

STRATHCLYDE
FIRE & RESCUE



STRATHCLYDE FIRE & RESCUE

SERVICE PLAN 2006 - 2007

POLLOK FIRE and RESCUE STATION

Making our communities safe places to live, work and visit

OPERATIONS DIRECTORATE

Introduction

The direction of Strathclyde Fire and Rescue (SFR) and the Services we provide is shaped by the need to deliver a 'Vision', this being the driving force behind everything we do. Our vision in SFR is

'Making our communities safe places to live, work and visit'

The personnel of Pollok Fire and Rescue Station will seek to achieve this vision by working not only towards the aims and objectives identified at local level but also those driven by the overarching area service plan of South Glasgow, of which Pollok forms part. We will also seek to work closely with all key partners at local level in meeting shared objectives aimed at making communities safer.

All activity undertaken will be guided by SFR's **Corporate Priorities**. These place a duty on all members of SFR to ensure that all of our activities contribute towards one or more of these priorities.

This document sets out the local Station Plan for Pollok and describes how we will

contribute to the achievement of the *Vision* and *Corporate Priorities*. The plan is simply a tool to help ensure that effective services are provided to the community by seeking continual improvement through the use of planning and performance management.

The plan has been formulated by the gathering of information on the communities we serve in the Pollok area; on the nature and extent of the services we provide; and by referring to other documents and plans that guide us in the delivery of our vision and priorities. We have also consulted with a wide range of our stakeholders from service users, staff, elected members and Community Planning partners in the formulation and development of our plan.

Guiding Documents

- *SFR Vision 2015*
- *SFR Corporate Planning Framework*
- *South Glasgow Area Plan*
- *'Your Safety – Our Promise'*
- *Scottish Executive Fire and Rescue Framework for Scotland 2005*
- *SFR Finance Directorate Service Plan*
- *SFR Personnel and Development Directorate Plan*

As well as informing and guiding our staff as to what we are doing, and why, the plan is also a public document that gives local information on the services we provide in the Pollok area, and lets communities know what we are doing to make our services better and more responsive to their needs. Copies of the plan and any supporting documents are available on request.

All of the members of SFR in Pollok are committed to making a difference to the communities we serve and ensuring their

safety, whether they are living, working or simply visiting our area.



Strathclyde Fire and Rescue

Living in Pollok: - Community Profile

Strathclyde Fire and rescue is made up of 10 areas. Glasgow is further sub divided into 3 areas, NE,,NW and South Glasgow. Pollok is on eof 4 stations in the South Glasgow area.

Pollok provides fire and rescue cover to the 10 council wards of Pollok, Nitshill, Pollokshaws, Penilee, Crookston, Darnley, Carnwadric, Newlands, Cardonald and North Cardonald in addition to being part of 3 Parliamentary constituencies, Pollok, Govan and Cathcart (Westminster and Scottish Parliament).

Pollok is a predominantly residential area comprising a variety housing types, ranging from detached to multi storey properties, owner occupied to rented accommodation. There are 9 local housing Associations within the area.

There is a blend of retail parks, industrial estates and shopping facilities. The area also boasts 2 of Glasgow's major tourist attractions, The Burrell Collection and Pollok House. There are a number of major roads serving the area including ready access to the M77 motorway which further links with the M8. The area is served well by public transport in the form of both numerous bus routes and train stations.

There are 4 Secondary Schools in addition to their associated primary feeders in the station area. The area also accommodates 2 Hospitals.

During the last calendar year (2005) Pollok Fire Station attended **1801 incidents 14% (250)** were attributable to inter alia dwelling, commercial, industrial properties. Secondary fires accounted for **31.04% (559)** attendances and False Alarms were responsible for **38.2% (688)** of all incidents attended. Special Services, which include Road Traffic Collisions (RTCs,), made up the majority of the remaining incidents attended by Pollok Fire Crews.

The major employment opportunities in the Greater Pollok area are in the retail industry with many major household names represented. The Savings Bank is also a significant employer. The Pollok Centre is currently being demolished. The new Silverburn shopping complex, a state of the art project being built on the former Pollok Centre site, will bring 3000 jobs to the local economy and further enhance the regeneration of the area.

Pollok Fire Station is the pioneer in Strathclyde Fire and Rescue's vision of making all it's premises an integral part of the local community. In addition to providing one New Generation Rescue Appliance and one Water Tender Ladder to fully address the needs of the station area, it boasts an extremely successful Fire Safety Centre (McGill House) which provides interactive programmes and advice for a range of ages and diverse groups. There are currently 57 uniformed and 3 support staff employed in Pollok Community Fire Station.



Pollok Fire and Rescue Station

Levernside Crescent
Glasgow
G53 5YJ
Tel :0141 882 4872



Andy McCafferty
Station Manager

Pollok Fire and Rescue Station Area Statistics

Area:

Approximately 25 square kilometres

Population:

Approximately 79,000

Areas Covered:

Pollok, Nitshill, Pollokshaws, Penilee, Crookston, Newlands, Cardonald
Nth Cardonald, Darnley, Carnwadric

Number of Vehicles: 2

Number of Personnel: 60.

Station Manager: Andy McCafferty

Tel:0141 882 4872

Mob:07770 825861

E-Mail:andy.mccafferty@strathclydefire.org

Community Safety Freephone Helpline

Tel: 0800 0731 999




Making our communities safe places to live, work and visit

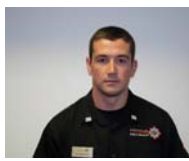
Pollok Fire and Rescue Station




Tracy Sutherland
Station Support Assistant

Blue Watch



Liam O'Neill
Watch Manager


Davy Stairmand
Crew Manager


Billy Aitken
Crew Manager


Firefighters


- Jim Shaw
- Crawford Logan
- Eric McCartney
- Derek Russell
- Davy Ballingall
- Davy McGuire
- Peter Rennie
- Stuart Ingles




Andy McCafferty
Station Manager

Green Watch



Jim Kemmitt
Watch Manager


Duncan McLeod
Crew Manager


Paul Baker
Crew Manager


Firefighters


- Colin Ferguson
- Davy McNally
- Gordon Hughes
- Tom Mitchell
- Mark Meehan
- Norrie Trotter
- Andy Fox
- Andy Holland
- Jim Meikle
- Scott Mawby
- Fergus Speed




Tracy Peart
Station Cook

Red Watch


John Milne
Watch Manager


Gerry Lyons
Crew Manager


Lauchie McLellan
Crew Manager

Firefighters

- Iain Jack
- Jamie Rafferty
- Andy Mullen
- Grant Small
- Willie McInnes
- Michael Gallacher
- Alan Hotchkiss
- Kenny McGuire



Joe McGarvey
General Assistant

White Watch


A McGregor
Watch Manager


Stuart Peacock
Crew Manager


John Shea
Crew Manager

Firefighters

- Ian Miller
- Davy Quinn
- John Faulds
- Kevin Clews
- Craig Watters
- Ian McShane
- Stevie Robbie
- Kirsty Sellars
- Derek Milligan
- Craig McClymont

Making our communities safe places to live, work and visit

How we construct our Station Service Plan

The content of Pollok's Station Plan is influenced and guided by a variety of factors.

