



Paisley Fire Station Station Plan



2006/07

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INTRODUCTION

The Station Plan for Paisley Fire Station is intended not only to meet the needs of the local community, but also to be an integral component of the Area Plan for the newly formed area of Renfrewshire & Inverclyde. These integrated plans overarching aims are to link to Strathclyde Fire & Rescue's Integrated Risk Management Plan and its Corporate Vision –

“making our communities safe places to live, work and visit”

This therefore places a duty upon all personnel to contribute to the corporate priorities via the requirement to develop strategies and to ensure all activities contribute to: -

- 1. Minimising the effects of fire and other emergencies**
- 2. Actively identify, assess and reduce risks to communities**
- 3. The effective administration of Fire Safety Legislation**
- 4. The achievement of fairness and equality in the treatment of all staff and service users**
- 5. The promotion of health, safety and welfare**
- 6. Communicating with stakeholders to inform on Fire and Rescue Service activity and seek opinion on the delivery of services**
- 7. Making best use of resources**

This plan also takes cognisance of the statutory duties placed upon the Fire & Rescue Service by virtue of the Local Government in (Scotland) Act 2003. Such duties relate to Community Planning, Community Well-being and Best Value, i.e. continuous improvement, customer/citizen focus, equality and public performance reporting.

As a participant in the Community Planning process, this station plan also recognises the requirement to compliment the Community Plan of the Renfrewshire Community Planning Partnership.

AIMS

To Improve Service Delivery we will more effectively: -

- Manage Attendance
- Identify training needs
- Implement risk reduction measures
- Develop Personnel
- Maintain Operational Competencies

To reduce the number of fires in the station area in the following categories: -

- Accidental dwelling fire deaths.
- Non-fatal casualties from fire.
- Accidental dwelling fires.
- Reduction of secondary fires

To work towards a reduction in the number of: -

- Unwanted fire signals.7
- Malicious calls.
- Incidence of deliberate fire raising.
- Anti Social Behaviour i.e. attacks on fire crews, hydrant abuse

All of which will contribute to the overall SFR Performance Management and Reporting Framework.

OBJECTIVES

Community Safety Station Planner 1..... . page 30

- Reduce accidental dwelling fires by 5% annually in station area
- Reduce fatalities in accidental dwelling fires
- Reduce accidental fire injury rates by 5% annually
- Reduce malicious fire calls by 2% annually
- Reduce secondary fires by 5% annually
- Reduce attacks on fire crews by 5% annually
- Reduce the number of unwanted fire signals by 5% annually

Operations Station Planner 2..... . page 32

- Increase operational availability of appliances by 10% annually

Finance Station Planner 3..... . page 33

- Agree areas of priority in terms of spending for fiscal year
- Investigate areas of overspend in past year and redress situation
- Monitor stock levels and efficiency measures to identify improvements
- Investigate use of petty cash account and integrity of system of reimbursement
- Monitor and control incidences of pre arranged overtime

Development Station Planner 4..... . page 34

- Carry out a training audit, setting up a database of all training
- Agree personal development with all staff undergoing development
- Introduce Incident Command training for station personnel
- Arrange realistic training events
- Increase H & S trained personnel to minimum 1 each watch

OBJECTIVES

Technical Services..... Station Planner 5..... Page 35

- Review Station vehicle requirements
- Complete annual property audit
- Review and update periodic inspection system for rescue pump
- Ensure PPE inspections are recorded

Personnel..... Station Planner 6..... Page 36

- Ensure establishment on each watch is sufficient to maintain crewing levels
- Ensure the adequate supervision of support personnel
- Manage attendance levels

Strategic Planning Station Planner 7..... Page 37

- Arrange and chair annual Health & Safety meeting
- Ensure efficient communications are being maintained i.e. regular meeting with all available Watch Managers.
- Carry out Best Value audit of station staffing

COMMUNITY PROFILE

Paisley is Scotland's biggest town with a population of around 74,000 (2004 figures). The town is situated on the northern edge of the Gleniffer Braes on the banks of the River Cart, approximately 8 miles west of Glasgow and has excellent transport links, with Glasgow International Airport situated on the outskirts of the town and good road and rail links to Glasgow and the rest of the UK. Paisley folk, or 'Buddies', as they refer to themselves, are very proud of their town and are fiercely loyal to it.



The town has a varied and interesting history. Originally called Paslet, it is famous for its Abbey that was founded in 1163 by monks from a Cluniac order.

Textile manufacturing was the main industry in the 19th century, with weaving and thread manufacture bringing prosperity to the town. Paisley's name became synonymous with beautiful adaptations of Kashmir shawls and the "Paisley Pattern" is as famous now as it was then. The owners of the mills and other manufacturers were responsible through their donations for the rich architectural heritage that Paisley still enjoys, with beautiful parks, churches and public buildings still in use today.

In common with many other Scottish towns, this industrial heritage has long gone and the town has suffered in more recent years from high unemployment and socio-economic deprivation. Despite this, modern Paisley is a lively university town with a variety of shopping in both covered malls and traditional but recently enhanced pedestrian streets. There are a variety of leisure facilities, with the popular Lagoon Leisure Centre offering 42 different activities to suit almost everyone, including swimming, skating, dance and fitness studios and Paisley Arts Centre one of Scotland's most vibrant and exciting venues, programmed all year round with a diverse range of drama, dance, physical theatre, comedy, jazz, popular music and family events.



The town is served by Renfrewshire Council and Argyll and Clyde Health Board and also lends its name to two parliamentary constituencies – Paisley North and Paisley South. Paisley also has a Local Health Care Co-operative (LHCC) that consists of thirteen GP practices and 57 GPs. This equates to one GP practice per 5873 residents and one GP per 1340 residents.

STATION AREA PROFILE



Paisley Fire Station covers an area of approximately 2.67 Square Kilometres, stretching from Glasgow Airport and Renfrew in the North; Hillington and Pollok to the East; Gleniffer Braes and Barrhead to the South; and the towns of Johnstone and Linwood to the West.

Situated in Renfrewshire Council it provides cover throughout 17 political wards.

Housing is predominately privately owned with 57.5%, Council tenancy 26% and a smaller figure of 5.5% private rental. Property type is split between 48.5% house type accommodation and 51.5% flat or apartment type.

Last Fiscal year (2004/05) the station attended a total of 2235 incidents comprising

- 289 primary fires, including (88 accidental fires in dwelling houses)
- 720 secondary fires
- 1072 false alarms
- 152 special services
- 2 chimney fires

STATION AREA PROFILE

Population

The station area population in 2001 was 75,868, although this estimate shall increase during the day, particularly in the Shortroods Ward, which encompasses Glasgow International Airport, Castlehead Ward, which encompasses the Royal Alexandra Hospital, and Central and Seedhill Wards in which lies most of the commercial properties for Paisley.

A breakdown of the age groups of the population shows that it is comparable to the national average percentages.

Household Type

There are an estimated 35,107 households within the Paisley station area, of these 8,040 (22.9%) are single adult households (non-pensioner), and 5,446 (15.5%) are single pensioner households. A further 4,286 (12.2%) are lone parent households, and 2,973 (8.5%) are lone parent households with dependant children.

Ethnicity

The area has a lower than average proportion of minority ethnic groups within its population with 1.4%. 97.7% of the population were born in the UK, (93% in Scotland).

Health

Paisley generally has a bad health record and survey results show that male life expectancy is 71.4 yrs (Paisley North), and 70.6 yrs (Paisley South) compared to the national average of 73.4 yrs*. Female life expectancy is also below the national average of 78.7 yrs, at 76.7 yrs (Paisley North) and 77.5 yrs (Paisley South). Paisley on average has a smoking attributable mortality of current smokers at 39% against 35% nationally. Annually it is estimated that 300 people will die with a smoking related disease in Paisley.

