



STRATHCLYDE FIRE & RESCUE

POLMADIE

**FIRE & RESCUE STATION PLAN
2006 - 2007**

Making our communities safe places to live, work and visit



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 Polmadie Fire Station will seek to achieve this vision by working not only towards the aims and objectives identified at a local level but also those driven by the overarching area service plan of South Glasgow, of which Polmadie forms part. ***being a major partner in making communities safer.*** We will also seek to become involved with all key partners in meeting shared objectives aimed at making communities safer.

All activity undertaken will be guided by SFR 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

Polmadie and describes how Polmadie 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 from Polmadie Fire & Rescue Station; on the nature and extent of the services we provide in our Station area; 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 '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 Polmadie 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 Polmadie 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: Polmadie Area



Stephen Logan
Station Manager

Polmadie Fire & Rescue Station
Calder Street
Glasgow
G42
Tel: 0141 423 2223

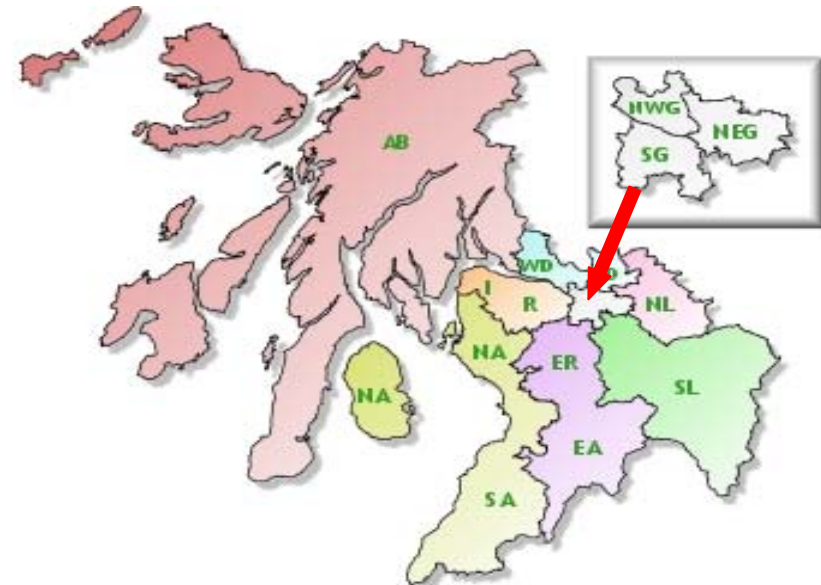


Polmadie, provides fire and rescue cover to the council wards of Pollokshields East, Kingston, Govanhill, Hutchesontown, Maxwell Park, Strathbungo, Battlefield, Langside, Pollokshaws, Cathcart, Mount Florida, Toryglen and Kings Park.

Housing is a mix of private/public sector, pre/post war, of flatted properties up to four storeys in height, with areas of two storey housing throughout. There are 45 blocks of multi-storey flats of up to 22 floors.

Industry is varied but is predominantly light engineering. There is also a large 'Cash and Carry' warehouse located within the station area.

In the area we also have Hampden Park the National Football Stadium which can increase the population of the area by in excess of 50,000 people when it is in use.



Polmadie Statistics

Area:

10 Electoral Wards

Population:

Approximately 80,000

Households: 35,600+

Number of emergency vehicles: 4

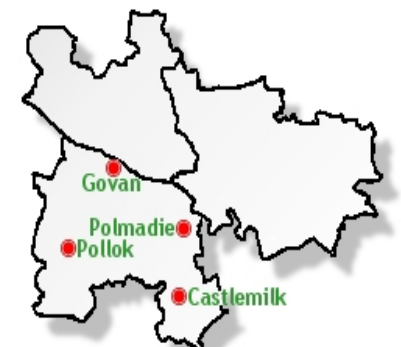
Address:

Polmadie Fire Station
Calder Street Glasgow G42 0PA


Telephone 0141 423 2223

Fax 0141 422 1916 **Community Safety Freephone Helpline**

Tel: 0800 0731 999



Polmadie Fire and Rescue Station



Linda Bower
Station Support
Assistant

Blue Watch




Daniel O'Donnell
Watch Manager

Crew Managers	Firefighters	Firefighters	Firefighters
Alan Bateson Ross Whitelaw David Ballingall Robert Taylor	James Murphy Colin Gibson Norman McKinnon David Wilson	Derek Lyttle Angus McIver James Barton John Clark	Benjamin Marshall Stephen McCreath William Rosling Kieran Barrett




Carmen
Fernandez-Cadenas
Cook

Green Watch




Michael Larmour
Watch Manager

Crew Managers	Firefighters	Firefighters	Firefighters
David Reid Martin Barker Scott MacKintosh	David Boyle David Lomas Mark Costello Marc McGill	James Mack Brian McCracken Ian Prentice John McLaughlin	Jason Usher Michael Cowe



Allan Cox
General
Assisstant

Red Watch



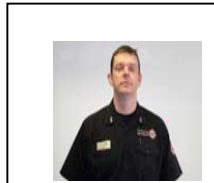
Jim Pickering
Watch Manager

Crew Managers	Firefighter	Firefighters	Firefighters
James Hutchison Mark Benson Mark Mulgrew Colin Swan Kenneth Stewart	Derek Hyndman Stephen Fox Allan Shearer David Brown	Stuart Wark Matthew Costiff Alex Miller Kenneth Ross	Alex Patterson Henry Brown Graham Wood



Jean Learmonth
General Assistant

White Watch



Stevie Ruth
Watch Manager

Crew Managers	Firefighters	Firefighters	Firefighters
Des Baxter Duncan MacLaren Thomas Mc Kecnie Alan Jones	Iain White Richard Borland Robin Bower John Martin	Brian Coyle John Martin Douglas Carr Paul Lyons	John Mitchell David Torlay Ian MacPherson Garry Jackett Mark Hardy

How we construct our Station Plan

The content of Polmadie Station Plan is influenced and guided by a variety of factors.

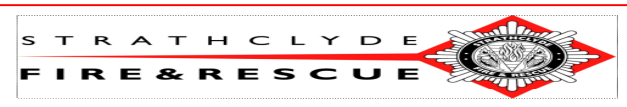
Polmadie, as part of South Glasgow, has a responsibility to ensure that everything done contributes to the fulfilment of the SFR *Vision* and its *Corporate Priorities*, and that we work towards the outcomes and objectives contained within the South Glasgow Area Service Plan*. The Station plan is also 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.