Pollok, as part of South Glasgow, has a responsibility to ensure that everything done contributes to the fulfilment of the SFR Vision and its Corporate Priorities, and that we work towards the outcomes and objectives contained within the South Glasgow Area Service Plan*. The Station plan is also shaped by the needs and views of the Communities we serve and our other key partners.

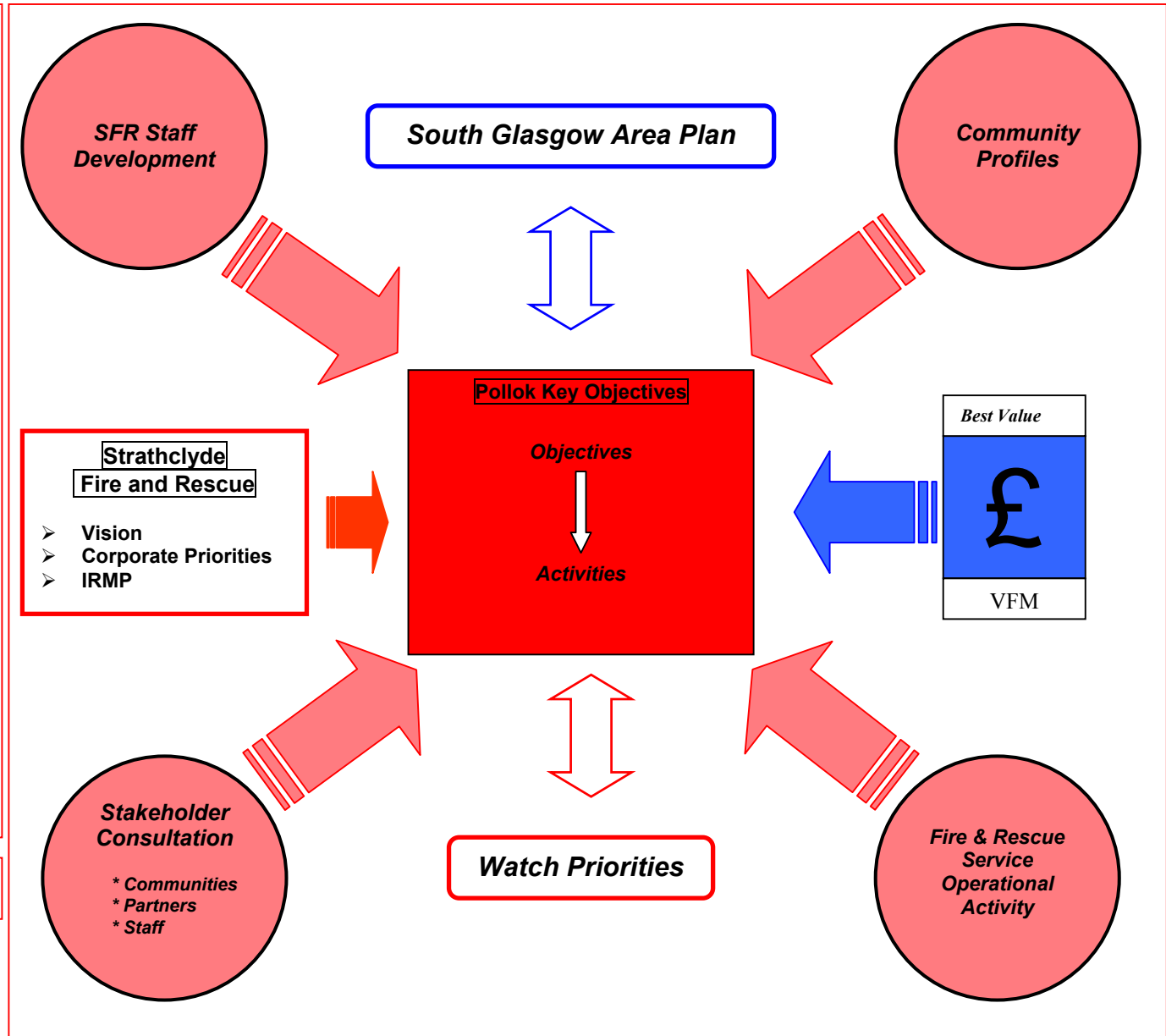
We recognise the need to engage all the skills, experience and abilities of our staff in meeting our objectives. To this end we have consulted widely on the views of each individual watch within the station.

We also shape our plan through a consideration of our levels of operational activity, which helps us to focus on areas of greatest need.

We also have a responsibility to ensure that we give the public value-for-money (VFM) in the services we provide and that we consistently operate to the principles of Best Value.

All of this information is synthesized into a series of objectives, which assist us in prioritising the focus of our activities.

* All supporting plans and documentation are available on request.



Making our communities safe places to live, work and visit

Pollok: Operational Activity

Over a period of the last 3 fiscal years (2003-2006) Pollok attended a total of **5835** incidents of which **805 (13.8%)** were primary fires resulting in **11** fatalities and **101** casualties. **100%** of fire fatalities were from fire within the home. This justifies our priority to reduce the number of accidental fires in dwellings.