*<http://www.clearingtheairscotland.com/facts/statistics.html>

STATION AREA PROFILE

Scottish Index of Multiple Deprivation 2004 (SIMD)

Within Paisley Fire Station's area there are 16 SIMD Ranking data zones having the most deprived 5% (6 of) and most deprived 10% (10 of) areas of population in Scotland.

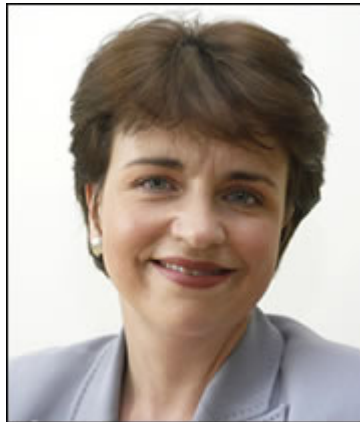
<i>Sector name</i>	<i>Postcode sector</i>	<i>Carstairs deprivation score 1991 (Scottish average = 0)</i>	<i>% population change 1981- 2001</i>	<i>Approximate mapping to wards</i>
Ralston	PA1 3	-3.99	3.9	Ralston, Gallowhill & Whitehaugh
Lounsdale	PA2 9	-2.32	19.3	Lounsdale & Millarston, Stanley
Hunterhill	PA2 7	-1.53	-7.1	Lochfield, Hawkhead & Blackhall
Espedair	PA2 6	+0.71	-1.7	Castlehead, Saucel & Hunterhill
Paisley Central	PA1 1	+2.17	-1.6	Seedhill
Glenburn	PA2 8	+2.65	-7.8	Glenburn South, Glenburn North
Foxbar	PA2 0	+3.04	-29.8	Foxbar, Brediland
Millarston	PA1 2	+3.19	14.4	Paisley Central
Laigh Park	PA3 2	+3.84	-22.0	Shortroods
Gallowhill	PA3 4	+4.94	-17.3	Sandyford
Ferguslie Park	PA3 1	+10.53	-47.4	Ferguslie, St James

ELECTED REPRESENTATIVES



Westminster

**Mr Douglas Alexander MP
Paisley & Renfrewshire South**



Scottish Parliament

**Ms Wendy Alexander MSP
Paisley North**



Scottish Parliament

**Mr Hugh Henry MSP
Paisley South**

ELECTED REPRESENTATIVES



**Councillor
Thomas Williams JP**

Shortroods : Ward 1
Population: 3683
Households: 2442



**Councillor
John Green**

St James : Ward 2
Population: 3282
Households: 2391



**Councillor
Terry Kelly**

Ferguslie : Ward 3
Population: 4458
Households: 1977



**Councillor
John McDowell JP**

Brediland : Ward 6
Total Population: 3952
Households: 1901



**Councillor
Lorraine Cameron**

Foxbar : Ward 7
Total Population: 4561
Households: 2199



**Councillor
Eileen McCartin JP**

Stanely : Ward 8
Total Population: 4616
Households: 1727

ELECTED REPRESENTATIVES



**Councillor
Richard Vassie**

Glenburn
South: Ward 9
Total Population: 4736
Households: 1914



**Councillor
Bll Martin JP**

Glenburn
North: Ward 10
Total Population: 4478
Households: 2131



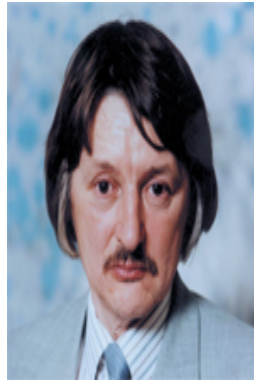
**Councillor
Barbara Adams JP**

Paisley
Central: Ward 11
Total Population: 3508
Households: 2407



**Councillor
Mark Macmillan**

Lounsdale & Millarston : Ward 12
Population : 4537
Households : 2085



**Councillor
Jim Mitchell**

Castlehead : Ward 13
Total Population: 4099
Households: 2310



**Councillor
Roy Glen**

Saucel & Hunterhill : Ward 14
Total Population: 4178
Households: 2178

ELECTED REPRESENTATIVES



**Councillor
Marie McGurk**
Lochfield : Ward 15
Total Population: 4647
Households: 2090



**Councillor
Rayleen Kelly**
Seedhill : Ward 16
Total Population: 3802
Households



**Councillor
Celia Lawson JP**
Blackhall and Hawkhead : Ward 17
Total Population: 4077
Households: 1885



**Councillor
Brian Lawson**
Gallowhill & Whitehaugh : Ward 18
Total Population: 4862
Households: 2549



**Councillor
Nan Macgregor**
Ralston : Ward 20
Total Population: 4507
Households: 1815

RISK PORTFOLIO

Life Risks

There a total of 35107 households within the Paisley area with a variance of occupancy as detailed previously. In addition to these households the station provides pre-determined attendances at a variety of risks within the surrounding area. The following are a few notable and varied risks covered.

Glasgow International Airport

Glasgow International Airport is the busiest of Scotland's three main international airports with record numbers of passengers passing through the terminal each month. Over 8 million passengers pass through the airport each year with over 86,000 air movements recorded. Over 40 airlines currently use its two runways flying to over 80 destinations but further expansion is planned to increase annual passenger numbers to 16 million.



Royal Alexandra Hospital

The Royal Alexandra Hospital is a busy district general hospital providing a full range of general hospital and maternity services from a modern facility on a 78-acre site in the town of Paisley.

It serves a population of over 200,000 from a mixed urban and rural area. As well as providing healthcare to the people of Renfrewshire, we provide major trauma and emergency surgical care for Lomond and Argyll, stretching as far as Oban. More than 2,300 staff operate over 600 beds, day case and outpatient services. There is a full 24 hour Accident & Emergency Service, an Intensive Care Unit, a High Dependency Unit and a Coronary care Unit.

The approximate numbers of patients treated annually are: Inpatients - 38,000, Day Cases - 14,000, Outpatients - 121,000, Accident & Emergency - 63,000.



RISK PORTFOLIO

ST. MIRREN FOOTBALL CLUB

Love Street is home to St. Mirren Football Club who have recently been promoted to the Scottish League and therefore now attracting larger crowds at their home games. The old stadium is redeveloped to meet the criteria of the Scottish Premiership. Although the stadium has a capacity in excess of 10,000 the average attendance is 4500. The main stand with a capacity of 3000 is of brick construction with unprotected steel columns supporting a corrugated metal roof. The floors within the main building and stand are wooden.



Premier



CIBA GEIGY LTD

Based in Hawkhead Road, Paisley, Ciba Geigy Ltd. are involved in pigment manufacture. Throughout the plant there are numerous hazardous chemicals stored and used. The Technical Support Unit (TSU) will be turned out on the Predetermined Attendance. (PDA)

OPERATIONAL ACTIVITY

TOTAL INCIDENTS

This section will deal with the operational activity within the Paisley station area. It is prudent at this stage to explain some of the terminology used and the method of how percentages are worked out.

Primary fires are serious fires in which there are fatalities/casualties/rescues, damage to property or more than five appliances attended. These incidents require a Fire Damage Report 1 form and will be referred to as FDR's.

Secondary fires are incidents which do not require an FDR1 form - such as derelict building / derelict vehicle / waste material and grassland.