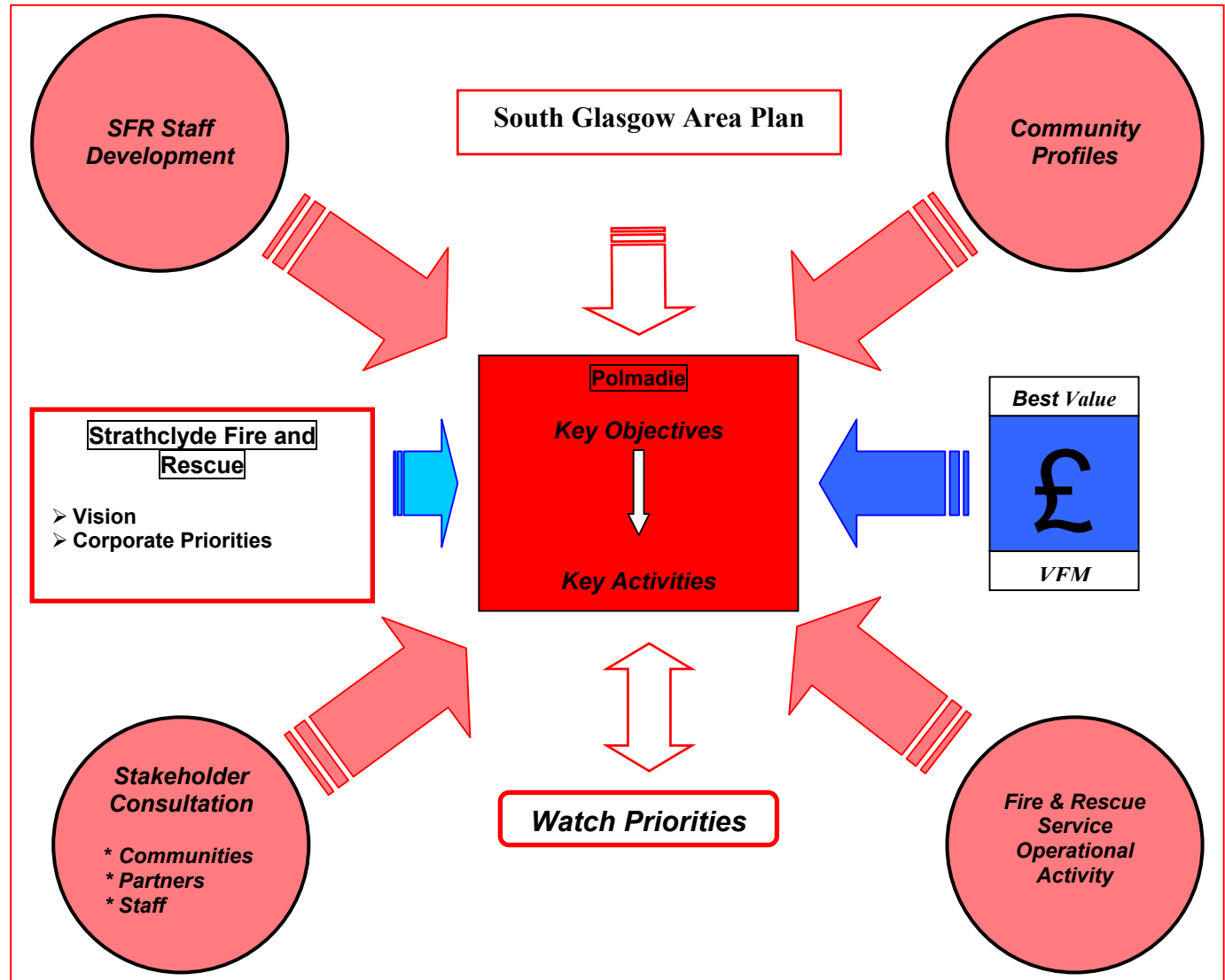
We also shape our plan through a consideration of our levels of operational activity, which helps us to focus on areas of greatest need.

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.

