



**STRATHCLYDE FIRE & RESCUE**  
**BELLSHILL STATION PLAN**

**2007 - 2008**

**North Lanarkshire Area**

*mlp*

**OPERATIONS DIRECTORATE**



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## Introduction

The presentation of this station plan for Bellshill Fire Station is intended not only to meet the needs of the local community, but to also be an integral component of the Area Plan of the now established area of North Lanarkshire. These integrated plans overarching aims are to link to Strathclyde Fire & Rescues Integrated Risk Management Plan and its corporate vision of ***“making our communities safe places to live, work and visit”***

This therefore places a duty upon all personnel to contribute to the corporate vision by the requirement to develop strategies and to ensure all activities contribute to:

1. **Minimising the effects of fire and other emergencies**
2. **Reflecting the community’s need for Fire and Rescue Services**
3. **The effective administration of Fire Safety Legislation**
4. **The achievement of fairness and equality in the treatment all staff and service users**
5. **The promotion of health, safety and welfare**
6. **Communicating with stakeholders and staff to inform on Fire and Rescue Service activity and to seek opinion on the delivery of services**
7. **Making best use of all resources**

This plan also takes cognisance of the statutory duties placed upon the Fire & Rescue Service by virtue of the Local Government (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 North Lanarkshire Community Planning Partnership in its quest and vision that, ***“North Lanarkshire will be a place where partnership working builds on the existing strengths in our community to develop services which meet the needs of all our citizens creating a sustainable environment and better quality of life.”***

## Aim

This plan will seek to engage personnel with the local community by proactive activities and the implementation of risk reduction measures within targeted areas with the aim of reducing:

- Accidental dwelling fires.
- Accidental dwelling fire deaths
- Serious non-fatal casualties from fire
- Malicious secondary fires
- Unwanted fire signals.
- Buildings – Fires in Industrial & Commercial
- Malicious calls.
- Incidence of wilful fire raising
- Other incidents of Anti Social Behaviour
- Road Traffic Collisions

Additionally this plan seeks to improve service delivery by effective performance management by effectively:

- Managing attendance
- Identifying personnel training needs
- Developing personnel
- Maintaining operational competencies
- Implementating risk reduction measures
- Promoting Best Value

# Objectives

## Community Safety

- Reduce accidental dwelling fires in station area
- Reduce fire injuries (fatal and non-fatal)
- Reduce the incidences of anti-social behaviour
- Reduce the number of RTC's within the station area
- Reduce the number of unwanted fire signals

## Personnel

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

## Development

- Agree personal development with all staff undergoing development
- Arrange realistic training events
- Arrange training for risks in Community Risk Register Operations

## Operations

- Compile Community Risk Register
- Agree Risk Register and determine priorities
- Ensure appropriate operational response to each risk
- 

## Technical Services

- Review Station vehicle requirements
- Complete annual property audit

## Finance

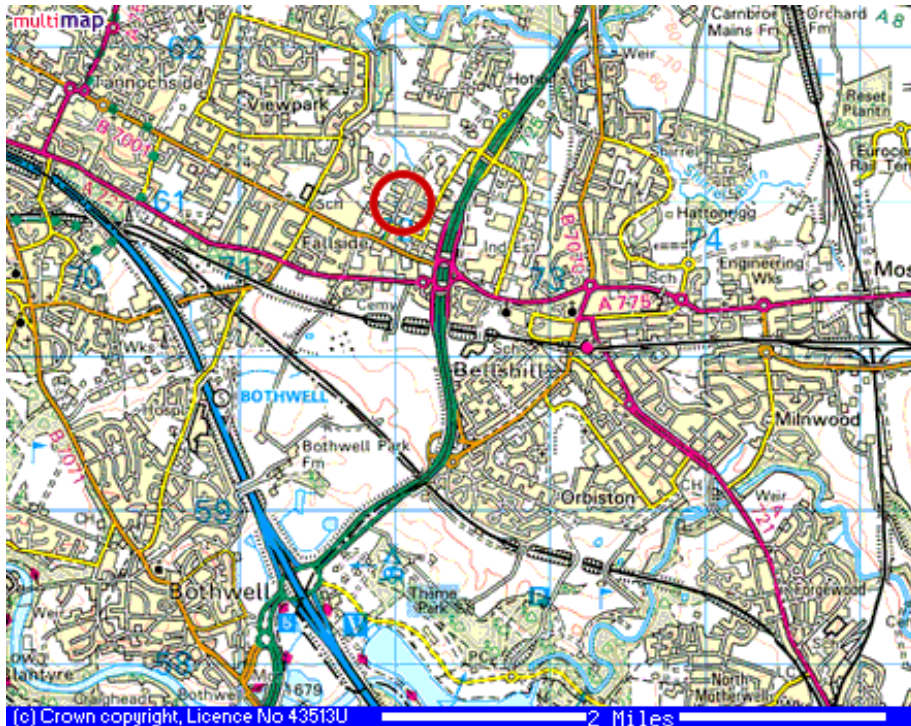
- Agree areas of priority in terms of spending for fiscal year
- Investigate areas of overspend in past year and redress situation
- Monitor stock levels and efficiency measures to identify improvements
- Investigate use of petty cash account and integrity of system of reimbursement
- Monitor and control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

## Strategic Planning

- Arrange and chair annual Health & Safety meeting
- Ensure performance management methodology is being implemented
- Carry out Best Value audit of station staffing

## Profile Of The Station Turnout Area

The station turnout area covers approximately an area of 25.61 sq kilometres with an area extending from Tannochside in the west to Newhouse in the east, covering three council wards.



Bellshill is situated right in the heart of the North Lanarkshire area and is situated on the north-eastern side of SFR area.

The station area is a blend of new and old developments, old and new industries and rural areas.

Housing is predominately private tenancy with the majority being flat, maisonette or apartment, including tenement style properties.

North Lanarkshire is buried deep within the heart of Scotland and represents one of the largest local council areas in the country. Within the council boundary area lays Bellshill and its surrounding districts.