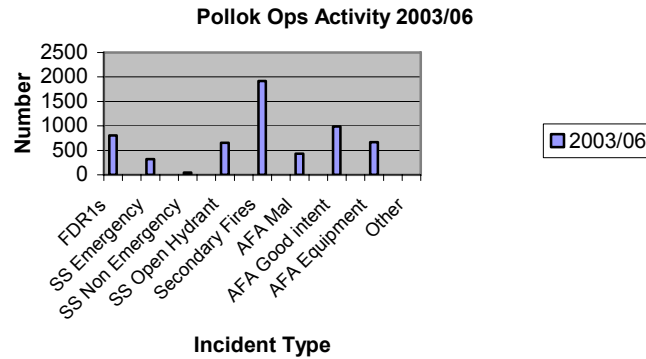
Secondary fires (refuse etc) accounted for **1919** attendances (**32.89%**) of all incidents in this period. The majority of these incidents were started deliberately. In addition other forms of anti social behaviour –malicious calls, hydrant abuse accounted for a further **1089** incidents (**18.66%**) of attended incidents).

Attending both emergency and non - emergency special services – road traffic collisions, flooding etc - accounted for **366 (6.27%)** of our incidents.

Unwanted fire signals from automatic detection systems were responsible for **1653 (28.33%)** of all incidents attended.

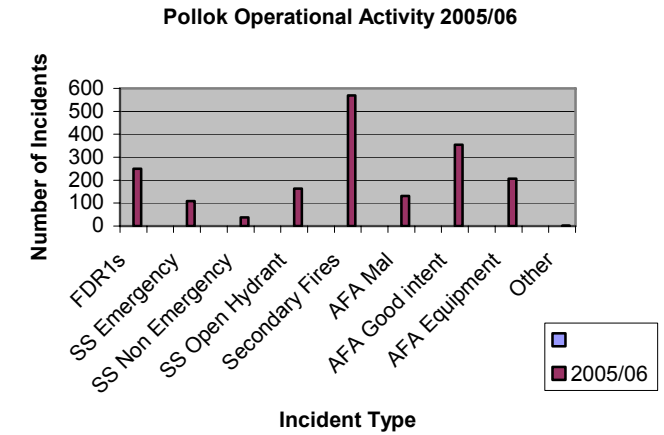
Ops Activity

Fiscal Years 2003 - 06



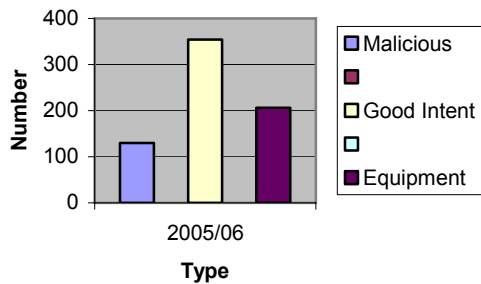
Ops Activity

Fiscal Year 2005/06



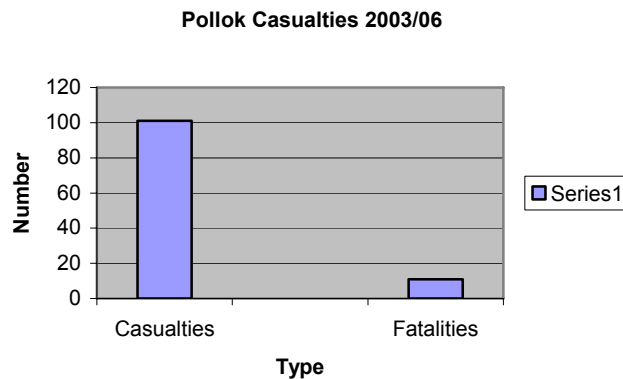
Unwanted fire signals April 2005/ March 2006

Pollok Unwanted Fire Signals 2005/06



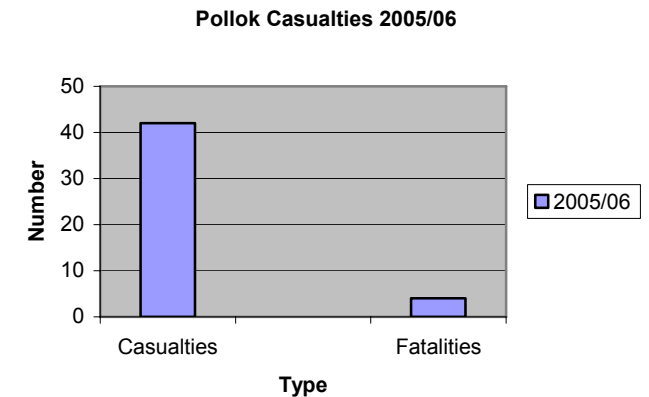
Deaths and Injuries

Fiscal Years 2003-06



Deaths and Injuries

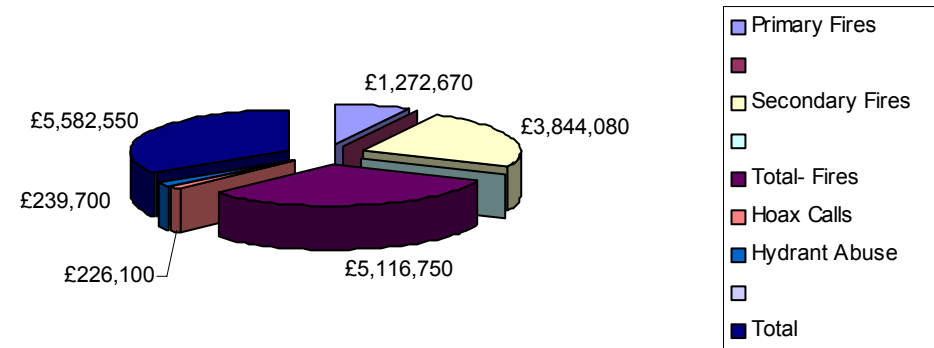
Fiscal Year 2005/06



Pollok: Anti-Social Behaviour

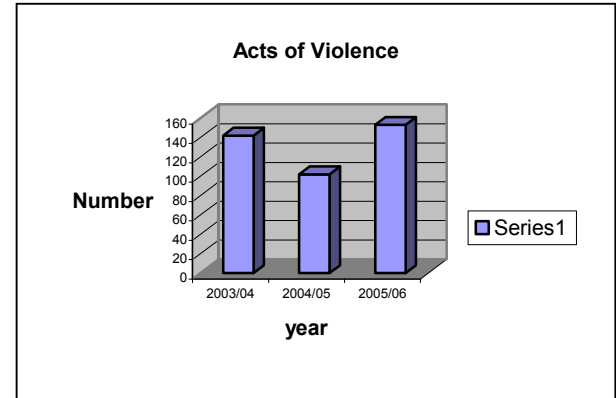
Anti-Social Behaviour 2004/05	Pollok
Total Cost Of Deliberate Primary Fires	£1,272,670
Total Cost Of Deliberate Secondary Fire	£4,271,200
Total Cost Of Deliberate Fire Raising	£5,116,750
Malicious Calls	£226,100
Hydrant Abuse	£239,700
Total Cost Of Anti Social Behaviour	£5,582,550
Population (Residential)	79,000
Average Cost Per Person	£71.57