In order to compare figures with other stations, Service Areas (R & I) and Strathclyde Fire and Rescue (SFR) as a whole, a system is required to base figures on a like for like basis. In order to do this for the following pages each category is taken as a percentage of the total turnouts.

In the case of fatalities and casualties each has been taken as a percentage of the total accidental dwelling fires, since they are the basis for the fatal and casualty targets.

For incident totals, figures based on the last completed financial year of 01/04/04 to 31/03/05 have been used, but for trend charts based on percentages also included is the current year based on 1/4/05 – 7/2/06.

For the period 1st April 2004 to 31st March 2005, a total number of 2235 incidents were attended within the station area. A breakdown of these incidents is shown in fig 1.1

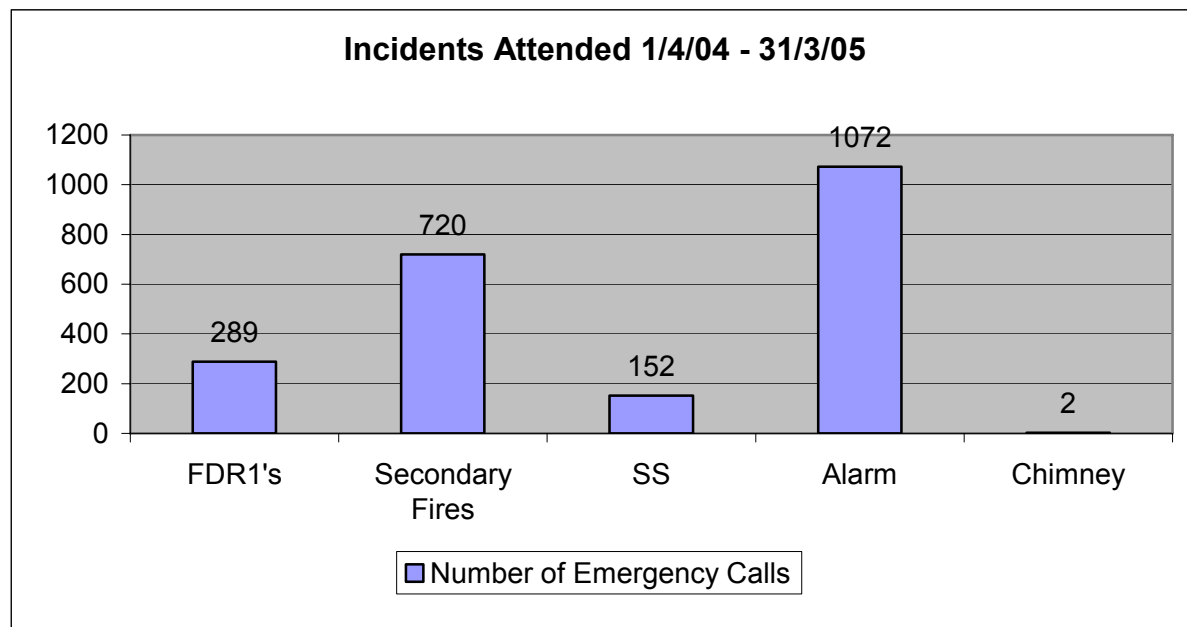


fig 1.1

OPERATIONAL ACTIVITY

Looking at fig 1.1 in isolation is not particularly useful, except for reduction of objective targets, therefore it has been further broken down into a percentage of total turnouts in Fig 1.2 and then in fig 1.3 compared against R & I area and SFR.

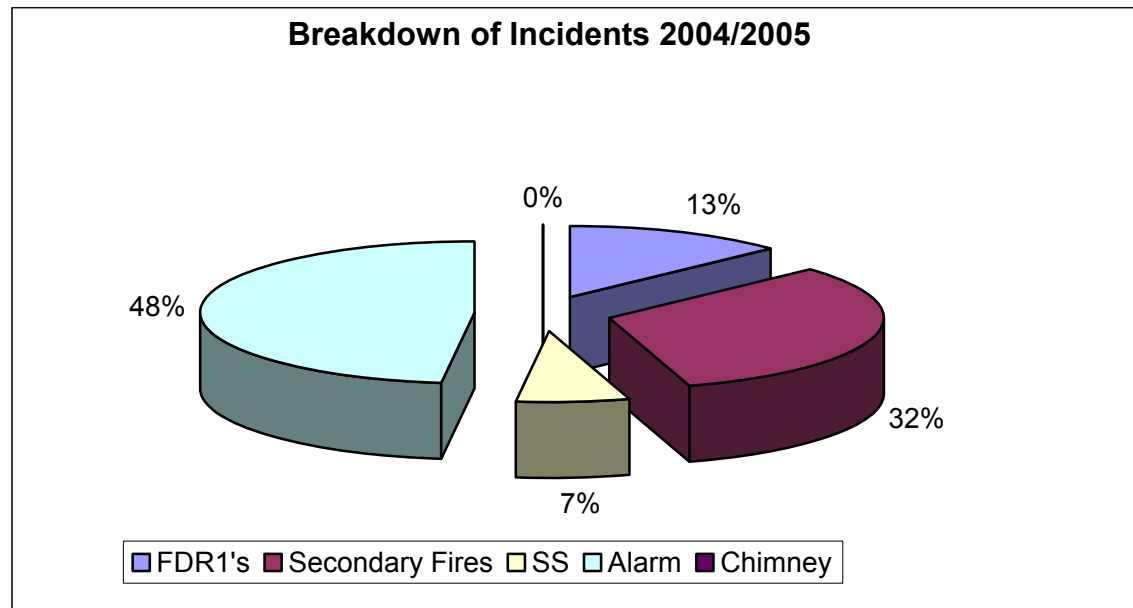


fig 1.2

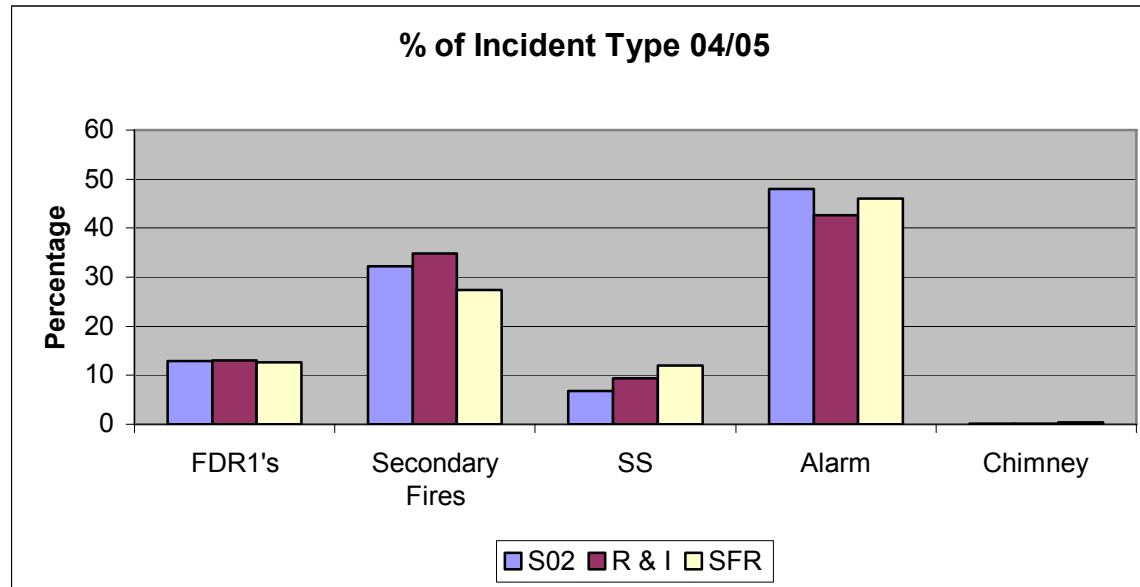


fig 1.3

As can be seen in *fig 1.3* Paisley has comparable averages with FDR, Secondary fire rate but slightly higher alarm rates. This is a trend, which can clearly be seen when looking at figures for the past 5 years, *fig 1.4* and *fig 1.5*. These figures cannot be looked on in isolation and it must be considered that some properties do experience higher than acceptable levels. These premises have been identified and actions are in place to reduce the totals.

