



STRATHCLYDE FIRE & RESCUE
MOTHERWELL STATION PLAN

2007 - 2008

North Lanarkshire Area

mlp

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Introduction

The first review of the Station Plan for Motherwell Fire Station is intended not only to meet the needs of the local community, but also to be an integral component of the Area's Plan for North Lanarkshire. The overarching aim of these integrated plans, is 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 to make North Lanarkshire ***".... 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
- Industrial/Commercial Building fires
- Serious non-fatal casualties from fire
- Malicious secondary fires
- Unwanted fire signals
- 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 93.53 square kilometres, which includes Motherwell, Wishaw and Shotts.



Motherwell Fire Station
Dellburn Street
Motherwell

ML11SE

Tel: 01698 338141

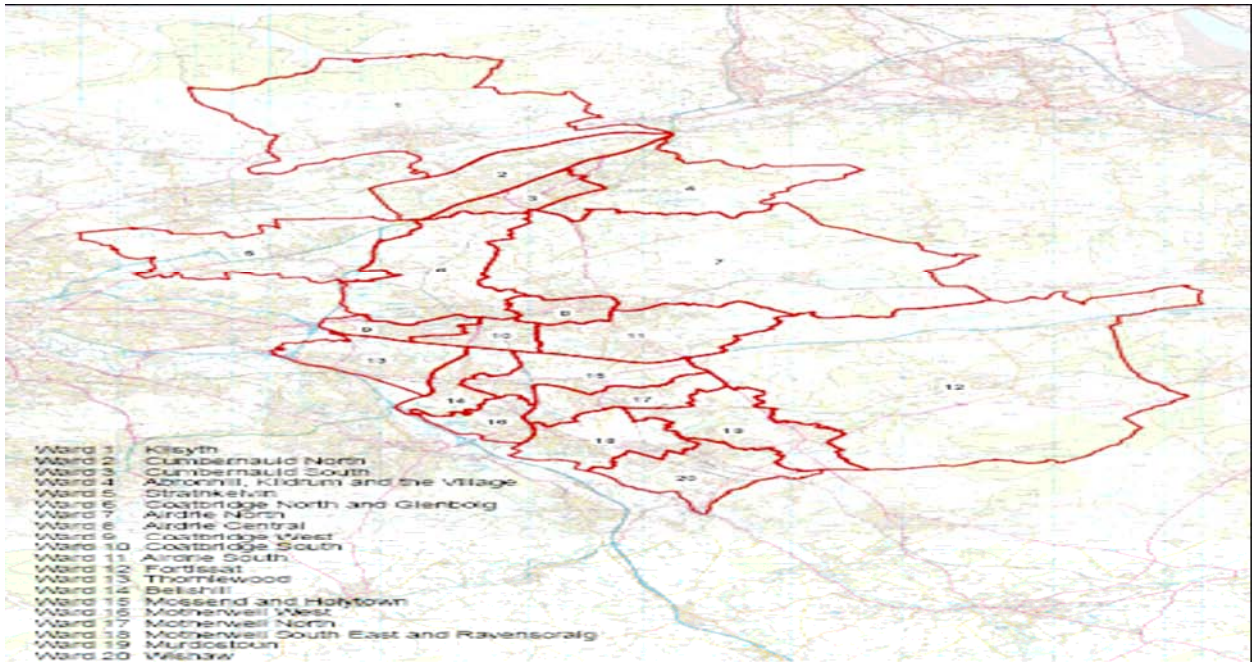
Station Manager:
T. Shearer

The last 2 centuries has seen Motherwell & Wishaw develop commercially through heavy industries including Steel and Engineering works. As with many towns and cities, Motherwell & Wishaw has evolved to meet the changing demands of the commercial sector with many of the traditional industries being replaced, although remainders of these periods are still evident.