Pollok Anti Social Behaviour Costs 2004/05



Total Cost Of Anti Social Behaviour: £5,582,550

Anti Social Behaviour (ASB) accounts for over 40% of all of the activity of Strathclyde Fire and Rescue. That means 9 times every single day one of our Fire and Rescue appliances are mobilised to deal with an incident arising from some form of ASB. The cost of ASB was over £13 million pounds in 2004/05, that is on average almost £60 for every man, woman and child living in our Area. The financial cost of ASB during 2004/2005 in the Pollok area was the highest per person (**£71.57**) in the South Glasgow Area. In addition Fire and Rescue staff, like many public sector workers, are subjected to verbal and physical abuse during the course of their duties. We are committed to working with communities and our partners to reduce all forms of ASB in South Glasgow. Almost **300 Acts of Violence** against Fire Crews have occurred in Strathclyde over the course of the last 3 years. Pollok Fire Crews have experienced these incidences on many occasions. Solutions will be sought, both internally and in partnership, to address this increasingly worrying situation.



The Fire Safety Centre – McGill House

The Fire Safety Centre – McGill House
Levernside Crescent
Glasgow
G53 5YJ

Tel : 0141 882 9661
Fax: 0141 880 2856
Email : McGillhouse@tiscali.co.uk



Tom Courtney
Fire Safety Centre Manager

McGill House is one of Strathclyde Fire and Rescue's Fire Safety Centres and is located within the grounds of Pollok Fire and Rescue Station. It aims to address the fire safety needs of the South Glasgow Area, working in tandem with the 4 South Glasgow Stations (Pollok, Polmadie, Govan and Castlemilk). The complex provides three distinct areas ranging from a workshop area where staff will give a safety input to rooms which enable interactive involvement within a Dark Room and a Hazard Room.

Although the schools in South Glasgow (72 Primary and 11 Secondary) provide the main focus of Fire Safety delivery by McGill House's staff, other organisations benefit from Tailor designed programmes reflecting the various needs of the diverse community within which we live, work and visit.

Some of the organisations taking advantage of the facility are Nurseries, Elderly and Youth groups, Princes Trust, Special Needs, Restorative Justice, Apex, Vulnerable Persons, Supported Accommodation, Children 1st, Young Carers and New Communities.

Around 12,000 people per year have been provided with a fire safety input from the staff of McGill House and this number is expected to rise in 2006/2007

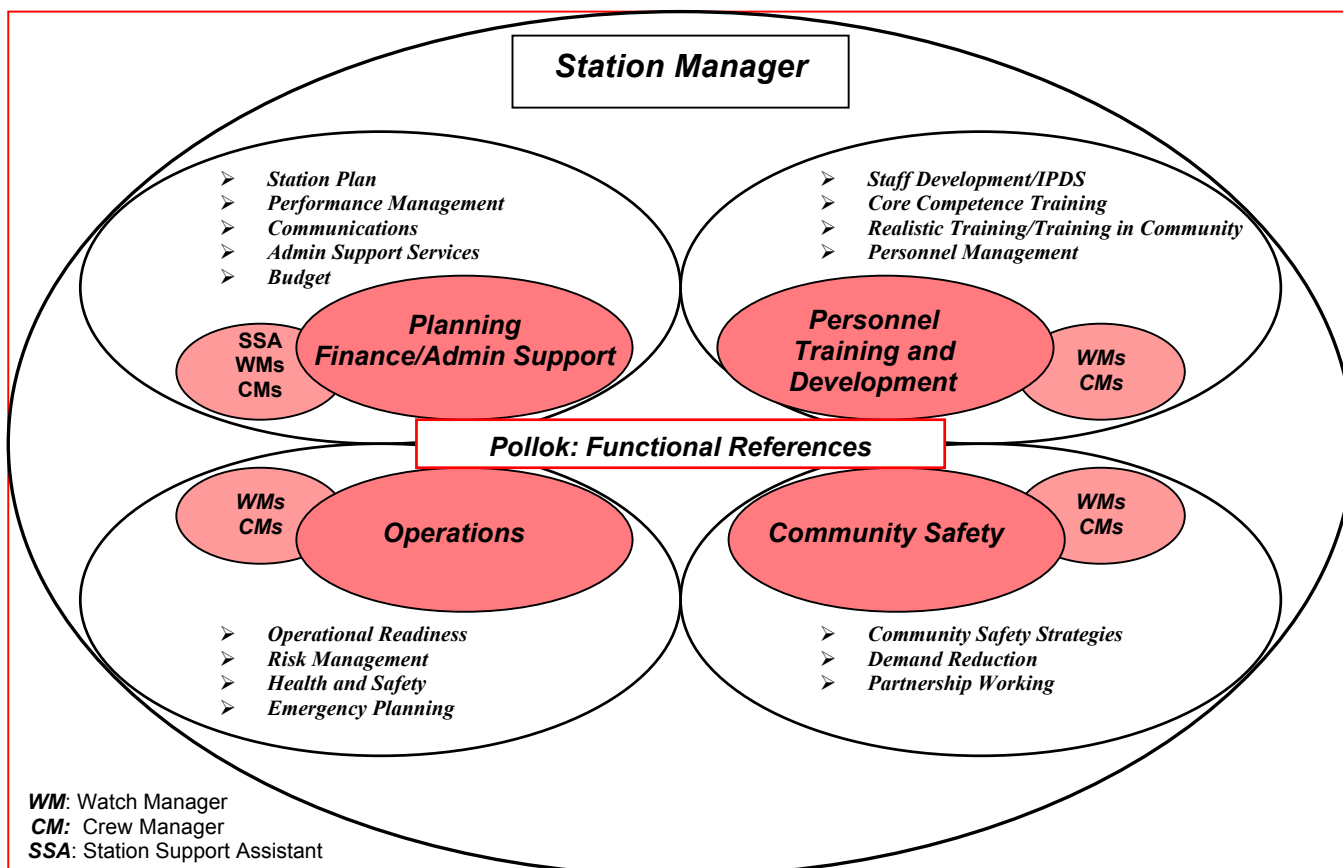
Pollok Fire Station: Objectives

The principal objective of Strathclyde Fire and Rescue staff in Pollok Fire Station is the realising of our corporate vision of **‘Making our communities safe places to live, work and visit’**. We will strive to achieve this by continuing to seek opportunities to work in partnership with communities and other key stakeholders and ensuring that all of our activities are channelled to secure one or more of our **Corporate Priorities**. In constructing our plan we have formulated a series of Strategic Objectives for our area, which will allow us to concentrate and focus our efforts into making a difference to all of the communities served by Pollok Fire and Rescue Station.