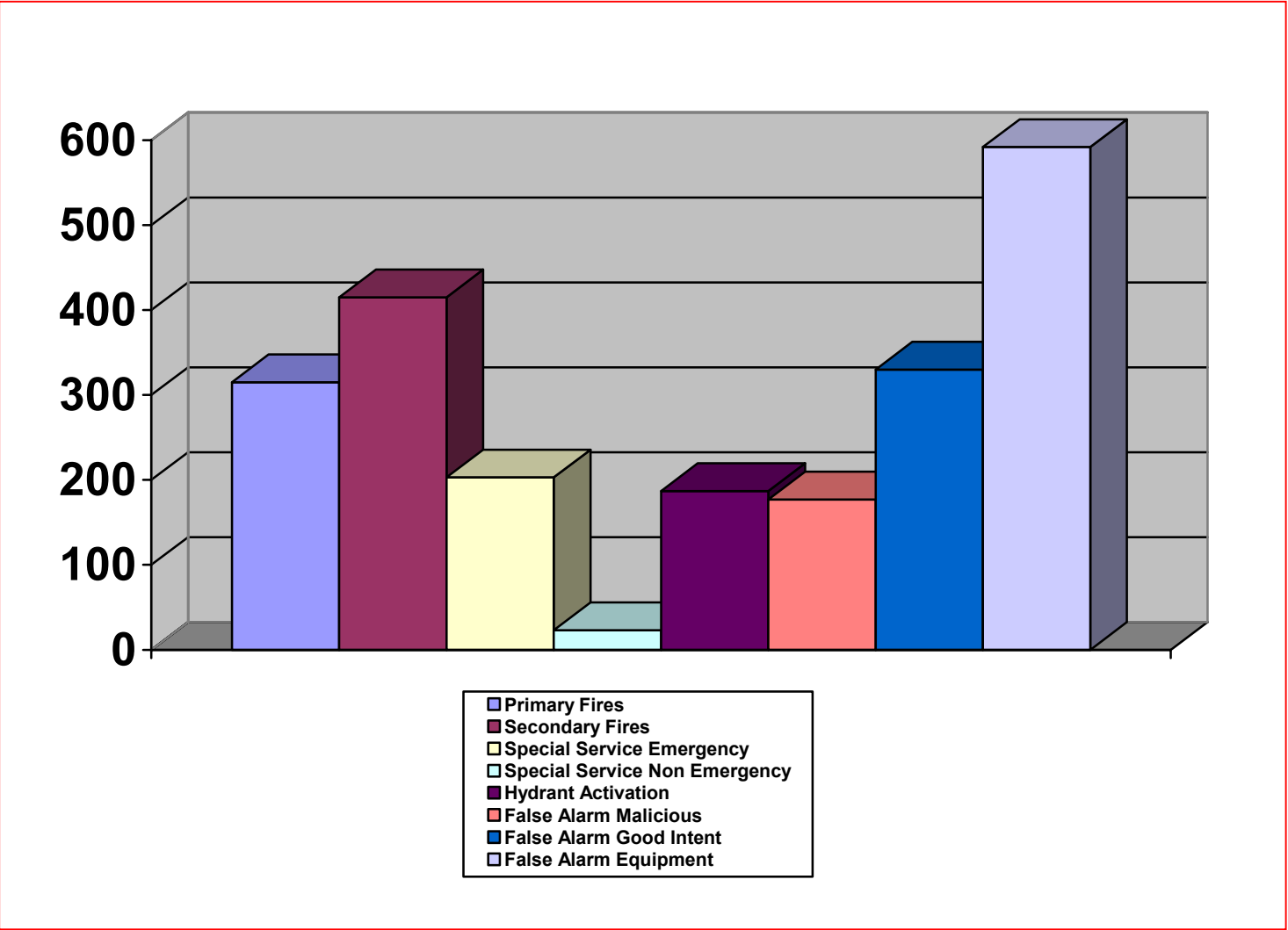


* All supporting plans and documentation is available on request.