Today, Motherwell & Wishaw offer consumers a large choice of retail outlets both in and out of the town centre, in addition to some of the top tourist attractions in the North Lanarkshire area. These include Motherwell Concert Hall, Motherwell and Shotts Heritage Centres, Dalzell Estate, M&D's Leisure and Strathclyde Country Park where over 120,000 people visited this year.

Political Profile

On a local political level North Lanarkshire is divided into 20 electoral wards, 5 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 and Councillor James McCabe is presently the Leader of the Council.



Ward	Motherwell & Wishaw	Councillors
16	Motherwell West	Annette Valentine (SNP) Michael Ross (Labour) Paul Kelly (Labour)
17	Motherwell North	Annita McAuley (Labour) Gordon Stewart (SNP) Helen McKenna (Labour) Peter Nolan (Labour)
18	Motherwell South East & Ravensraig	Alan Valentine (SNP) Kaye Harmon (Labour) Linsey McKay (Conservative) Tommy Lunny (Labour)
19	Murdostoun	Jimmy Martin (Labour) John Taggart (SNP) Nicky Shelvin (Labour)
20	Wishaw	Robert McKendrick (Independent) Clare Adamson (SNP) Frank McKay (Labour) John Pentland (Labour) Sam Love (Labour)

Population

The 2001 census returned a population of 67,289 within the station turnout area, which covers approximately 93.53 km² and accounts for 21% of the total resident population in North Lanarkshire. Stewarton has 5,117 residents, the largest population within the turnout area, with 29,489 households of which 37% are local authority owned.

Age

30 – 44 year olds are the largest represented age group within the area, the average age of which are 39 & 37 years for females and males respectively. About 17% of the resident population are of pension able age, with the under 16-age group representing another 20%. These representations are mirrored both in the North Lanarkshire and Scottish profiles.

Ethnicity

98.7% of the population residing within the station area are white, 96% of them Scottish in origin. The largest representation of minority ethnic groups is Chinese and the least represented group are Bangladeshi & Caribbean. These trends are indicative with both North Lanarkshire as a whole and within Scotland in general.

Employment

The unemployment rate within the area is 8.26%, which is higher than North Lanarkshire average of 3.3%, and 1.05% higher than the Scottish average. There is a high percentage of the unemployed who are classed as not in good health (13%), which is 3% higher than the Scottish average.

Within Motherwell and the surrounding areas there are several employers who employ Motherwell & Wishaw residents on a large-scale basis (more than 250 employees) these include:

- Lanarkshire health Board NHS – Health
- Asda Stores Ltd – Retail
- Corus Steele
- North Lanarkshire Council - Local Authority
- Motherwell College - Education
- Honeywell Control Systems
- Mercury Communications
- First Glasgow

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. The life expectancy of males and females is 70.9 years and 77.8 years respectively. This is 3.4% and 1.2% lower than the Scottish average; however from 1999 these figures have been improving.

Households

The majority of households within the area are owned, at a rate of 52%, which is 12% lower than the Scottish average figure.

Of the total number of households within the station area, pensioners living alone occupy 16% of them. Lone parents with 1 or more dependent children occupy 9% of the total number of the households. Overall female lone parents outnumber male lone parents by a ratio of 18:1.

Community Engagement

Local Area Teams

In order to comply with new directives set by the Scottish Executive the Station Manager will sit on the Motherwell Local Area Team and also the Wishaw Local Area Team.

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 Local Area Team (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.

Cut It Out

Strathclyde Fire & Rescue has for a number of years ensured that its personnel are fully equipped to deal with the aftermath of Road Traffic Collisions (R.T.C.'s). The experience and knowledge that personnel have amassed over the years should not be underestimated; such experiences can play a vital role in assisting with the reduction of road death and injury through a number of preventive initiatives. The Cut it out programme is designed to enable Strathclyde Fire & Rescue, in conjunction with its partners, to operate proactively within our communities sharing the combined goal of reducing road death and injury.