Pollok: Overarching Station Objectives

- **Actively identify, assess and reduce the risk to the community in Pollok.**
- **Minimise the effect of fire and other emergencies.**
- **Reduce Accidental Dwelling fires in station area.**
- **Reduce Secondary fires in station area.**
- **Reduce the incidence of anti-social behaviour.**
- **Reduce the number of unwanted fire signals.**
- **Design and enhance development programmes for all staff**
- **Monitor and promote effective Health, Safety & Welfare**
- **Provide value for money, consistent with the principles of best value.**

The Station Manager has overall responsibility for the management and supervision of the services the station provides to the community. The service functions, like those of the Area HQ, are divided into a number of separate references. The Station Manager supported by station personnel, co-ordinates the management of these functions across the four station watches. This ensures that services are planned and delivered with maximum effectiveness.



Planning: Key Objectives

The Station Manager is responsible for maintaining an overview of all of the Fire and Rescue Service functions for the Station. This includes ensuring that Station Plans are formulated and implemented in accordance with SFR Corporate Planning guidelines, and that they contribute to the corporate priorities and SFR Vision. The Pollok Station plan will seek to address local issues and needs in line with the broader aims and objectives of the South Glasgow Area. Each Key Station Objective (e.g. P1) is therefore cross-mapped to its corresponding Area Objective (e.g. SG1).

Key Objective: P1 (SG 1)	Implement and Monitor Station Planning Framework in accordance with SFR Corporate Planning guidelines and Area Plan.
-------------------------------------	---

SFR is currently developing a Performance Management Framework that will set out how and to whom we report our performance. The Station Manager is responsible for working with the Area Manager to develop and implement a set of Service Standards and Targets for the Station.

Key Objective: P2 (SG2)	Develop and Implement Service Standards and Targets in conjunction with Area Manager
------------------------------------	---

Pollok will, until the development of this framework, work toward the aspirational targets set out in the SFR **Vision 2015** document and Area Plan, extrapolated to provide a set of interim targets. These targets will be subject to review as part of the development of our Performance Management Framework, and of monitoring and review of operational and Community Safety activity. The underlying focus of SFR personnel in Pollok will be to make a difference, both meaningful and sustainable, to the communities in our area. To this end we will strive to put into practice a series of activities that contribute in assisting South Glasgow to realise its stated aims and also making a recognisable difference at local level.

Focus	Vision 2015 Intermediate Targets	South Glasgow 2006/07
Incidence of domestic fires	Reduce by 10% by 2010	2% Reduction
Domestic fire fatality rates	Reduce present level by 15% by 2010	Reduce present level by 3%
Fire injury Rates	Reduce present level by 25% by 2010	Reduce present level by 5%
Number of households considered to be at greatest risk from fire	Reduce present level by 15% by 2010	Reduce present level by 3%
Incidence of deliberately set fires	Reduce current levels by 15% by 2010	Reduce current level by 3%
Increase domestic smoke alarm coverage	From present level 75% to 85% by 2010	2% Increase in coverage
Number of unwanted Fire Alarm signals	Reduce present level by 20% by 2010	Reduce present level by 4%
Fires in Commercial and Industrial Premises	Reduce by 10% by 2010	2% Reduction

SFR actively seeks opportunities to engage with communities, partners and other stakeholders to enhance collaborative working, report performance and seek opinion on how we should deliver our services. In Pollok we have engaged extensively with key partners in the field of Community safety such as;

- Attending Local community Safety Forums and Crime Prevention Meetings
- Joint Activity with Police to combat Anti Social Behaviour in the area
- Glasgow Housing Association to highlight safety messages via newsletters
- Multi agency partnership to promote community safety at local open day
- Engaging with Local Health visitors to set up protocols for HFSV referrals

Key Objective: P3 (SG8)	Develop and enhance key partnership working through a process of shared outcomes, objectives and initiatives.
------------------------------------	--

We have also sought views and opinions from staff and other key stakeholders on the formulation of our plans and in identifying the priority issues for Pollok. Key to this has been the development of a communications strategy for South Glasgow, with which Station Managers have played a key role.

Key Objective: P4 (SG5)	Continue to work with Area Manager to develop, implement and monitor a comprehensive communications Strategy bespoke to the needs of all stakeholders.
------------------------------------	---

In order to establish the relative priorities of our objectives and activities, we operate a system that allows us to consider the level of risk, either to communities, the Service or staff, and to match this risk against the degree of difficulty in dealing with the issue. This assists us in ensuring that our resources and attention are always aligned to where they are needed most. We will always prioritise our objectives and activities based on the views and opinions of our staff and stakeholders, and will indicate their relative priority using a simple ‘traffic light system’. This is highlighted in the tabulated list of objectives at the end of this Plan, with RED being the highest priority and then AMBER and finally GREEN. Whilst striving to achieve all of our objectives we will ALWAYS give priority to those identified as presenting the greatest risk to our communities and to our staff.



Community Safety

Key to making a meaningful and sustainable difference to the communities of Pollok is the objective of driving down the demand for Fire and Rescue operational services. This will be achieved by a combination of the following activities;

- Promote and carry out Home Fire Safety Visits, targeting those most at risk from fire
- Work with partners to drive down levels of fire related Anti Social Behaviour
- Continue to work towards the reduction of Unwanted Fire Signals
- Continue our partnership with Education authorities to improve Community safety Education in schools

Key Objective: P5 (SG7)	Continue to develop, implement and evaluate Demand Reduction Strategies for Pollok
------------------------------------	---

Pollok continues to work in partnership with key internal Service partners in South Glasgow and Service HQ to improve the systems for reporting Acts of Violence (AOV). Work is also ongoing to enhance our close working relationship with external partners such as the Police in dealing with this issue.