Polmadie: Operational Activity

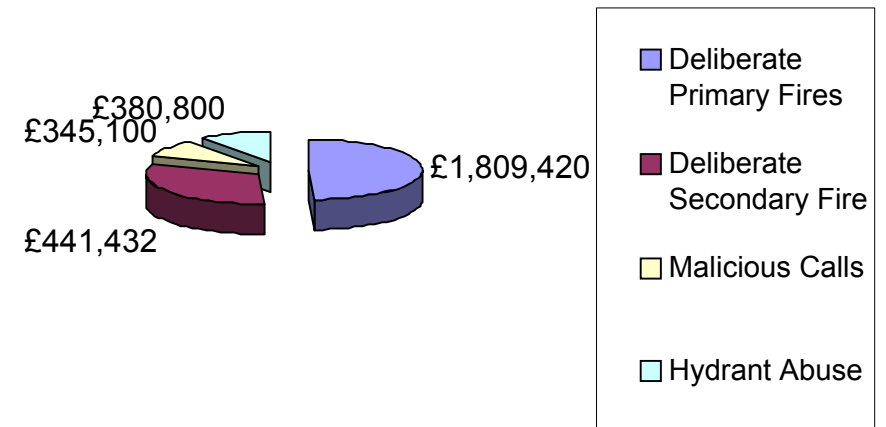
Analysis of our operational activity for the last 3 years indicate there was 315 primary fires (mainly property), 100% of fire fatalities and 94% of casualties were from fires in the home, highlighting our priority to reduce the number of accidental fires in dwellings. Of the 2242 incidents that occurred in our Area over this period 415 were secondary fires (refuse, refuse containers etc) with over 90% of these being started deliberately. This and other forms of Anti Social Behaviour (ASB) such as malicious activation of hydrants and hoax calls accounted for over of our operational activity. We attended over 220 special services during the period, mostly involving road traffic collisions, reflecting the very broad role of the Fire and Rescue Service. Response to Unwanted Fire Signals from automatic alarm systems accounted for almost 50% of our activity and is also one of key priority areas for action.



Polmadie: Anti-Social Behaviour

Anti-Social Behaviour 2004/05	Polmadie
Total Cost Of Deliberate Primary Fires	£1,809,420
Total Cost Of Deliberate Secondary Fire	£1,139,500
Adjusted Secondary Cost	£1,025,550
Total Cost Of Deliberate Fire Raising	£2,834,970
Malicious Calls	£345,100
Hydrant Abuse	£380,800
Total Cost Of Anti Social Behaviour	£3,560,870
Population (Residential)	80,000
Average Cost Per Person	£44.51

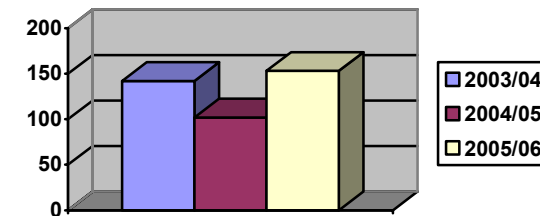
Anti Social Behaviour 2004/05



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 Polmadie 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. Polmadie Fire Crews have experienced these incidences on many occasions. Solutions will be sought, both internally and in partnership, to address this increasingly worrying situation.