Situated 9 miles (14.5 km) southeast of Glasgow, to the north of the South Calder Water, the suburb of Bellshill includes the neighbourhoods of Orbiston, Hattonrig, Mossend and Milnwood. Nearby are Strathclyde Country Park, Strathclyde Business Park, the Eurocentral industrial estate and a railway terminal for Channel Tunnel traffic opened in 1994.

The Fire Station is ideally placed with its proximity to the main motorways including approximately 6 miles of the East bound carriageway of the A8 allowing appliances rapid attendance to neighbouring areas.

## Political Profile

On a local political level North Lanarkshire is divided into 20 electoral wards, 3 of which are within the station turnout area. The last local elections took place on 3rd May 2007, which resulted in a Labour administration being charged with running the Council. The current Chief Executive of North Lanarkshire Council is Gavin Whitefield, Councillor James McCabe is presently the Leader of the Council and Councillor Thomas Curley is Provost of North Lanarkshire.



Ward No	Ward Name
13	Thorniewood
14	Bellshill
15	Mossend & Holytown

## Population

The station area population in 2004 was 69,459, with the highest proportion living in the Mossend East and New Stevenston area at 7.84% (5,447).

### Age

The area closely follows the Scottish profile in all the age bandings; 30 – 44 year olds are the largest represented age group within the area. About 14% of the resident population are of pensionable age, with the under 16-age group representing another 15%. These representations are mirrored in the North Lanarkshire profiles.

### Ethnicity

The area has a lower than average proportion of minority ethnic groups within its population, currently at 1.3%.

### Employment

All persons aged 16-74 in employment totals 30,132, with the unemployment rate within the area standing at 5.45%, which is on par with the North Lanarkshire average, and 1.48% higher than the Scottish average. There is a high percentage of unemployed people who are classed as sick/disabled 10.56% which is 3.12% higher than the Scottish average

Within Bellshill and the surrounding areas there are several employers who employ Bellshill residents on a large-scale basis (more than 200 employees) these include:

- Safeway/Salvesen Food Logistics
- Dawnfresh
- Morrisons

### Health

The average age of a person considered to be in good health is 32, which is equal to that of both the North Lanarkshire and Scottish average.

10.5% of the resident population are deemed to have a limiting long-term illness.

### Households

The majority of households within the area are owned at a rate of 56%, which is 2% lower than North Lanarkshire's average figure.

Of the total number of households within the station area, pensioners living alone occupy 13% of them.

Lone parent households occupy 8% of the total numbers of the households with dependant children.

# Community Engagement

## Local Area Teams

In order to comply with new directives set by the Scottish Executive, the Station Manager will sit on the Bellshill Local Area Team (LAT), which is chaired by James Ledgerwood.

These teams report to the Local Area Partnership (LAP), that in turn feeds to the North Lanarkshire Partnership (NLP). The Area Manager sits on the NLP.

A Regeneration Manager who coordinates the meetings leads the LAT. The team is made up of local managers responsible for delivery of services to the community at a local level.

## Members of the Team

- Strathclyde Fire & Rescue
- Social Work
- Strathclyde Police
- Job Centre Plus
- NHS Lanarkshire
- Community Services
- Chief Executives Office
- Finance
- Housing
- Education
- Small Communities fund

The task of the LAT is to solve problems at a local level and to feed information to the LAP for issues to be addressed at a more strategic level when required. The LAT also allows for close partnership working and a greater awareness of local issues that could impact on our service delivery.

## Secondment

2007-2008 will see a secondment opportunity within SFR, a Group Manager will be appointed to work within North Lanarkshire Council's Regeneration Unit.

This is seen as a positive step in partnership working, ensuring through due process that SFR contributes in an efficient and effective manner with partners, and that agreed targets and goals are achieved.

## **Risk Portfolio**

### **Life Risks**

In addition to the 40,879 domestic households within the turnout area, Bellshill Fire Station provides pre-determined attendances at a variety of risks within the surrounding area. The following is a summary some of the risks covered:

### **Natural Gas Plant**

Natural gas storage used for the refuelling of Large Goods Vehicles based in the Christien Salvesen distribution centre. They also store a considerable amount of refrigerant gas (Ammonia) within the curtilage of the premises.

### **Industrial Estates and Business Parks**

Bellshill is also home to various Industrial Estates and Business Parks from Birkenshaw in the west to Newhouse in the east, with many in between. These provide a varied risk portfolio for the area, from large retail outlets to process risks and high life risk premises. Some of these Estates have been redeveloped over the years like Righead Industrial Estate whilst others like Strathclyde Business Park and Eurocentral are new and purpose built.

### **Other Risks**

A wide variety of property risks are evident within the turnout area, including a number of factories, offices, shops and railways premises. At Mossend Railway goods yard numerous containers containing hazardous materials are loaded onto railway goods wagons.

There is also a Theme Park within the boundary located within Strathclyde Country Park.

## Operational Activity

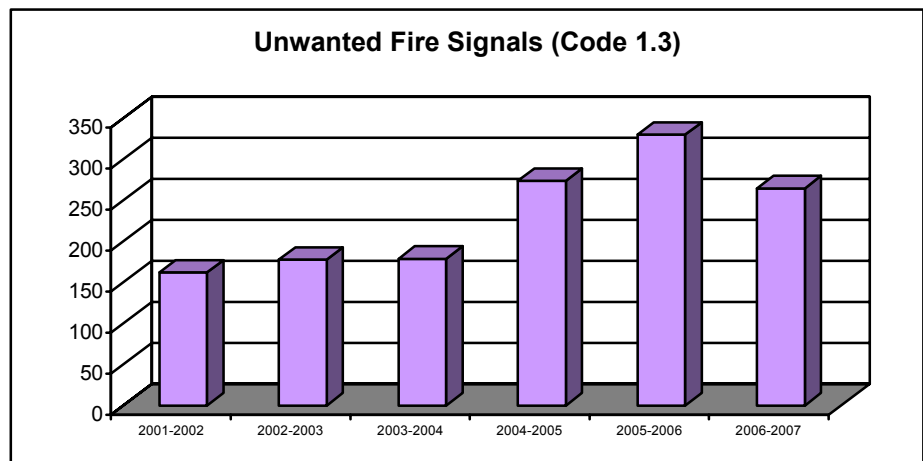
### Total Incidents

For the period 1<sup>st</sup> April 2006 to 31<sup>st</sup> March 2007, a total number of 1063 incidents were attended within the station area. Analysis of these incidents revealed that there were 114 FDR1's (Reportable Fires).