**Key Objective: P6
(SG9)**

Reduce the instances of Acts of Violence (AOV) against SFR staff.

Operations

The Fire and Rescue Service has two core intervention duties placed on it by the Fire (Scotland) Act 2005: To extinguish fires with the aim of protecting life and property, and responding to road traffic collisions. We also now have an additional duty to respond to incidents involving;

- Chemical, biological, radiological and nuclear (CBRN) spillages or releases;
- Search and Rescue in, e.g. collapsed buildings
- Serious flooding
- Major non-road transport incidents (e.g. rail or air incidents)

Regardless of the nature of these incidents we will ensure that we are sufficiently well prepared and equipped to make an effective response to all operational incidents.

**Key Objective: P7
(SG11)**

Ensure a professional and effective response is available to meet the full range of operational incidents we may encounter.

This will include a range of activities such as:

- ❑ Monitoring and evaluating operational activity profiles
- ❑ Developing and enhancing our post-incident evaluation of operational activities/procedures
- ❑ Conducting an examination of our current equipment testing and examination routines

Pollok Station Manager has responsibility for all Health and Safety and Risk Management within the station. This includes maintenance of an effective Risk Management structure, the monitoring and evaluation of all safety events and effective training of personnel.

**Key Objective: P8
(SG13)**

Develop and enhance Risk Management arrangements in conjunction with the Area HQ.

Development

In line with South Glasgow Area Plan, we are committed to the introduction of structured, role-based learning and development for all personnel. This includes the key harmonisation of organisational and individual aspirations and goals. The success of our Learning and Development Strategy relies on equipping our staff with the knowledge and skills they require, and ensuring in particular, that operational commanders have the appropriate training and experience.

Key Objective: P9 (SG14)	Design and implement a Leadership and Management Development Strategy in conjunction with Area Manager
-------------------------------------	---

This will include:

- ❑ A comprehensive Development Audit of Pollok staff, to be cross-mapped against operational activity profiles and risk analyses to produce Integrated Development Plans for Individuals/Watches/Station.
- ❑ Developing effective operational commanders, specifically in the Junior Manager cadre
- ❑ Developing individual leadership and management competences to prepare staff for promotion and to satisfy organisational workforce planning requirements.

The Integrated Personal Development System (IPDS) is a major UK initiative to provide a framework that will allow the Fire and Rescue Service to meet the development needs of all Fire and Rescue Staff. We will continue to work closely with Area HQ in the implementation of IPDS as a framework to support the development of our core competences, clearly linked to organisational priorities.

Key Objective: P10 (SG15)	Continue implementation of IPDS as a framework to support core competence development
--------------------------------------	--

Included in this will be activities aimed at:

- ❑ Developing and enhancing our support systems to support trainees and probationers for periodic assessments
- ❑ Reviewing our current core competence training and development provision to ensure this is aligned with identified need

Personnel

Personnel management is recognised as a critical support function to assist the Station to achieve change and deliver excellent front-line services to communities of Pollok. Whilst predominantly administrative in nature, it has the clear capacity to improve processes and better support management decision making.

We are committed to promoting a safe and healthy working environment for our staff in Pollok and for ensuring in particular that our attendance managing policy promotes well-being and facilitates a reduction in sickness absence levels. Strathclyde Fire and Rescue reports a sickness absence level for

Sickness Absence(Operational Posts) 2005	
V01 Govan	6.5%
V02 Pollock	7.0%
V03 Castlemilk	5.4%
V04 Polmadie	5.2%
Service Average	7.8%

operational staff of 7.8%. Pollok in the last year to January 2006 recorded a level of 7.0%%.

Key Objective: P11 (SG17)	Develop and enhance Managing Attendance strategies/policies in conjunction with Area HQ
--------------------------------------	--

The Fire Services (Discipline) (Scotland) Regulations 1985 were abolished on commencement of the Fire (Scotland) Act 2005 , with the Service now utilising procedures based on Advisory, Conciliation and Arbitration Service (ACAS) best practice guidance. We will continue to work with Area HQ to ensure these are implemented effectively and that Pollok managers at all levels receive sufficient training and support in their use.

Key Objective: P12 (SG18)	Continue effective implementation of revised ACAS discipline procedures
--------------------------------------	--



We are committed to the principle that all users and staff of the Fire and Rescue Service should receive equal levels of service and respect regardless of race, colour, disability, ethnic grouping, creed, sexual persuasion or religion. We will continue to promote diversity and tolerance both within the organisation and in how we deliver our services. A particular characteristic of the population of South Glasgow is its diversity. In the communities served by Polmadie Fire and Rescue Station for example, we have a significant ethnic minority population, estimated at 11.5% of the total population.






Key Objective: P13 (SG19)	Continue to raise and promote cultural awareness and enable our staff to recognise and manage diversity in all of our undertakings
--------------------------------------	---

Finance and Support Services: Key Objectives

The Station Manager is responsible for Finance/Admin Support Services for the station, including for the first time, Budget Control/Monitoring and Accounts Management. Station support services have recently been restructured in light of the strategic reorganisation of SFR, including a number of new innovations such as Station Support Assistants providing financial and administration support directly at Fire and Rescue Station level. It is our intention to fully support and monitor the progress of these arrangements.