Paisley has a high incidence of fire in relation to turnout and the station plan rightly addresses these areas as a matter of priority. As mentioned above the trend figures for the past 5 years show a high number of primary fires but also a downward trend with Primary fires down from 17% to 11%. However secondary fires remain around 35%. This plan aims to improve this trend.

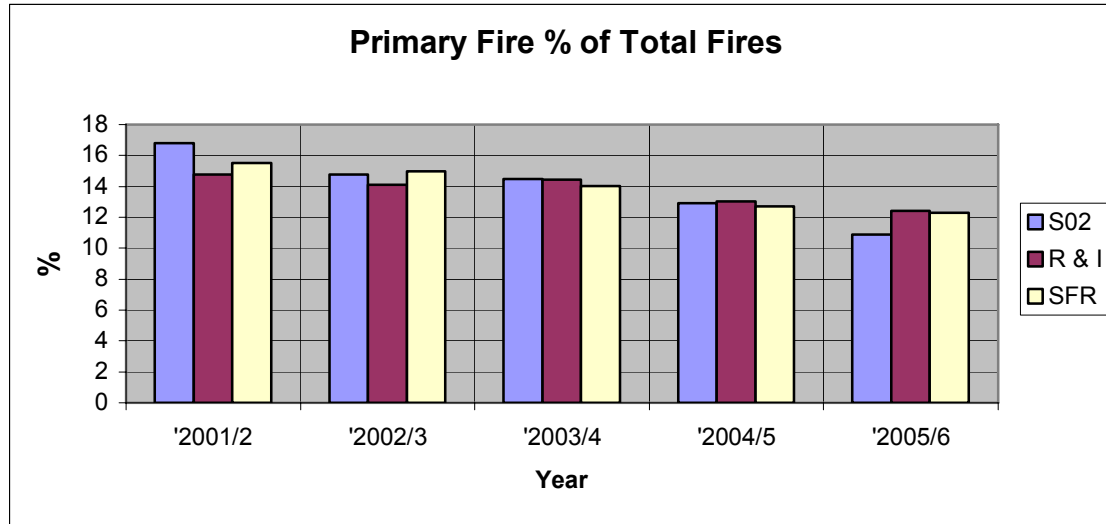


fig 1.4

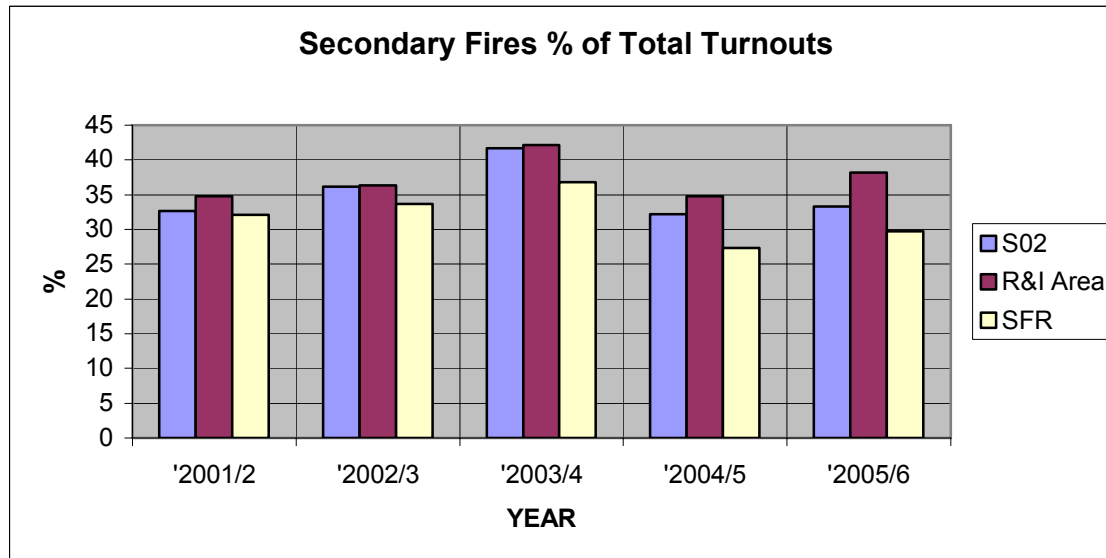


fig 1.5

OPERATIONAL ACTIVITY

Accidental Dwelling Fires (ADF) accounted for 85 incidents within the last recorded period. This figure is relevant since ODPM and SFR targets are largely based around this figure. In order to fit with the services plan and the community safety partnerships plan the objectives contained within this document are also based on this figure.

Again it is a useful exercise to chart percentages of ADFs against total turnout to see how the station fares against the area and service. *Fig 2.1* shows the downward trend in the last 5 years for Paisley, and is comparable to both Area and SFR. The target of a 5% reduction annually for ADFs will ensure this downward trend continues and bring Paisley more in line with the service as a whole.

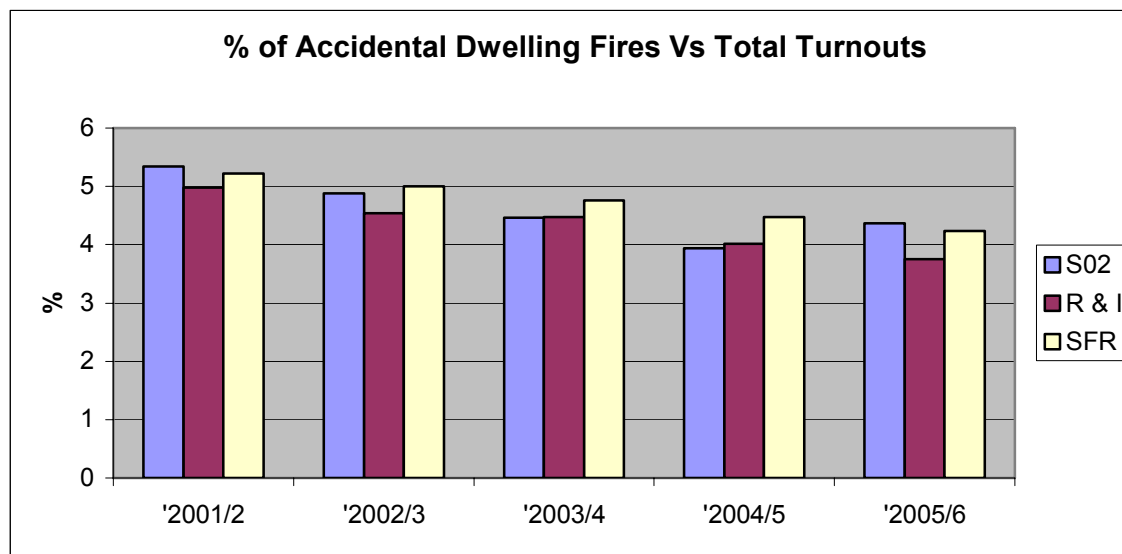


Fig 2.1

Simply looking at ADFs would only partially cover the targets within this plan; Also charted therefore are Fatality and Casualty percentages, *fig 2.2* and *fig 2.3*. Over the last complete period there were 38 casualties and 1 fatality attributed to ADFs in the Paisley Area, but in the period from 1/4/05 – 7/2/06 there have been 17 casualties and 1 fatality.