The biggest drain of Fire & Rescue resources was caused by unwanted fire signals, these accounted for a total of 451 unnecessary blue light attendances, of the total number of incidents attended in the year, these accounted for approximately 47% of all mobilisations (186 Good Intent, 265 due to apparatus)

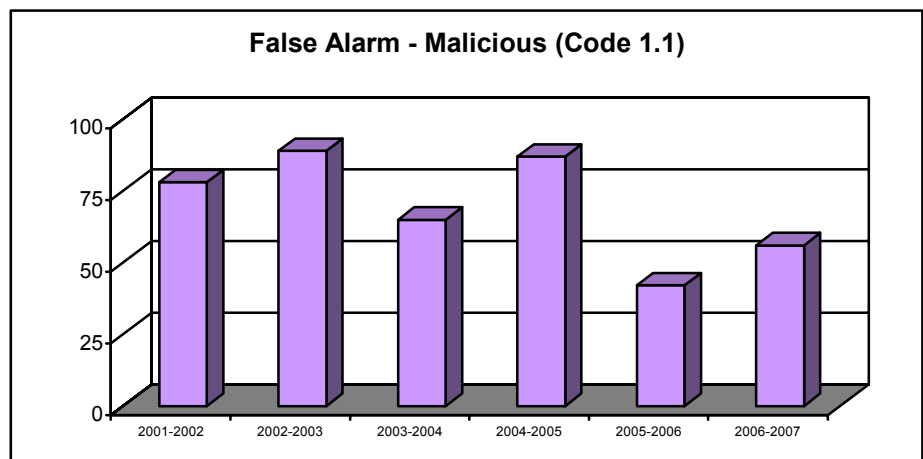
### Unwanted Fire Signals (Code 1.3)

Year	Total
2001 - 2002	162
2002 - 2003	178
2003 - 2004	179
2004 - 2005	274
2005 - 2006	330
2006 - 2007	265



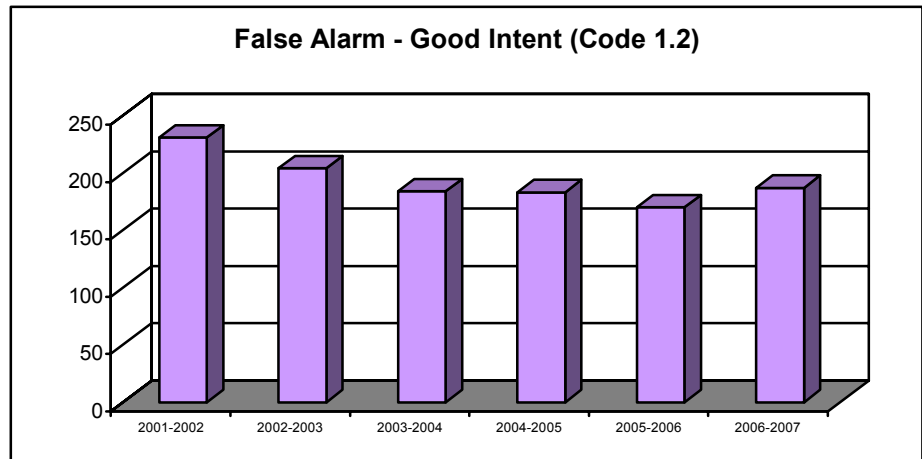
### False Alarm - Malicious (Code 1.1)

Year	Total
2001 - 2002	78
2002 - 2003	89
2003 - 2004	65
2004 - 2005	87
2005 - 2006	42
2006 - 2007	56



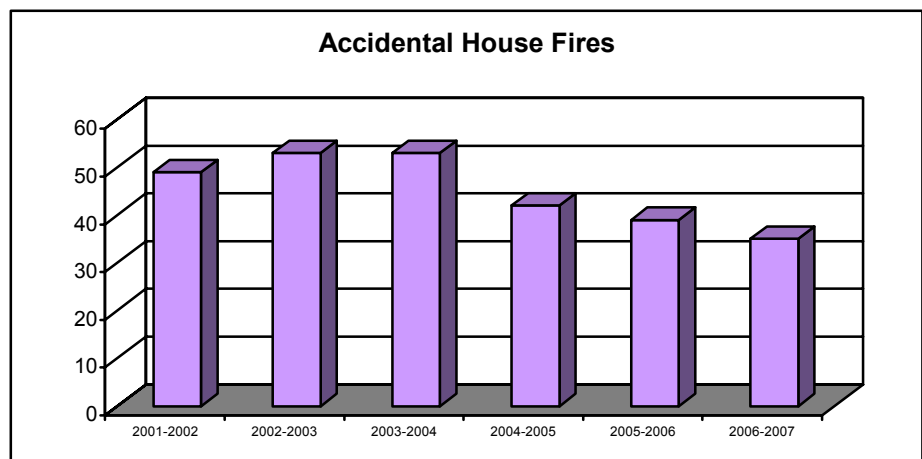
**False Alarm – Good Intent (Code 1.2)**

Year	Total
2001 - 2002	231
2002 - 2003	204
2003 - 2004	184
2004 - 2005	183
2005 - 2006	170
2006 - 2007	187