Key Objective: P14 (SG21)	Provide continued training and development in financial and budgetary control to appropriate staff.
--------------------------------------	--

Pollock: Station Action Plan Key				
SFR Corporate Priorities		Key Influences	Owner/Associates	Timescales
A	Minimising the effects of fires and other emergencies	1: Key Partner Planning Influences 1a: Our Vision for Glasgow: Community Plan 2005-2010 1b: Glasgow Community Planning Partnership: Regeneration Outcome Agreement 2006 - 2008 1c: Glasgow's Anti Social Behaviour Strategy and Outcome Agreement. 1d: Glasgow City Council Plan 2003-2007 1e: Glasgow's Local Housing Strategy 2003 -2008 1f: Glasgow City Health Development Plan 1g: Glasgow City Plan 1h: Glasgow and the Clyde Valley Joint Structure Plan 2000 1i: <i>Clean Glasgow</i> 1j: Strathclyde Police: Business Plan 2004-2007 1k: Strathclyde Police: Business Plan 2003-2006 2: SFR Corporate Planning Framework 3: SFR Service Planning Guide/Templates 4: SFR Continuous Improvement Guidance 5: SFR Draft Performance Management Framework 6: SFR Vision 2015 7: SFR Integrated Risk management Plans 8: SFR Personnel Development Status 9: SFR Finance Directorate Service Plan 10: Fire (Scotland) Act 2005 11: Fire and Rescue Framework for Scotland 2005 12: Scottish Fire and Rescue Services: Community Fire Safety Development Plan 13: CFOA - 'A Common Approach' 14: Local Government in Scotland Act 2003 15: Anti-social Behaviour etc (Scotland) Act 2004 16: The Environmental Protection Act 1990 17: Race Relations Amendment Act 2000	AM: Area Manager GM(B): Group Manager B GM(A): Group Manager A AAO: Area Admin Officer CSC: Community Safety Co-ordinator SM: Station Manager AFSM: Assistant Financial Services Manager CS: Community Safety Dev: Development Ops: Operations	D: Daily W: Weekly M: Monthly Q: Quarterly A: Annually
B	Reflecting the community's need for Fire and Rescue Services			
C	The effective administration of Fire Safety Legislation			
D	The achievement of fairness and equality in the treatment of all staff and service users			
E	The promotion of health, safety and welfare			
F	Communicating with stakeholders and staff to inform on Fire and Rescue Service activity and to seek opinion on the delivery of services			
G	Making the best use of all resources			
			Priority Rankings	
			We will always prioritise our objectives and activities based on the views and opinions of our staff and stakeholders, and will indicate their relative priority using a simple 'traffic light system'. Whilst striving to achieve all of our objectives we will ALWAYS give priority to those identified as presenting the greatest risk to our communities and to our staff.	
				Highest Priority
				Middle Priority

Pollok: Station Action Plan							
Key Objective		Activities		Primary Owner	Associates	Influencing Factors	Timescales
P 1  (SG1)	Implement and Monitor Station Planning Framework in accordance with SFR Corporate Planning guidelines and Area Plan.	P 1.1	Fully implement Station Service Plans 2006/07	SM	WMs CMs	1,2,5,6,9	April 2006
		P 1.2	Review progress of 2006/07 Service Plans			1,2,,5,6,9	April 2006
		P 1.3	Formulate Service Plans for 2007 - 2009			1,2,3,4,5,6,9	Review M/Q/A
							Feb 2007
P 2  (SG2)	Develop and Implement Service Standards and Targets for Pollok	P 2.1	Develop full range of Service Standards	SM	WMs CMs	1,2,3,,5	June 2006
		P 2.2	Explore Performance Management Framework			1,2,3,5	June 2006
		P 2.3	Full Review of Service Standards/Performance Framework subject to development by Strategic Planning Directorate. Review once implemented.			1,2,3,5	TBA
P 3  (SG5)	Continue to develop, implement and monitor a comprehensive Station Area Communications Strategy bespoke to the needs of all stakeholders.	P 3.1	Complete <i>internal</i> communications strategy.	SM	WMs CMs	1,2,5	May 2006
		P 3.2	Complete <i>external</i> communications strategy.			1,2,5	May 2006
		P 3.3	Monitor effectiveness of both strategies			1,2,5	Review M/Q/A
P 4  (SG7)	Continue to develop, implement and evaluate Demand Reduction Strategies for Pollok.	P 4.1	Continue promotion of HFSV. Targeted particularly at those most at risk from fire.	SM	WMs CMs	1,5,6,8,9	Ongoing Review M/Q/A
		P 4.2	Work with partners to drive down levels of fire related Anti Social Behaviour			1,5,6,8,9	
		P 4.3	Continue to work towards the reduction of Unwanted Fire Signals			1,5,6,8,9	
		P 4.4	Continue partnership with Education authorities to improve Community Safety Education in schools			1,5,6,8,9	
						Lower Priority	

Pollok: Station Action Plan							
Key Objective		Activities		Primary Owner	Associates	Influencing Factors	Timescales
● P5 (SG 8)	Develop and enhance key partnership working through a process of shared outcomes, objectives and initiatives	P 5.1	Design and implement awareness/development training/support for staff in Partnership Working	SM	WMs CMs	1,8,9	July 2006
		P 5.2	Monitor/Review effectiveness of all partnership arrangements, both External/Internal.			1,8,9	Review Q/A
● P 6 (SG9)	Reduce the instances of Acts of Violence (AOV) against SFR staff.	P 6.1	Complete work with internal partners in improving reporting mechanisms for AOV.	SM	WMs CMs	1,8,9	May 2006
		P 6.2	Evaluate/implement effective links to external partners to enhance AOV actions/initiatives			1,8,9	June 2006
		P 6.3	Effect close monitoring of AOV reporting from Stations and effectiveness of AOV Initiatives			1,8,9	Review M/Q/A
● P7 (SG11)	Ensure a professional and effective response is available to meet the full range of operational incidents we may encounter.	P 7.1	Monitor/Evaluate/report all operational activity	SM	WMs CMs	1,5,6,8,9	D/W/M/Q/A
● P8 (SG 13)	Develop and enhance Risk Management arrangements within the Station Area.	P 8.1	Evaluate current Risk Management structures within the Area and make recommendations.	SM	WMs CMs	1,5,6,9	June 2006
		P 8.2	Evaluate development requirements and design/implement training programme				Aug 2006
		P 8.3	Monitor all H&S to identify trends/inform activity				W/M/Q/A
● P 9 (SG14)	Design and implement a Leadership and Management Development Strategy for the Station	P 9.1	Complete comprehensive audit Development Audit of Pollok staff	SM	WMs CMs	1,5,6,9,10	May 2006
		P 9.2	Cross-map Audit against operational activity profiles and risk analyses to produce Integrated Development Plans for Individuals/Stations				June 2006
● P 10	Continue implementation of IPDS as a framework to support core competence development	P 10.1	Evaluate support systems for trainees/probationers' periodic assessments.	SM	WMs CMs	1,5,6,9,10	As per TSR Framework (Area Review)