Looking at the charts it can be seen that in relation to ADFs Paisley has a higher percentage of fatalities per ADF than both area and service. Taken in conjunction with *fig 2.1* this would indicate that not only does Paisley have a high percentage of ADFs but also on the occasion of having one there is a higher percentage chance of it being fatal. This plan therefore addresses this with a target of reducing fatalities in ADFs and reducing accidental fire injury rates by 5% annually.

OPERATIONAL ACTIVITY

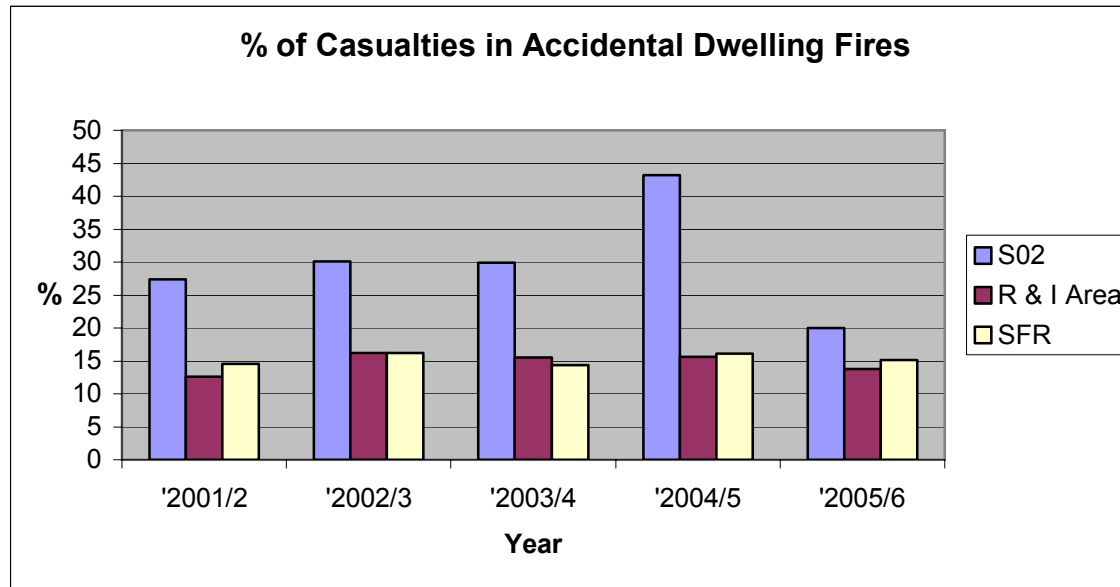


fig 2.2

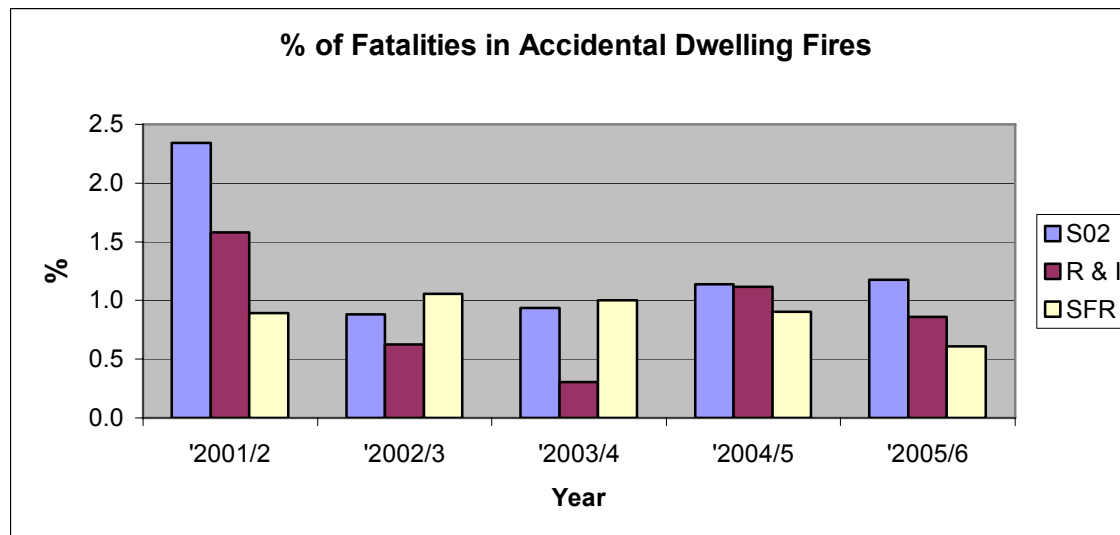


fig 2.3

Both fatality and casualty rates have been addressed within the objectives and the station planner in this document.

Malicious fire calls affecting this area accounted for 125 turnouts (6.4%) of total turnouts. Although the trend is down in the past few years it is still an area of concern especially in relation to other areas percentages. *Fig 3.1* shows that the service is experiencing far too many malicious calls and this plan aims to address this with a reduction of 2% year on year.

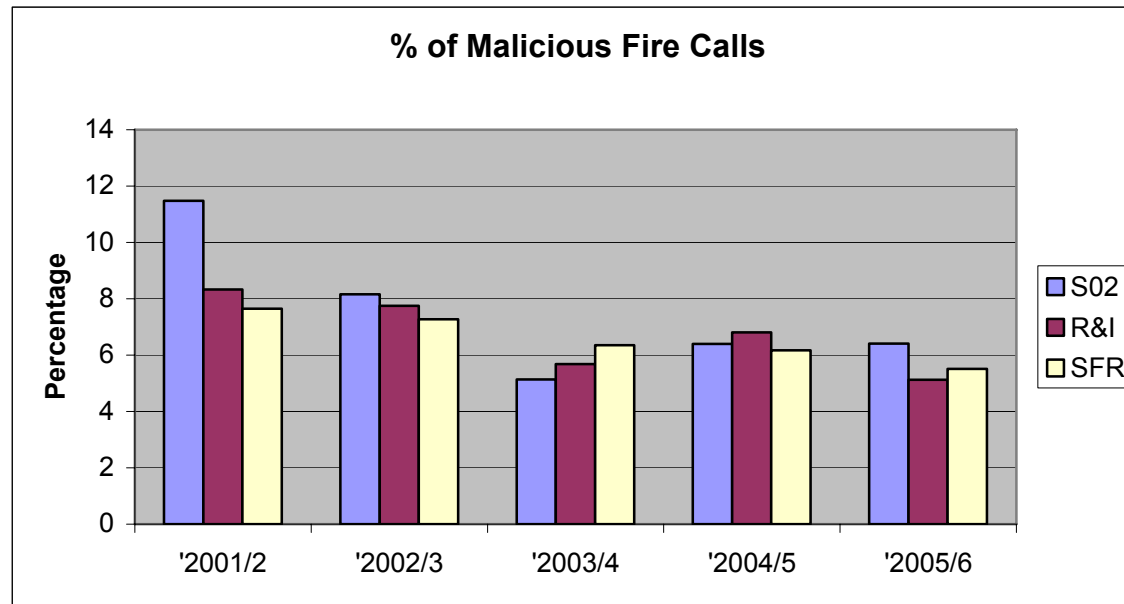


fig 3.1

ATTACKS ON FIRE CREWS

During the period 01 April 2006 to 18 August 2006 there were no recorded incidents of attacks on fire crews within the Paisley Fire Station area. We will continue to work with the community and our partners in conjunction with the Renfrewshire Safety Centre to ensure that this trend continues and our fire fighters can serve the community without fear of attack and assault from members of the public.