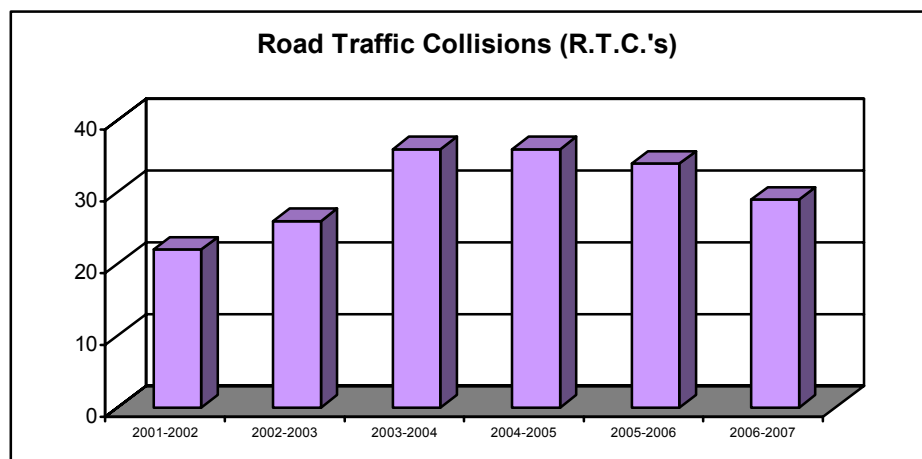
**Accidental House Fires**

Year	Total
2001 - 2002	49
2002 - 2003	53
2003 - 2004	53
2004 - 2005	42
2005 - 2006	39
2006 - 2007	35



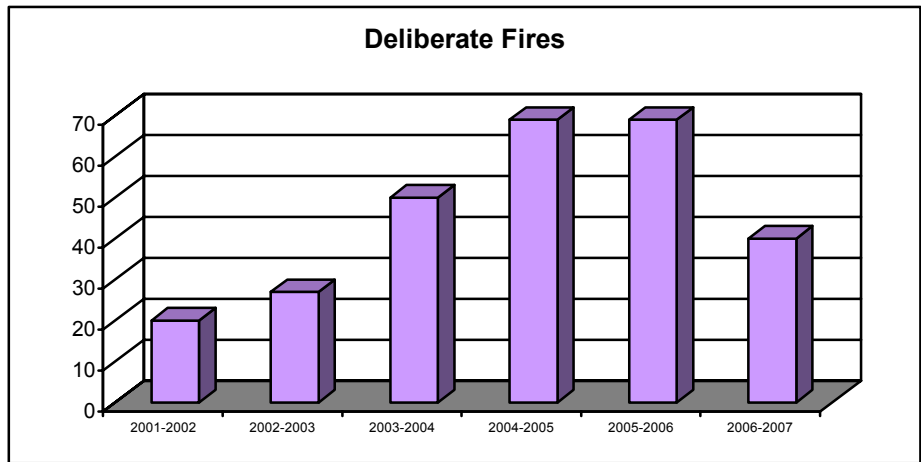
**Road Traffic Collisions (R.T.C.'s)**

Year	Total
2001 - 2002	22
2002 - 2003	26
2003 - 2004	36
2004 - 2005	36
2005 - 2006	34
2006 - 2007	29



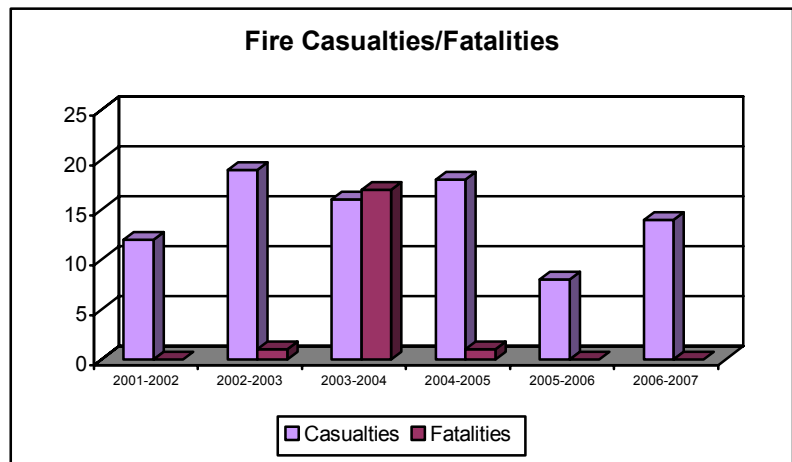
## Deliberate Fires

Year	Total
2001 - 2002	20
2002 - 2003	27
2003 - 2004	50
2004 - 2005	69
2005 - 2006	69
2006 - 2007	40



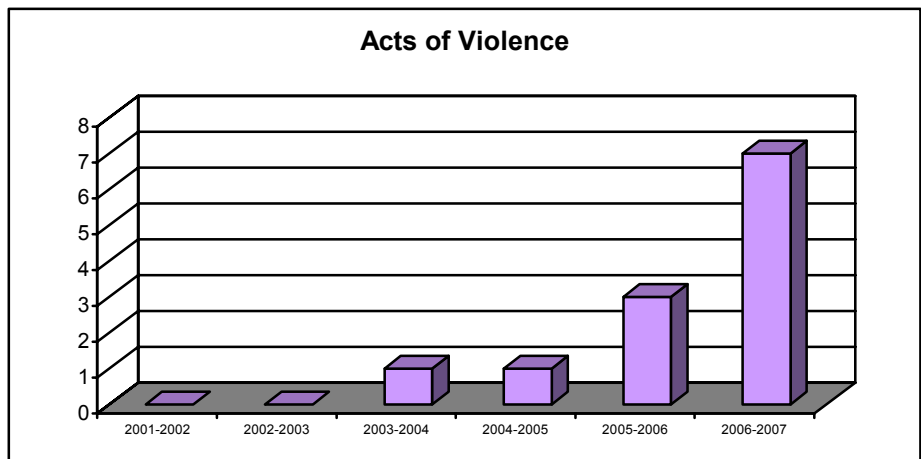
## Fire Casualties

Year	Casualties	Fatalities	Total
2001 - 2002	12	0	12
2002 - 2003	19	1	20
2003 - 2004	16	17	33
2004 - 2005	18	1	19
2005 - 2006	8	0	8
2006 - 2007	14	0	14