The programme, which has been under development for the past three years, is the culmination of a partnership between Strathclyde Fire & Rescue, North Lanarkshire Planning & Environment Road Safety Department, North Lanarkshire Education Department and Strathclyde Police. During the development phase numerous evaluations were undertaken within Secondary/ High Schools throughout North Lanarkshire. The evaluation proved to be extremely effective and beneficial to the over all programme, participating students were asked to complete an evaluation sheet at the end of each session resulting in the adoption of various ideas and suggestions which have seen the programme adapt into what it is today.

Primarily the programme is designed to target young drivers of a similar age, as well as young people who may be passengers within a vehicle being driven by a young driver.

The programme's aim is to reduce the numbers of young people killed, injured or involved in R.T.C.'s within the Strathclyde Fire & Rescue's area, indeed the 17-25 age group accounts for over 21% of all drivers killed.

The programme is targeted at S6 students, it is curricular based and is designed to introduce students to the dangers and consequences of bad driving practices. The programme utilises a range of multi-media applications such as incident scenario, post crash audio recording, incident investigation and discussion, role of the emergency services, viewing of crashed vehicle, report and conclusions. This interactive approach has, and continues, to demonstrate willingness by students to understand the dangers and how they may be avoided.

To date the dedicated staff from Motherwell have visited 18 of the 25 High Schools in the North Lanarkshire area, engaging with over 1200 young people. The programme for the next school term is being produced and a new corporate approach is planned to include all the Local Authorities within the Strathclyde Fire and Rescue area.

Risk Portfolio

Life Risks

In addition to the 29,489 domestic households within the turnout area, Motherwell 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:

Hospitals

Wishaw Hospital is one of two general hospitals in North Lanarkshire. The Hospital provides primary health care across a wide range of departments and also provides Accident & Emergency facilities. Nursing accommodation is also provided adjacent to the hospital. There is also Strathclyde Hospital, which is a small geriatric unit in the area.

Fir Park Football Stadium

Fir Park Stadium is home to Motherwell Football Club, currently in the Scottish Premier League. The stadium has 4 stands, which are of modern concrete and steel construction. The stadium tragedies of Bradford and Hillsborough brought about radical changes with regards to spectator safety and as a result of legislation and stricter regulation; the Fir Park venue is a purpose built 12,000 all seated stadium.

Other Life Risks

Other significant life risks within the station turnout area include the 1800 capacity Concert Hall with the 394 capacity Theatre; 28 certified Hotels and Boarding Houses; 9 Local Authority Nursery Schools; 42 Primary Schools, 9 Secondary/High Schools: 3 Special Needs Schools and approximately 80 licensed Public Houses and Clubs.

Other Risks

A wide variety of property risks are evident within the turnout area, including 142 certified factories, offices, shops and railways premises. The area also numbers several historic buildings located throughout the area. Examples of buildings of this type include Dalzell House and Kirk O'Shotts Church.