PAISLEY FIRE STATION

PROPERTY & FLEET

Paisley fire station was opened on 28th March 1971 by Sir James W. MacFarlane, Chairman of the Joint Committee, and is located at Canal Street which is to the west end of the town centre.



At the present time the fleet providing emergency response consists of two whole-time rescue pumps and one aerial ladder platform (ALP). Also within the station fleet is the station manager's staff car.

OPERATIONAL PERSONNEL PROFILE

Presently the station is established to a total of 72 wholetime operational Personnel which equates on average to 18 per watch consisting of -

- 1 Watch Manager B
- 4 Crew Managers
- 13 Firefighters

However due to Acting Up, Temporary Promotions, and Secondments, Paisley Fire Station is presently under strength by several personnel. The experience of the current operational establishment ranges from 4 months to 29 years.

COMMUNITY SAFETY PERSONNEL PROFILE

At the present time, 2 Community Safety legislation officers are based at Paisley and provide legislative advice to the whole of Renfrewshire. Presently enforcement is provided by 1 Watch Manager B, and 1 Watch Manager A. Community Safety advice and education provided by a Watch Manager A and a Community Firefighter, who are based at the rear of Paisley Fire Station within the Renfrewshire Safety Centre. Additionally supporting the process of Community Safety and Community Planning for the Station area is an assigned Community Safety Coordinator presently based at Paisley.

SUPPORT STAFF PERSONNEL PROFILE

Currently support staff services within the Station consist of a General Assistant and a Cook, both of which are full time positions. Due to support staff restructures taking place within the organisation at the present time, it has been identified that 1 administrative support position based within the station will be in place by April 2006.

MANAGING ATTENDANCE

Strathclyde Fire & Rescue has implemented a managing attendance policy, which encompasses all staff within the organisation. The rate of absence within Paisley Fire has been slightly above the average rate of absence for the service, which for the last recorded period (2004/05) the figure was 7.77%. At the present time Watch availability is maintained by either by the implementation of the Service's detached duty policy or by pre-arranged overtime.

FINANCE

The total revenue budget for Paisley Fire Station for 05/06 was £1,997,584. The introduction of devolved budgets at station level has placed responsibilities on Station Managers to ensure financial management is an integral element of the station plan. At the present time the devolved budget for Paisley Fire Station stands at £180,008. It is anticipated fully devolved budget responsibility will pass to Station Managers in April 2006.

SUPPORTING DOCUMENTATION

- Inside Policy – A guide to Scottish Executive Policy for people working in Community Learning and Development
- Scottish Fire & Rescue Services – A Guide to Community Planning
- Scottish Fire & Rescue Services –Community Fire Safety Strategy & Objectives
- ODPM – A guide to reducing the number of false alarms from fire detection and fire alarm systems
- ODPM – Economic Costs of Fires; Estimates for 2003
- Scottish Index for Multiple Deprivation 2005-12-05
- General Register for Scotland (Census 2001), 2003
- Strathclyde Fire & Rescue Integrated Risk Management Plan
- Community Safety Guidance Note 3 – Home Fire Safety Visits
- Corporate Planning Framework of Strathclyde Fire & Rescue

STATION: PAISLEY

YEAR: 2006 – 2007



OBJECTIVE (Detailed Description)	PRIORITY	HOW OBJECTIVES ARE TO BE ACHIEVED	RESPONSIBILITY	TIMESCALES
1. Reduce accidental dwelling fires by 5% annually.	1,2,3,6,7	<ul style="list-style-type: none"> • Increase ownership of smoke alarms through Home Fire Safety Visits in response to requests and referrals. • Raise awareness of the availability of HFSVs in target areas. • Raise awareness of Fire Safety issues by involvement in national community fire safety centre campaigns • Work with community safety partnerships to identify areas of concern suitable for joint campaigns. • Contact and visit local interest groups, age concern, youth pathfinder • Ensure all watches make full use of the fire safety toolkit to target areas and plan campaigns • Continue outreach work within Renfrewshire Primary Schools (P6/P7) • In-house educational fire safety awareness training at Renfrewshire Safety Centre (RSC) 	Station Manager	Review Monthly
2. Reduce fatalities / casualties in accidental dwelling fires.	1,2,3,6,7		Watch Managers	Annual Audit
3. Reduce accidental fire injury rates by 5% annually	1,2,3,6,7		Watch Manager (RSC)	Review Monthly
			All Station Personnel	Annual Audit
			Station Manager to liaise with partnership organisations.	Review Monthly
				Annual Audit

OBJECTIVE (Detailed Description)	PRIORITY	HOW OBJECTIVES ARE TO BE ACHIEVED	RESPONSIBILITY	TIMESCALES
4. Reduce malicious fire calls by 2% annually	2,3,4,6,7	<ul style="list-style-type: none"> • Raise awareness of negative factors associated with these issues during school visits etc. • Liaise with community safety partners to ensure all agencies are fully aware of implications. Cost, danger etc • Arrange regular meetings with community wardens and street mediators to offer more understanding of issues and possible solutions. 	Station Manager Watch Managers Watch Manager (RSC)	Review Monthly, Quarterly Audit Annual Audit
5. Reduce secondary fires by 5% annually	1,2,3,4,5,6,7	<ul style="list-style-type: none"> • Set up and attend youth engagement group with relevant partners to encourage good citizenship. • Arrange talks with local business leaders, rotary club etc to point out economic cost of anti-social behaviour and to explore possible joint working • Outreach work within Renfrewshire Primary Schools (P6/P7) 	Watch Manager fire reduction task force (based at SO3)	Review Monthly, Quarterly Audit Annual Audit
6. Reduce attacks on fire crews by 5% annually	5,6,7	<ul style="list-style-type: none"> • In-house educational fire safety awareness training at Renfrewshire Safety Centre (RSC) • Liaise with the Fire reduction task force based at Renfrew Fire Station • Liaise with the Renfrewshire Safety Centre 	All Station Personnel	Review Monthly, Quarterly Audit Annual Audit
7. Reduce the number of unwanted fire signals by 5% annually	1,2,6,7	<ul style="list-style-type: none"> • Enter into discussion and agreement with management and staff of the identified businesses. • Provide additional training to high frequency of calls premises. (Paisley University, RAI) • Induction and regular talks in student accommodations. • HFSV to be carried out to new students at Paisley University 	Station Manager Watch Managers Watch Manager (RSC) All Station Personnel	Review Monthly Annual Audit

STATION PLANNER - OPERATIONS **PAGE 2**

STATION: PAISLEY **YEAR:** 2006 – 2007

OBJECTIVE (Detailed Description)	PRIORITY	HOW OBJECTIVE IS TO BE ACHIEVED	RESPONSIBILITY	TIMESCALES
1. Ensure operational availability of all appliances	2,4,5,7	<ul style="list-style-type: none"> • Ensure all personnel are fully trained with the relevant personnel procedures to ensure accurate information thus avoiding staff shortages due to a/l or TOIL • Effective communication with Workshops and their systems of work to minimise mechanical 'off the run' time • Utilising detached duties and Pre arranged over time as appropriate 	Station Manager Watch Managers	Review daily monthly Annual Audit