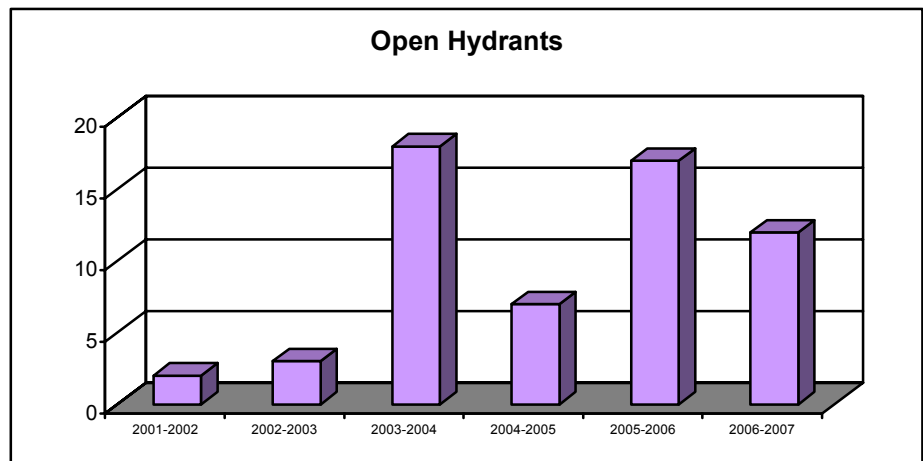
## Acts of Violence

Year	Total
2001 - 2002	0
2002 - 2003	0
2003 - 2004	1
2004 - 2005	1
2005 - 2006	3
2006 - 2007	7



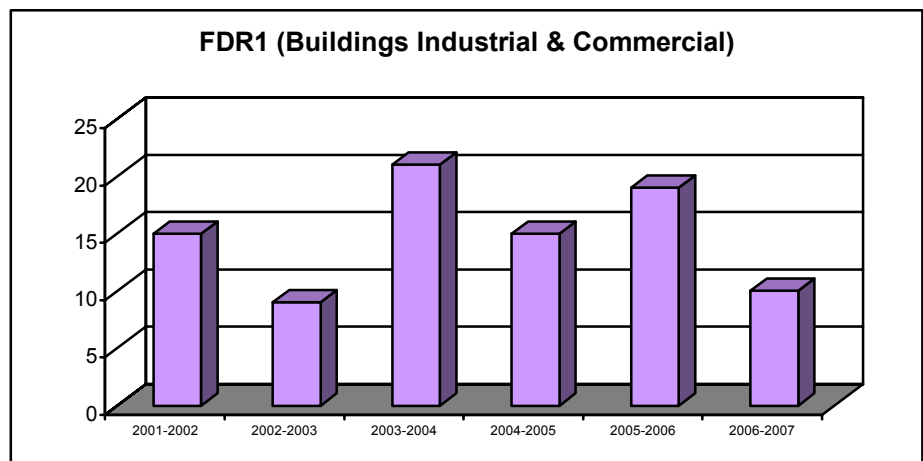
## Open Hydrants

Year	Total
2001 - 2002	2
2002 - 2003	3
2003 - 2004	18
2004 - 2005	7
2005 - 2006	17
2006 - 2007	12



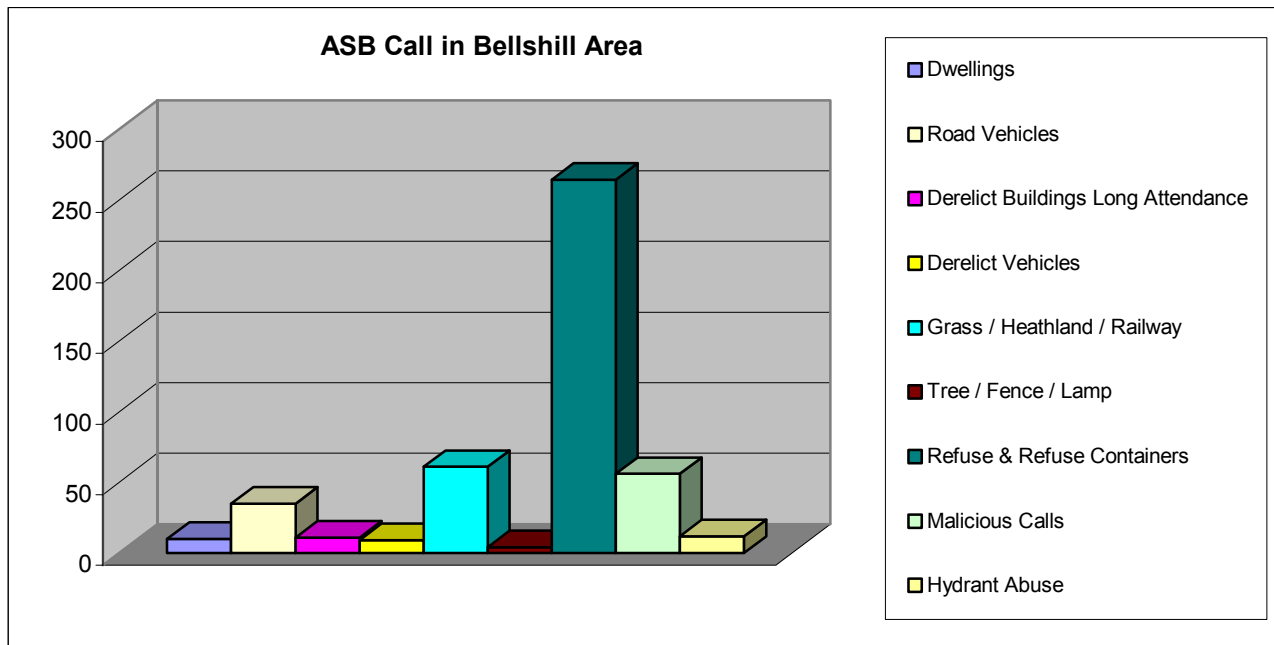
## FDR1 (Buildings Industrial & Commercial)

Year	Total
2001 - 2002	15
2002 - 2003	9
2003 - 2004	21
2004 - 2005	15
2005 - 2006	19
2006 - 2007	10



## Secondary Fires

Secondary fire activity (352 calls) accounted for 33% of the total activity for the station area. Of the total number of secondary fires attended, refuse fires accounted for 75% all of fires within this category.