Acts of Violence Against Fire Crews



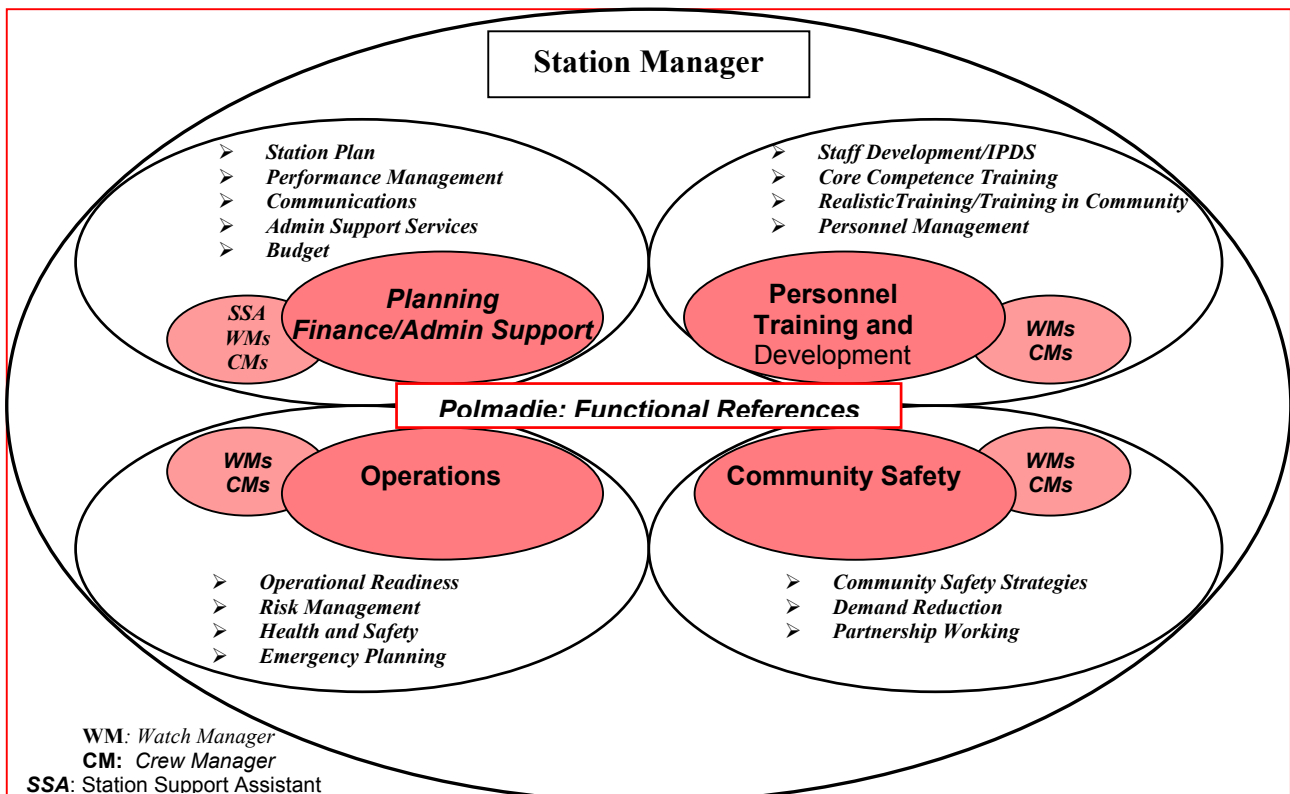
Polmadie Station Objectives

The principal objective of Strathclyde Fire and Rescue staff in Polmadie 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 of Polmadie.

Polmadie: Overarching Station Objectives

- **Reduce Accidental dwelling fires.**
- **Reduce the severity of injuries in fires and other emergencies.**
- **Minimise the effect of fire and other emergencies.**
- **Reduce secondary fires.**
- **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.**

To assist us in better managing our objectives we have a structure of four **functional portfolios** that broadly mirror the principal Directorates at our Area Headquarters. Each portfolio specifies its own objectives and activities to meet the needs of its internal and external stakeholders, and to contribute to the South Glasgow Strategic Objectives and SFR Vision.



Strategic 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 Polmadie 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
(SG1)**

Implement and Monitor and Station Planning Framework in accordance with SFR Corporate Planning guidelines

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.

Polmadie 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 Polmadie 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 it's 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 Polmadie we have engaged extensively with key partners in the field of Community Safety such as:

- Integration Through Safety (ITS) Glasgow
- Glasgow Anti Social Behaviour (ASB) Strategy Group
- Glasgow Housing Association in connection with the fitting of sprinklers to domestic property
- Glasgow Against Vandalism Forum

Key Objective: P3 (SG8)	Develop and enhance key partnership working through a process of shared outcomes, objectives and initiatives.
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We have also sought views and opinions from staff and other key stakeholders on the formulation of our Area plans and in identifying the priority issues for Polmadie. Key to this has been the development of a Communications strategy to support the management of the Area.

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



<i>Community Safety: Key Objectives</i>
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Key to making a meaningful and sustainable difference to the communities of South Glasgow 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
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Polmadie 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
- ❑ Enhancing and developing our Water Rescue capability at Polmadie Fire and Rescue Station
- ❑ Continuing the evaluation of our new *Aerial Rescue Pump* appliance at Polmadie
- ❑ Developing and enhancing our post-incident evaluation of operational activities/procedures
- ❑ Conducting an examination of our current equipment testing and examination routines

Polmadie Station Manager has responsibility for Health and Safety and Risk Management within the Area. 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 within the Area HQ.