STATION: PAISLEY YEAR: 2006 – 2007

OBJECTIVE	PRIORITY	HOW OBJECTIVE IS TO BE ACHIEVED	RESPONSIBILITY	TIMESCALES
To prudently and effectively control the station's budget and produce accounts that falls within the allocations.	7	<ul style="list-style-type: none"> • Liaise with Area HQ to determine if any planned expenditure will affect budget over period • Utilise budget reports to determine priorities 	Station Manager	Review Monthly On going
	7	<ul style="list-style-type: none"> • Inspect variance reports, and chart spend patterns to highlight areas of concern and determine course of action 	Station Manager	Review Monthly On going
	7	<ul style="list-style-type: none"> • Conduct information meetings with watch managers to identify areas of concern and remedial action • Analyse station systems for improvements 	Station Manager Watch / Crew Manager General assistant	Review Monthly On going
	7	<ul style="list-style-type: none"> • Conduct regular audit of station records, cross referencing to ensure integrity • Ensure station monetary systems are included in induction training for new officers for understanding of station financial system 	Station Manager Watch Managers Crew Managers	Review Monthly On going
	7	<ul style="list-style-type: none"> • Investigate occurrences of Pre Arranged Overtime • Monitor watch establishment level and act accordingly • Re-affirm services procedures with regard authorising T.I.L or EAL 	Station Manager Watch Managers Crew Managers	Review Monthly On going



STATION: PAISLEY YEAR: 2006 – 2007

OBJECTIVE (Detailed Description)	PRIORITY	HOW OBJECTIVE IS TO BE ACHIEVED	RESPONSIBILITY	TIMESCALES
1. Carry out a training audit, setting up a database of all training completed and required	1,2,4,5,7	<ul style="list-style-type: none"> Gather information from all personnel from individual training interviews 	Station Manager Watch manager	Bi-annual review
2. Agree personal development requirements with all staff undergoing development	1,2,4,5,7	<ul style="list-style-type: none"> Ensure that learning gaps are filled and required skills are attained to gain / maintain competencies Implement PDR Pro methodology 	Station Manager Watch Manager Crew Manager	Annual Bi-annual review
3. Introduce Incident Command Training for all personnel, focusing on newly appointed officers	1,2,4,5,7	<ul style="list-style-type: none"> Table top exercises Local training events Station training periods 	Station Manager Watch Managers	Introduce by 05/06 Annual review
4. Arrange realistic training events	1,2,4,5,7	<ul style="list-style-type: none"> Identify suitable locations and risk assess. Seek suggestions on suitable locations. 	Watch Managers Crew Managers	Monthly Annual review
5. Increase H&S trained personnel to minimum 1 per watch	1,2,4,5,7	<ul style="list-style-type: none"> Make case to GM development for courses Identify suitable personnel for nomination 	Station Manager Watch Manager	Quarterly Update Annual Review
6. Continually improve the culture of the workplace by ensuring all staff receive diversity and equality training	4,5,7	<ul style="list-style-type: none"> Provide staff with presentations on the benefit of diversity for the service and community 	Watch managers	Annual review

STATION: PAISLEY

YEAR: 2006 – 2007

OBJECTIVE (Detailed Description)	PRIORITY	HOW OBJECTIVE IS TO BE ACHIEVED	RESPONSIBILITY	TIMESCALES
1. Review Station vehicle requirements	7	<ul style="list-style-type: none"> • Utilise fleet portal information site 	Station Manager	Monthly Annual review
2. Complete annual property audit	5,7	<ul style="list-style-type: none"> • Ensure watch reference is understood 	Watch manager Station Manager Property officer	Annual



STATION: PAISLEY

YEAR: 2006 – 2007

OBJECTIVE (Detailed Description)	PRIORITY	HOW OBJECTIVE IS TO BE ACHIEVED	RESPONSIBILITY	TIMESCALES
1. Ensure establishment on each watch is sufficient to maintain crewing levels	1,2,5,7	<ul style="list-style-type: none"> • Monitor availability information • Manage all requests for leave • Monitor station personnel profile 	Station Manager Watch Managers	Monthly Annual Audit
2. Ensure the adequate supervision of support personnel	4,5,7	<ul style="list-style-type: none"> • Maintain current monitoring mechanisms 	Station Manager Watch /Crew Managers	Monthly Annual Audit
3. Manage attendance levels	4,5,7	<ul style="list-style-type: none"> • Utilise Strathclyde Fire & Rescue's Managing Attendance Procedure 	Station Manager Watch managers	Review Monthly Quarterly Annual Audit



STATION: PAISLEY

YEAR: 2006 – 2007

OBJECTIVE (Detailed Description)	PRIORITY	HOW OBJECTIVE IS TO BE ACHIEVED	RESPONSIBILITY	TIMESCALES
1. Arrange and chair annual Health & Safety Audit Meeting	4,5,7	<ul style="list-style-type: none"> Review Accident/ Injury/ Near Miss data for year Conduct review of all other relevant documentation 	As per H&S policy HS5 Annual station Audits	Review Monthly Annual Audit
2. Ensure performance management methodology is being implemented	4,5,7	<ul style="list-style-type: none"> Utilise existing good practices, develop and maintain other practices as and when required Conduct regular watch meetings to ensure best practice 	Station Manager	Review Monthly Annual Audit
3. Carry out Best Value audit of station staffing	4,5,7	<ul style="list-style-type: none"> Conduct regular audits of all staffing information 	Station Manager	Review Quarterly Annual Audit

STATION PLAN

INITIATION PRO-FORMA

S T R A T H C L Y D E

FIRE & RESCUE



Station Name _____ No _____ Area _____

Initiative _____ Subject _____

Date _____

<u>Reason for Initiative</u>		
<u>Number of Incidents</u> (Statistical data if applicable)	Data Period	
e.g.	From:	To:
MIS Wizard Data:-		
FSEC Risk Data :-		
Station Log Data:-		
Scottish Index of Multiple Deprivation (SIMD) Data:-		
Other Relevant Evidence:-		

<u>Plan for Implementing Initiative</u>				
		Target Period	Print Name	Completed Date
STAGE 1	(e.g. pre-planning)			
STAGE 2	(e.g. practical implementation)			
STAGE 3	(e.g. evaluation, Audit, Reporting)			
<u>Resources Required</u>			Availability Confirmed	



STATION PLAN
EVALUATION / MONITORING PRO-FORMA

Station Name _____ No _____ Area _____

Initiative Name _____ Subject _____

Initiative Date From _____ To _____ Evaluation Date _____

<u>Reason for Initiative</u>		
<u>Number of Incidents</u> (Statistical data at end of evaluation period)		Data Period
e.g.	From:	To:
MIS Wizard Data:-		
FSEC Risk Data :-		
Station Log Data:-		
Scottish Index of Multiple Deprivation:-		
Other Relevant Evidence:-		

<u>Outcomes of Initiative</u>			
Positive Outcomes:			
Negative Outcomes:			
<u>Plan Result</u>	(tick appropriate box(es))		
Successful (completed)	<input type="checkbox"/>	Successful & Continue	<input type="checkbox"/>
Successful & use again	<input type="checkbox"/>	Part successful	<input type="checkbox"/>
Recommend to others	<input type="checkbox"/>	Unsuccessful	<input type="checkbox"/>

Station Evaluation	Print Name		Date	
Area Evaluation	Print Name		Date	
Service Evaluation	Print Name		Date	

This form is part of the Plan Evaluation / Audit Procedure *

COMPLAINTS

Strathclyde Fire & Rescue constantly strives to maintain the highest possible standards in the way it provides services and in the behaviour of its employees. However, we recognise that there may be occasions when these standards are not met and we want to know when such lapses occur in order that, if appropriate, we can take steps to prevent them happening again. We therefore ask anyone experiencing dissatisfaction with the services of Strathclyde Fire & Rescue or its employees to let us know using the procedure set out below.