## Anti Social Behaviour

Anti social behaviour accounts for approximately 75% of all activity within the station area and the costs of such activity is estimated at £480,000.

The largest cost attributed to this activity relates to refuse fires, and is currently estimated at around £400,000.

## Bellshill Fire Station Profile

### Property & Fleet

The present day fire station was opened in 1975; it sits within the curtilidge of Righead Industrial Estate and its main access is off the Old Edinburgh Road, Bellshill.

The station is a single storey building, which sits on a fairly large site that was once used as a Training Centre for new recruits in Lanarkshire.



At the present time the fleet providing emergency response consists of one Rescue Pump, which has a minimum compliment of five to a crew and a Major Incident Unit, which has a minimum crew of three personnel.

The Rescue Pump is also mobilised to act as a support resource for the Major Incident Unit when required.

## **Operational Personnel Profile**

The station has an establishment of 44 operational personnel and 1 Station Commander, which equates to 11 per watch consisting of:

**1 Watch Commander A**  
**2 Crew Commanders**  
**8 Fire fighters**

The experience of the current operational establishment ranges from 20 months to 29 years, 4 fire fighters are currently undertaking their training and development in accordance with the Integrated Personal Development System.

### **Community Safety Personnel Profile**

At present time a Community Safety (Legislative) Officer who is based at Motherwell provides the legislative advice and enforcement for the Bellshill Area.

Although sited remote from the station the officer is directly responsible for the Bellshill area and for the continued legislative support to the Watch Commanders at Bellshill.

### **Support Staff Personnel Profile**

Currently support staff services within the station consist of one Administrative Assistant, one General Assistant, and 1 Cook.

## Managing Attendance

On the 1<sup>st</sup> of September 2005, Strathclyde Fire & Rescue implemented a new managing attendance policy, which encompassed all staff within the organisation

<b>BELLSHILL</b>	<b>1ST</b>	<b>2ND</b>	<b>3RD</b>	<b>4TH</b>	<b>AVERAGE FOR YEAR</b>
<b>2003</b>	0.00%	11.47%	7.00%	4.55%	<b>5.76%</b>
<b>2004</b>	2.22%	2.76%	5.49%	3.60%	<b>3.52%</b>
<b>2005</b>	7.66%	4.97%	6.63%	3.93%	<b>5.80%</b>
<b>2006</b>	4.23%	2.83%	7.25%	7.38%	<b>5.42%</b>

At the present time the rate of absence within Bellshill Fire Station is currently at 5.42%, which is a slight reduction on the previous years return.

Watch availability is maintained by either by the implementation of the Service's detached duty policy or by pre-arranged overtime.

### Finance

A total of £142,000,000 was the allocated revenue budget for the whole of Strathclyde Fire & Rescue.

A total of £1,364,603 of the revenue budget has been allocated to service provision at Bellshill Fire Station. The introduction of devolved budgets at station level has placed responsibilities on Station Commanders to ensure financial management is an integral element of the station plan.

At the present time the devolved budget for Bellshill Fire Station stands at £175,130.

## Useful Contacts

North Lanarkshire Council Elected Members

North Lanarkshire Community Safety Partnership / Forums / Committees

North Lanarkshire Council Community Safety Department

North Lanarkshire Council Housing Department

North Lanarkshire Council Social Services

North Lanarkshire Council Anti Social Behaviour Team

North Lanarkshire Council Community Wardens

North Lanarkshire Council Education Department

Strathclyde Police

Scottish Ambulance Service

Community Safety Co-ordinator

Community Fire fighters

SFR Strategic Youth Development Officer

Groups of interest i.e. Tenants and Residents Associations

Strathclyde Police CCTV Control Room

## Supporting Documentation

Inside Policy – A guide to Scottish Executive Policy for people working in Community Learning and Development

The Scottish executive document “A Curriculum for Excellence” written by the curriculum review group.

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

North Lanarkshire Council Community Partnership – Community Plan 2005 - 2007

**ACTION PLAN: COMMUNITY SAFETY (includes anti-social behaviour reduction & regeneration issues)**

<b>Development Area</b>	<b>Details</b>	<b>Specific Actions</b>	<b>Responsible Person</b>	<b>Anticipated Outcomes</b>	<b>Corporate Priorities</b>	<b>Target Date</b>
Reduction in fire injuries	<b>NL1</b> Reduce fire injuries by 7% (includes fatal and non fatal injuries as one statistic)	Oversee, develop and manage SFR Policies, including Home Fire Safety Visits and Vulnerable persons policy	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR and the NLP, this action will achieve safer communities	1,2,3,7	31 <sup>st</sup> March, 2008
Reduction in fire damage to natural and built environment	<b>NL2</b> Reduce accidental house fires by 3%	Deliver services in line with SFR policies and NLP target	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR and the NLP, this action will achieve safer communities	1,2,4,5,7	31 <sup>st</sup> March, 2008
Reduction in fire injuries. Reduction in fire damage to built environment	<b>NL3</b> Increase the number of HFSVs by 10%	Work in partnership to target activity at high risk/vulnerable persons	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR and the NLP, this action will achieve safer communities	1,2,5,7	31 <sup>st</sup> March, 2008
Reduction of fires in non-domestic premises	<b>NL4</b> Reduce fires in non-domestic premises by 2.5%	Strengthen communication links between community safety and operational staff to ensure identification of trends and take appropriate action	Group Manager Station Manager Watch Manager	Effectively administering Fire Safety legislation	1,2,3,5,7	31 <sup>st</sup> March, 2008
Reduction of fires in non-domestic premises	<b>NL5</b> Reduce the number of deliberate primary fires by 4%	Deliver services in line with SFR policies and NLP target	Group Manager Station Manager Watch Manager	Effectively administering Fire Safety legislation	1,2,3,5,7	31 <sup>st</sup> March, 2008