Development

learning and development of 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 for the Area

This will include:

- A comprehensive Development Audit of Polmadie staff, to be cross-mapped against operational activity profiles and risk analyses to produce Integrated Development Plans for Individuals/Stations/Area
- 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 Service HQ P&D 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

The Personnel segment of this portfolio is recognised as a critical support function to assist the Station to achieve change and deliver excellent front-line services to communities of Polmadie. 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 Polmadie 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 operational staff of 7.8%. Polmadie in the year to January 2006 5.2%.

Sickness Absence(Operational Posts) 2005	
V01 Govan	6.5%
V02 Pollock	7.0%
V03 Castlemilk	5.4%
V04 Polmadie	5.2%
Service Average	6.0%

Key Objective: P11 (SG17)	Develop and enhance Managing Attendance strategies/policies in conjunction with Area HQ
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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 Polmadie managers at all levels receive sufficient training and support in their use.

Key Objective: P12 (SG18)	Continue effective implementation of revised ACAS discipline procedures
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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
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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 Stations; and fully devolved budgetary control to 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.
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Polmadie: Area 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	SM: Station Manager WM: Watch Manager CM: Crew Manager AAO: Area Admin Officer CSC: Community Safety Co-ordinator AFSM: Assistant Financial Services Manager	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
				Lower Priority





Polmadie: Area Action Plan

Polmadie: Area Action Plan							
Key Objective	Activities		Primary Owner	Associates	Key Influences	Timescales	
P 1  A-G	Implement and Monitor Station Planning Framework in accordance with SFR Corporate Planning guidelines and Area Plan.	P 1.1	Fully implement Area Service Plan 2006/07	SM	WM CM	2,3,4,5,6,7	May 2006
		P 1.2	Fully implement Station Service Plans 2006/07				May 2006
		P 1.3	Review progress of 2006/07 Service Plans				Review M/Q/A
		P 1.4	Formulate Service Plans for 2007 - 2009				Feb 2007
P 2  A-G	Develop and Implement Service Standards and Targets in conjunction with Area Manager.	P 2.1	Develop full range of Service Standards	SM	WM CM	2,3,4,5,6,7	June 2006
		P 2.2	Explore Performance Management Framework				June 2006
		P 2.3	Full Review of Service Standards/Performance Framework subject to development by Strategic Planning Directorate. Review once implemented.				TBA
P 3  B,D,F	Develop and enhance key partnership working through a process of shared outcomes, objectives and initiatives.	P 3.1	Design and implement awareness/development training/support for staff in Partnership Working	SM	WM CM CSC	1a,1b,1c,1k,5 6,7,11,12,14	July 2006
		P 3.2	Monitor/Review effectiveness of all partnership arrangements, both External/Internal.				Review Q/A
P 4  F	Continue to work with Area Manager to develop, implement and monitor a comprehensive communications Strategy bespoke to the needs of all stakeholders.	P 4.1	Complete internal communications strategy.	SM	WM CM	2,3,4,5 1a,1k, 2,3,4,5 11,12,13	June 2006
		P 4.2	Complete external communications strategy.				June 2006
		P 4.3	Monitor effectiveness of both strategies				Review M/Q/A
P 5  A,B,E,F,G	Continue to develop, implement and evaluate Demand Reduction Strategies for South Glasgow.	P 5.1	Continue promotion of HFSV. Targeted particularly at those most at risk from fire.	SM	WM CM CSC	1a, 1b, 1c, 1j 1k, 6,7,11,12 1a,1b,1c,1k 6,7,12,13,15 6,7,11,12 1a,1b,1c,1k 6,7,11,12,14	Review M/Q/A
		P 5.2	Work with partners to drive down levels of fire related Anti Social Behaviour				
		P 5.3	Continue to work towards the reduction of Unwanted Fire Signals				
		P 5.4	Continue partnership with Education authorities to improve Community Safety Education.				