If you are dissatisfied with the standard of service, actions or lack of action by the Service or its staff you may register a complaint

By post The Complaints Officer, Risk Management Unit,
Strathclyde Fire & Rescue Headquarters,
Bothwell Road, Hamilton ML3 0EA

By E-mail complaints@strathclydefire.org

By Fax 01698 338482

By Telephone 01698 300999 (asking for the Complaints Officer)

In person to any member of the Service's staff at any SFR establishment

To help us thoroughly investigate the circumstances of your complaint, please provide us with as much information as possible including, where applicable,

- the exact nature of the complaint
- the date and time of the incident giving rise to the complaint
- the location of the incident
- the identities of persons involved, if known
- any information which might help us to identify persons involved
- an indication of how you would like us resolve your complaint

Complaints may be made with the assistance of a third party, e.g. the Citizens' Advice Bureau.

We will

- Whilst being required to notify the person(s) against whom a complaint has been made, we will, as far as possible, respect the confidentiality and privacy of your complaint
- Acknowledge receipt of your complaint within 2 working days of its receipt
- Commence an investigation of your complaint immediately
- Advise you of the investigation's result within 21 days of the complaint being received and of any action which is proposed

Human Rights Act 1988

The Human Rights Act 1998 brought certain of the rights and freedoms guaranteed under the European Convention on Human Rights into full effect in Scotland with effect from 2nd October 2000 and made it unlawful for public authorities such as Strathclyde Fire & Rescue to act in a way which is incompatible with a Convention right.

Therefore, the Service must at all times implement its Complaints Procedure within these parameters which, for example, could require us to reveal the full details of your complaint to any person complained of in order to comply with Article 6 of the said Convention (Right to a Fair Trial).

What complaints are covered by this procedure? You can use this procedure if: -

- You are dissatisfied with the administration of policy and decisions, i.e. how we reached a decision, not the decision itself.
- You have experienced delays in our response to requests for services
- You consider that we have failed to achieve stated standards of service
- You consider that we have failed to fulfil our statutory responsibilities
- You are dissatisfied with an employee's behaviour or attitude

Where, in exceptional circumstances, it has not been possible to conclude our investigation within the 21 day period, you will be advised accordingly and told when you can expect notification of our findings.

This procedure will not apply to any matter involving alleged injury, damage or loss, which has been, or requires to be, referred to our claims handlers. You will be notified where this applies to your complaint.

If you are dissatisfied with our reply to your complaint

If you believe that your complaint has not been investigated fairly or that the information you supplied has not been given due consideration, you may ask us to reconsider your complaint. You should make a request for reconsideration by communicating your continued dissatisfaction, in writing, to the Complaints Officer, making reference to the Complaint Reference Number allocated to your original complaint.

The complaint and its circumstances will, in this case, be referred to the Chief Officer, Assistant Chief Officer or Strathclyde Fire Board as appropriate for reconsideration and determination. On occasions, the Service may reach a conclusion which may fail to satisfy your expectations but will at all times endeavour to ensure that any decisions have been arrived at legally and in accordance with SFR policies and procedures. However, if you believe that we have failed to properly investigate your complaint you may make a further complaint to the Local Government Ombudsman.

The office of Commissioner for Local Administration in Scotland (Local Government Ombudsman) can investigate whether you have suffered an injustice as a result the Service's maladministration. The Ombudsman cannot force the Service to act upon his/her findings but the Brigade may be required us to place, in the local press, a statement of the reasons for not acting on the recommendations.

The Ombudsman's office can be contacted at 23 Walker Street, Edinburgh EH3 7HX
(Tel: 0131-225 5300 Fax: 0131 225 9495).

ACCESS TO THE COMPLAINTS PROCEDURE

Strathclyde Fire & Rescue aims to treat all members of the community in a way which does not unfairly discriminate against race, religion, social background, marital status, gender (sex), disability, age or sexual orientation (sexuality). We will understand and accept your circumstances and feelings without criticism or judgement.

Assistance is available if you have trouble making your complaint due to hearing, visual or physical difficulties or if English is not your first language. Please direct requests to: -

The Complaints Officer
Strathclyde Fire Brigade Headquarters
Bothwell Road
Hamilton ML3 0EA

Tel: 01698 300999
Fax: 01698 338444
E-mail: compaints@strathclydefire.org

All other enquiries concerning complaints or special access to this should also be directed to the above address.

If you or anyone you know would like this publication in large print, on audio-tape, in Braille or in another language please write to us at the address below. Please supply your name and address, the title of the publication and, for translations, the language required.

यदि आपनि अथवा आपनार परिचित केडु यदि एई प्रकाशनाटि बडु आकारेर छापा, अडिओ टेप, ब्रेइल अथवा अना कोन भाषाय पेतेत चान ताहले आमामेदेर काछे निचेर ठिकाना बराबरे लिखुन । अनुग्रह करे आपनार नाम ओ ठिकाना, प्रकाशनार नाम एबं कोन भाषाय आपनि तार अनुवाद चाख्खेन सेटा लिखे जानान ।

यदि आपको या आपको पहचानने वाले किसी व्यक्ति को यह प्रकाशन बडु अक्षरों में, ऑडियो टेप पर, ब्रेल में या अन्य भाषा में चाहिये, तो कृपया हमें निम्नलिखित पते पर एक खत लिखें। कृपया अपना नाम और पता दें और प्रकाशन का शीर्षक और किस भाषा में अनुवाद चाहिये इसके बारे में जानकारी दें।

如果您或您所認識的人士想索取此份出版物的大號字體印刷版本，錄音帶，盲文或其它語言的譯本，請寫信到以下地址。請注明您的姓名，地址，出版物的名稱和所需的語言譯本。

ਜੇਕਰ ਤੁਹਾਨੂੰ ਜਾਂ ਤੁਹਾਡੀ ਜਾਣ-ਪਛਾਣ ਵਾਲੇ ਕਿਸੇ ਵਿਅਕਤੀ ਨੂੰ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਵੱਡੇ ਅੱਖਰਾਂ 'ਚ, ਆਡਿਓ-ਟੇਪ 'ਤੇ, ਬ੍ਰੇਲ 'ਚ ਜਾਂ ਹੋਰ ਜ਼ਬਾਨ 'ਚ ਚਾਹੀਦਾ ਹੈ, ਤਾਂ ਕ੍ਰਿਪਾ ਕਰਕੇ ਸਾਨੂੰ ਹੇਠ ਲਿਖੇ ਪਤੇ 'ਤੇ ਇਕ ਖਤ ਲਿਖੋ। ਕ੍ਰਿਪਾ ਕਰਕੇ ਆਪਣਾ ਨਾਂ ਅਤੇ ਪਤਾ ਲਿਖੋ ਅਤੇ ਪ੍ਰਕਾਸ਼ਨ ਦਾ ਸਿਰਸ਼ਕ ਅਤੇ ਕਿਹੜੀ ਜ਼ਬਾਨ 'ਚ ਅਨੁਵਾਦ ਚਾਹੀਦਾ ਹੈ ਇਸ ਬਾਰੇ ਪਤਾ ਦਿਓ।

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Contact us at

Strathclyde Fire & Rescue Headquarters Bothwell Road Hamilton ML3 0EA

Tel 01698 300999 Fax 01698 338444

or alternatively visit our website at www.strathclydefire.org