**ACTION PLAN: COMMUNITY SAFETY (includes anti-social behaviour reduction & regeneration issues)**

<b>Development Area</b>	<b>Details</b>	<b>Specific Actions</b>	<b>Responsible Person</b>	<b>Anticipated Outcomes</b>	<b>Corporate Priorities</b>	<b>Target Date</b>
Reduce anti-social behaviour	<b>NL6</b> Reduce the number of secondary fires by 4%	Develop SFR participation in regeneration and anti-social behaviour reduction agenda	Group Manager Station Manager Watch Manager	Reduce anti-social behaviour, make communities safer	1,2,5,7	31 <sup>st</sup> March, 2008
Reduce anti-social behaviour	<b>NL7</b> Reduce malicious fire/emergency calls by 5%	Develop SFR participation in anti-social behaviour reduction agenda	Group Manager Station Manager Watch Manager	Reduce anti-social behaviour, make communities safer	1,2,3,5,7	31 <sup>st</sup> March, 2008
Reduce the number of false alarms good intent	<b>NL 8</b> Reduce the number of false alarms good intent by 5%	Oversee the management and delivery of SFR policies and actively monitor area incident rates	Group Manager Station Manager Watch Manager	Increase in appropriate actions by building occupiers, less blue light journeys	1,2,3,5,7	31 <sup>st</sup> March, 2008
Reduction in number of unwanted fire signals	<b>NL9</b> Reduce number of unwanted fire alarm signals by 5%	Oversee the management and delivery of SFR policies and actively monitor area incident rates	Group Manager Station Manager Watch Manager	Increase in appropriate actions by building occupiers, less blue light journeys	1,2,3,5,7	31 <sup>st</sup> March, 2008
Reduction in number of road traffic collisions	<b>NL10</b> Reduce the number of road traffic collisions where SFR services are used by 2%	Oversee the management and delivery of SFR policy and NLP aims. Actively monitor area incident rates/trends	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR and the NLP, this action will achieve safer communities	1,2,4,5,7	31 <sup>st</sup> March, 2008

**ACTION PLAN: COMMUNITY SAFETY (includes anti-social behaviour reduction & regeneration issues)**

<b>Development Area</b>	<b>Details</b>	<b>Specific Actions</b>	<b>Responsible Person</b>	<b>Anticipated Outcomes</b>	<b>Corporate Priorities</b>	<b>Target Date</b>
Reduction in number of road traffic collisions	<b>NL11</b> Reduce the number of RTC fatalities by 3%	Oversee the management and delivery of SFR policy and NLP aims. Actively monitor area incident rates/trends	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR and the NLP, this action will achieve safer communities	1,2,4,5,7	31 <sup>st</sup> March, 2008
Reduction in number of road traffic collisions	<b>NL12</b> Reduce the number of RTC non-fatal injuries by 3%	Oversee the management and delivery of SFR policy and NLP aims. Actively monitor area incident rates/trends	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR and the NLP, this action will achieve safer communities	1,2,4,5,7	31 <sup>st</sup> March, 2008
Reduce anti-social behaviour	<b>NL13</b> Reduce the number of attacks on fire crews (acts of violence) by 5%	Participate fully in problem solving and anti-social behaviour units	Group Manager Station Manager Watch Manager	Reduce anti-social behaviour, make communities safer	1,2,5,7	31 <sup>st</sup> March, 2008
Reduce anti-social behaviour	<b>NL14</b> Reduce hydrant misuse/damage by 5%	Continue to be an active partner in the North Lanarkshire Partnership	Group Manager Station Manager Watch Manager	Reduce anti-social behaviour, make communities safer	1,2,5,7	31 <sup>st</sup> March, 2008
Reduce anti-social behaviour	<b>NL15</b> Establish a second CS youth engagement project in a wholetime station	Oversee the management and delivery of SFR policy and NLP aims.	Group Manager Station Manager Watch Manager	Reduce anti-social behaviour, make communities safer	1,2,3,5,7	31 <sup>st</sup> March, 2008
Reduce anti-social behaviour	<b>NL16</b> Manage 100% of juvenile firesetters referrals	Oversee the management and delivery of SFR policy and NLP aims.	Group Manager Station Manager Watch Manager	Reduce anti-social behaviour, make communities safer	1,2,3,5,7	31 <sup>st</sup> March, 2008

**ACTION PLAN: COMMUNITY SAFETY (includes anti-social behaviour reduction & regeneration issues)**

<b>Development Area</b>	<b>Details</b>	<b>Specific Actions</b>	<b>Responsible Person</b>	<b>Anticipated Outcomes</b>	<b>Corporate Priorities</b>	<b>Target Date</b>
Reduction in fire damage to natural and built environment	<b>NL17</b> Contact 100% of non-domestic premises where a fire occurs	Effective administration of fire safety legislation	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR	1,2,3,5,7	31 <sup>st</sup> March, 2008
Reduction in fire damage to natural and built environment	<b>NL18</b> Complete one fire safety audit per week per inspecting officer, in other premises	Effective administration of fire safety legislation	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR	1,2,3,5,7	31 <sup>st</sup> March, 2008
Effective service delivery	<b>NIL19</b> Review community safety management and provision of resources	Initial scoping exercise followed by appropriate action	Group Manager Station Manager	In line with corporate aims of SFR	3,7	31 <sup>st</sup> March, 2008

