that unsafe conditions, injuries and damage at work are avoided by following TFR's Near Miss Procedures.   | All Station Personnel   | TBA                          | N/A                                 | <a href="#">SO6</a>          | 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 Kerr<br>All Supervisory Managers   | TBA                          | N/A                                 | <a href="#">SO6</a>          | 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 practically possible using TFR's defect reporting procedures. | All Station Personnel   | TBA                          | N/A                                 | <a href="#">SO6</a>          | NO6, NO7, NO9, NO15   |
| A7.5  | We will ensure all station personnel are safe when attending emergencies by following the safe person concept.  | SM Kerr<br>All Supervisory Managers   | TBA                          | N/A                                 | <a href="#">SO6</a>          | 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   | TBA                          | N/A                                 | <a href="#">SO6</a>          | 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   | TBA                          | N/A                                 | <a href="#">SO5</a>          | NO6, NO7, NO9, NO15   |
| A7.8  |   |   |                              |                                     |                              |                       |
| A7.9  |   |   |                              |                                     |                              |                       |
| A7.10   |   |   |                              |                                     |                              |                       |

# PREVENTION, INTERVENTION, PEOPLE AND PERFORMANCE (PIPP) PLAN

## PERFORMANCE

| <b>Station Objective 8</b>                           |  | <b>Desired Outcome</b>   | <b>Station Lead</b>            |  |                                     |                              |
|--|--|--|--------------------------------|--|-------------------------------------|------------------------------|
| 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)<br>Kerr   |  |                                     |                              |
| <b>Ref No</b>  | <b>What action(s) will the station undertake to support this objective and desired outcome.</b>  | <b>Action Lead</b>   | <b>Target</b>                  | <b>Station Performance Indicator (SPI)</b> | <b>TFR Strategic Objective (SO)</b> | <b>National Outcome (NO)</b> |
| 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 Kerr<br>All Watch Managers  | N/A                            | N/A  | <a href="#">SO7</a>                 | 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  | N/A                            | N/A  | <a href="#">SO7</a>                 | NO3, NO15                    |
| A8.3   | We will carry out performance review meetings and act on any feedback that will assist in improving our overall performance. These review meetings will form part of the Work Plan Meetings. | SM Kerr  | 6 Performance Reviews Per Year | N/A  | <a href="#">SO8</a>                 | 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.

|  |   |
|--|---|
| <b>Aerial Rescue Pump</b>                    | A fire engine which provides the capabilities currently provided by two fire engines - a rescue pump and an aerial ladder platform.   |
| <b>Automatic Fire Alarm (AFA)</b>            | Apparatus that detects fire in a building and automatically notifies the fire and rescue service of a potential problem, often via a call centre.   |
| <b>Best Value</b>                            | A government regime aimed at improving the quality of local government services by providing a framework for planning, delivery and continuous improvement.   |
| <b>Community Risk Analysis</b>               | 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. |
| <b>Dwelling Fire</b>                         | Fires that start in a house, flat and other places of residence.  |
| <b>Home Fire Safety Visit</b>                | 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.  |
| <b>Integrated Risk Management Plan</b>       | The management and planning of a risk assessment process ensuring the correct balance between prevention, protection and intervention. It tries to ensure that the right resources are in the right place at the right time.      |
| <b>Mass Decontamination</b>                  | The decontamination of large numbers of people, in the event of accidental or intentional contamination by chemical, biological, radiological or nuclear (CBRN) agents.   |
| <b>Other Emergency Special Service Calls</b> | Incidents that involve a special response including flooding, lift releases, animal rescues and chemical spills other than RTCs.  |
| <b>Other Fires</b>                           | 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.   |
| <b>Rescue Pump</b>                           | A fire engine which provides firefighting and rescue capabilities.  |
| <b>Road Traffic Collision (RTC)</b>          | A collision involving one or more motor vehicles. An RTC is classified as an Emergency Special Service as it requires a special response.   |
| <b>Secondary Fire</b>                        | Fires involving refuse, derelict buildings, abandoned motor vehicles and grassland.   |