(SG 15)		P 10.2	Review current core competence training and development provision to ensure this is aligned with identified need				June 2006
---------	--	--------	--	--	--	--	-----------

Pollok : Station Action Plan							
Key Objective		Activities		Primary Owner	Associates	Influencing Factors	Timescales
P 11 ● (SG17)	Develop and enhance Managing Attendance strategies/policies for Pollok	P 11.1	Evaluate current Managing Attendance arrangements within the Station	SM	WMs CMs SSA	1,5,6,9,10	August 2006
		P 11.2	Monitor/Review attendance statistics				W/M/Q/A
P 12 ● (SG18)	Continue effective implementation of revised ACAS discipline procedures	P 12.1	Continue ACAS Discipline training programme. Extend to watch personnel.	SM	WMs CMs	1,5,6,9,10	June 2006
P 13 ● (SG19)	Continue to raise and promote cultural awareness and enable our staff to recognise and manage diversity in all of our undertakings	P 13.1	Continue programme of Fairness & Equality, Diversity and Cultural Awareness training for all station personnel	SM	WMs CMs SSA	1,5,6,9,10	As per TSR Framework (Area Review)
P 14 ● (SG 21)	Provide continued training and development in financial and budgetary control to appropriate staff	P 14.1	Complete training for all staff with primary budgetary responsibility	SM	WMs CMs SSA	1,5,6,9,11	May 2006
		P 14.2	Initiate training for other personnel with secondary responsibility to develop consensual knowledge of financial issues and future-proof for temporary promotions.				July 2006

N.B.

A Thematic Service Review will be commissioned into consideration of Diversity in South Glasgow. Findings of this Thematic to inform future Direction for the Area/ Stations including development programmes etc.

Complaints/Contact Information

HOW TO COMPLAIN TO STRATHCLYDE FIRE AND RESCUE

Strathclyde Fire and Rescue is fully committed to delivering its services to the community in a fashion that ensures all of our service users (regardless of race, religion, social background, gender, marital status, disability, age or sexual orientation-sexuality) are treated in a fair, respectful and dignified manner and constantly strives to maintain the highest possible standards 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 and Rescue or any of its employees to let us know using the procedure set out below.

COMPLAINTS PROCEDURE

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 and Rescue Headquarters,
Bothwell Road, Hamilton ML3 0EA

By E-mail complaints@strathclyde.fire-uk.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 of our establishments

Assistance is also available if you have trouble making your complaint due to hearing, visual or physical difficulties or if English is not your first language.

Contact Information

Should you have questions or comments to make about this plan or any of the services we provide to your community please do not hesitate to contact the Station Manager as detailed below

Station Manager Andy McCafferty
Strathclyde Fire and Rescue
Pollok Fire and Rescue Station
Levernside Crescent
Glasgow
G53 5YJ
Tel :0141 882 4872
E-Mail: andy.mccafferty@strathclydefire.org

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.

যদি আপনি অথবা আপনার পরিচিত কেউ যদি এই প্রকাশনাটি বড় আকারের ছাপা, অডিও টেপ, ব্রেইল অথবা অন্য কোন ভাষায় পেতে চান তাহলে আমাদের কাছে নিচের ঠিকানা বরাবরে লিখুন। অনুগ্রহ করে আপনার নাম ও ঠিকানা, প্রকাশনার নাম এবং কোন ভাষায় আপনি তার অনুবাদ চাচ্ছেন সেটা লিখে জানান।

यदि आपको या आपको पहचानने वाले किसी व्यक्ति को यह प्रकाशन बड़े 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, ਆਡੀਓ-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 ਸਿਰਲੇਖ ਅਤੇ
ਕਿਹੜੀ ਜ਼ਬਾਨ 'ਚ ਅਨੁਵਾਦ ਚਾਹੀਦਾ ਹੈ ਇਸ ਬਾਰੇ ਪਤਾ ਦਿਓ।

Εάν εσείς, ή, κάποιος άλλος που γνωρίζετε, επιθυμείτε την έκδοση αυτή σε μεγάλη εκτύπωση, σε κασέτα ήχου, σε Braille ή σε άλλη γλώσσα, παρακαλούμε επικοινωνήστε μαζί μας στη διεύθυνση που ακολουθεί. Αναφέρετε το όνομα και τη διεύθυνσή σας, τον τίτλο της έκδοσης και, εφόσον πρόκειται για μεταφράσεις, την επιθυμητή γλώσσα.

اگر آپ یا آپ کے کسی جاننے والے کو یہ اشاعتی مواد بڑی چھپائی، آڈیو-ٹیب،
بریل یا اس کا کسی اور زبان میں ترجمہ درکار ہے تو براہ مہربانی مندرجہ ذیل پتے پر
ہمیں خط لکھیں۔ برائے مہربانی اس کے ساتھ ہمیں اپنا نام اور پتہ، مطلوبہ اشاعتی
مواد کا عنوان ضرور بھجوائیں، اگر ترجمہ درکار ہے تو مطلوبہ زبان کا نام لکھیں۔

Siz veya bir tanıdığınızı, bu yayını büyük puntolarla basılı olarak, ses kaydı olarak, Körler Alfabesiyle ya da bir başka dile çevrilmiş bir kopyasını edinmek istiyorsanız, lütfen aşağıdaki adrese yazınız. Lütfen adınızı, adresinizi, istediğiniz yayının adını ve çevirisini istiyorsanız, hangi dilde istediğinizi belirtiniz.

જો તમને અથવા તમારા ઓળખીતા કોઈક વ્યક્તિને આ પ્રકાશન મોટા
અક્ષરોમાં, ઓડિયો ટેપ પર, બ્રેલમાં અથવા બીજી ભાષામાં જોઈતું હોય,
તો મહેરબાની કરી અમને નીચે લખેલ સરનામે એક પત્ર લખો.
મહેરબાની કરીને પોતાનું નામ અને સરનામું જણાવો અને પ્રકાશનનું
શીર્ષક અને કઈ ભાષામાં અનુવાદ જોઈએ છે, તે બાબત જણાવો.

Contact us at

- **Strathclyde Fire and Rescue
South Glasgow Headquarters
123 Port Dundas Road
G4 0ES**
- **Tel: 0141 302 3333**
- **Fax: 0141 302 3279**
- **des.oakes@strathclydefire.org**