Polmadie: Area Action Plan

Key Objective		Activities		Primary Owner	Associates	Key Influences	Timescales
P 6  E	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	WM CM	6,7	June 2006
		P 6.2	Evaluate/implement effective links to external partners to enhance AOV actions/initiatives			1a,1b,1c,1k,5 6,7,11,12,15	June 2006
		P 6.3	Effect close monitoring of AOV reporting from Stations and effectiveness of AOV Initiatives				Review M/Q/A
P 7  A,B,E,G	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	WM CM	1k, 6,7,8,11	D/W/M/Q/A
		P7.2	Enhance & develop water rescue capability				
		P7.3	Continue to evaluate ARP with Service HQ				
		P7.4	Evaluate current equipment testing & examination routines				
P 8  E	Develop and enhance Risk Management arrangements in conjunction with the Area HQ.	P 8.1	Evaluate current Risk Management structures within the Area and make recommendations.	SM	WM CM	5,6,7,8,11	June 2006
		P 8.2	Momitor all H&S to identify trends/inform activity				W/M/Q/A
P 9  E	Design and implement a Leadership and Management Development Strategy in conjunction with Area Manager	P 9.1	Complete comprehensive audit Development Audit of South Glasgow staff	SM	WM CM	6,7,8,11	June 2006
		P 9.2	Cross-map Audit against operational activity profiles and risk analyses to produce Integrated Development Plans for Individuals/Stations/Area				June 2006
P 10  E	Continue implementation of IPDS as a framework to support core competence development	P10.1	Evaluate support systems for trainees/probationers' periodic assessments. TSR 4 Commissioned to look at this area.	SM	WM CM	5,6,7,8,11	As per TSR Framework
		P 10.2	Review current core competence training and development provision to ensure this is aligned with identified need				June 2006

Polmadie: Area Action Plan

Key Objective		Activities		Primary Owner	Associates	Key Influences	Timescales
P 11  E, G	Develop and enhance Managing Attendance strategies/policies in conjunction with Area HQ	P 11.1	Evaluate current Managing Attendance arrangements within the Area	SM	WM CM	5,6,7,8,11	August 2006
		P 11.2	Monitor/Review attendance statistics				W/M/Q/A
P 12  G	Continue effective implementation of revised ACAS discipline procedures	P 12.1	Continue ACAS Discipline training programme. Extend to watch personnel.	SM	WM CM	6,7,8,11	June 2006
P 13  D	Continue to raise and promote cultural awareness and enable our staff to recognise and manage diversity in all of our undertakings	P 13.1	We want the areas served by Polmadie Fire and Rescue Station to flourish as a modern, multi-cultural, community of opportunity and achievement where citizens and businesses thrive and visitors are always welcomed. Our staff is fully committed to achieving our aims.	SM	WM CM	1a,1b,1d,1k 6,7,8,11,17	As per TSR Framework
P 14  G	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	AAO	AFSM	5,6,7,8,9	May 2005
		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

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 Area Manager as detailed below

Station Manager Stephen Logan
Strathclyde Fire and Rescue
Polmadie Fire & Rescue Station
Calder Street
GLASGOW G42 0PA
Tel: 0141 423 2223
E-Mail: Stephen.logan@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।

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。

Εάν εσεις, 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.

Siz veya bir tanıdığınız, 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.

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।

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 ਸਿਰਸ਼ਕ ਅਤੇ ਵਿਹੜੀ ਜ਼ਬਾਨ 'ਚ ਅਨੁਵਾਦ ਚਾਹੀਦਾ ਹੈ ਇਸ ਬਾਰੇ ਪਤਾ ਦਿਓ।

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 پتہ 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۔

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**
- **john.walker@strathclydefire.org**