**ACTION PLAN: PERSONNEL**

<b>Development Area</b>	<b>Details</b>	<b>Specific Actions</b>	<b>Responsible Person</b>	<b>Anticipated Outcomes</b>	<b>Corporate Priorities</b>	<b>Target Date</b>
<p>Increase confidence levels. Reduce the personal and financial impact of short-term cover arrangements</p>	<p><b>NL20</b> Reduce rider shifts lost due to sickness and light duties by 5%</p>	<p>Set up a benchmarking system using recorded data from Wholetime Station/Watch/Department over the preceding three years</p> <p>Raise the profile of this issue and support SFRs Managing Attendance Policy</p> <p>Positively monitor quarterly, Watch, Station and Area returns</p> <p>Identify deficiencies in the crewing of appliances</p> <p>Highlight external influences on watch resources such as training and/or other specific work exceptions</p> <p>Record the number of</p>	<p>Group Manager Station Manager Watch Manager</p>	<p>Effective and safe delivery of services.</p>	<p>1,4,5,7</p>	<p>31<sup>st</sup> March, 2008</p>

**ACTION PLAN: PERSONNEL**

<b>Development Area</b>	<b>Details</b>	<b>Specific Actions</b>	<b>Responsible Person</b>	<b>Anticipated Outcomes</b>	<b>Corporate Priorities</b>	<b>Target Date</b>
		occasions that detached duties are required by a watch and take appropriate action  Record % of occasions when minimum crewing levels are achieved and seek continuous improvement				
Reduce the personal and financial impact of short-term cover arrangements	<b>NL21</b> Reduce working time lost due to sickness for all other staff by 5%	Effective HR management in line with SFR policy	Group Manager Station Manager	Effective delivery of services	4,5,7	31 <sup>st</sup> March, 2008

**ACTION PLAN: DEVELOPMENT**

<b>Development Area</b>	<b>Details</b>	<b>Specific Actions</b>	<b>Responsible Person</b>	<b>Anticipated Outcomes</b>	<b>Corporate Priorities</b>	<b>Target Date</b>
<p>To review the operational preparedness and suitability of the service and area resources to meet local needs</p> <p>To promote and foster joint working with other agencies</p> <p>To exercise local area plans</p> <p>To ensure appropriate staff development</p>	<p><b>NL22</b> To programme, plan and carry out one station off site exercise, for each wholetime and RDS station</p>	<p>Effective communication at community planning and emergency planning levels. Creation of risk assessments.</p> <p>To monitor staff development requirements and fulfil these as appropriate</p>	<p>Group Manager Station Manager Watch Manager</p> <p>Group manager Station manager Watch Manager</p>	<p>Develop operational resilience. Facilitate personal development</p>	<p>1,2,4,5,7</p>	<p>31<sup>st</sup> March, 2008</p>

**ACTION PLAN: OPERATIONS**

<b>Development Area</b>	<b>Details</b>	<b>Specific Actions</b>	<b>Responsible Person</b>	<b>Anticipated Outcomes</b>	<b>Corporate Priorities</b>	<b>Target Date</b>
To assist in the finalisation of fire data research reporting procedures	<b>NL23</b> Continuously monitor the percentage of occasions that FDR final pages are completed within two weeks – achieve 100% compliance	Monitor on an ongoing basis and take appropriate action	Group Manager Station Manager Watch Manager	Effective management and administration	7	31 <sup>st</sup> March, 2008

### ACTION PLAN: RISK MANAGEMENT

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Risk Management.	<b>NL24</b> Develop an area risk management plan	Effective H&S management in line with SFR policy	Area Manager Group Manager Station Manager	Provision of business continuity.	5,7	31 <sup>st</sup> March, 2008
Health, safety and welfare	<b>NL25</b> Reduce accidents by 7%	Manage and deliver services in line with SFR policy	Area Manager Group Manager Station Manager	Provision of safe person concept. Health, safety and welfare of all personnel and service users	5,7	31 <sup>st</sup> March, 2008
Health, safety and welfare	<b>NL26</b> Reduce injuries by 7%	Manage and deliver services in line with SFR policy	Area Manager Group Manager Station Manager	Provision of safe person concept. Health, safety and welfare of all personnel and service users	5,7	31 <sup>st</sup> March, 2008
Health, safety and welfare	<b>NL27</b> Reduce RIDDOR injuries by 10%	Manage and deliver services in line with SFR policy	Area Manager Group Manager Station Manager	Provision of safe person concept. Health, safety and welfare of all personnel and service users	5,7	31 <sup>st</sup> March, 2008
Health, safety and welfare	<b>NL28</b> Reduce near misses by 10%	Manage and deliver services in line with SFR policy	Area Manager Group Manager Station Manager	Provision of safe person concept. Health, safety and welfare of all personnel and service users	5,7	31 <sup>st</sup> March, 2008

**ACTION PLAN: COMMUNITY ENGAGEMENT**

<b>Development Area</b>	<b>Details</b>	<b>Specific Actions</b>	<b>Responsible Person</b>	<b>Anticipated Outcomes</b>	<b>Corporate Priorities</b>	<b>Target Date</b>
Community engagement and community planning	<b>NL29</b> Consult 100% of people who participate in “fire reach” project	Manage Fire Reach programmes in line with SFR policy	Area Manager Group Manager Station Manager	Communicate with stakeholders to inform and seek opinion	6,7	31 <sup>st</sup> March, 2008
Community engagement and community planning	<b>NL30</b> Consult with partners by attending the following meetings: NLP, CSP, LAPs and LATs	Participate fully in the Community Planning process	Area Manager Group Manager Station Manager	Communicate with stakeholders to inform and seek opinion	6,7	31 <sup>st</sup> March, 2008

**ACTION PLAN: ADMINISTRATION**

<b>Development Area</b>	<b>Details</b>	<b>Specific Actions</b>	<b>Responsible Person</b>	<b>Anticipated Outcomes</b>	<b>Corporate Priorities</b>	<b>Target Date</b>
Effective administration	<b>NL31</b> 100% of invoices to be certified correct by relevant departments and passed for payment within 5 working days	Develop and manage robust administration systems in line with SFR policy	Area Administrative Officer Area Support Staff Station Support Assistants	Fair treatment of service users (suppliers). Effective administration	4,7	31 <sup>st</sup> March, 2008