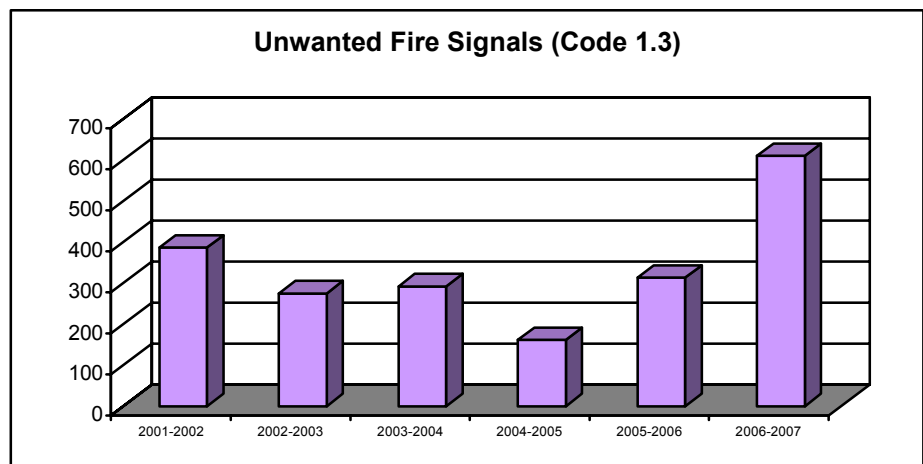
Operational Activity

Total Incidents

For the period 1st January 2006 to 31st December 2006 a total number of 3037 incidents were attended within the station area. Analysis of these incidents revealed that there were 25 fire casualties and 0 fire fatalities. Almost a quarter of the total turnouts were due to unwanted fire signals (20% of all mobilisations).

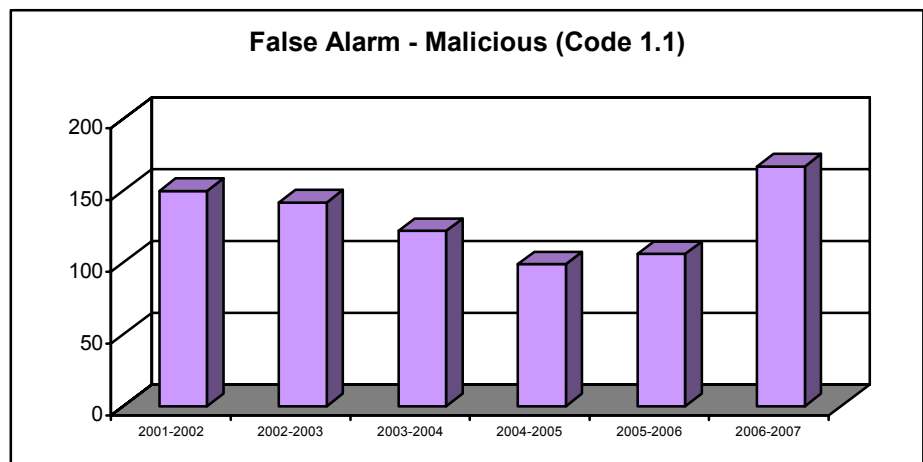
Unwanted Fire Signals (Code 1.3)

Year	Total
2001 - 2002	387
2002 - 2003	275
2003 - 2004	292
2004 - 2005	162
2005 - 2006	313
2006 - 2007	610



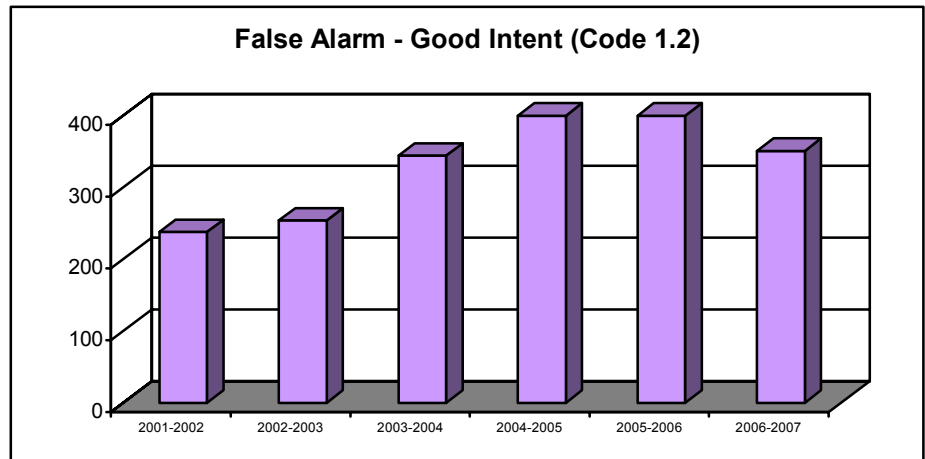
False Alarm - Malicious (Code 1.1)

Year	Total
2001 - 2002	150
2002 - 2003	142
2003 - 2004	122
2004 - 2005	99
2005 - 2006	106
2006 - 2007	167



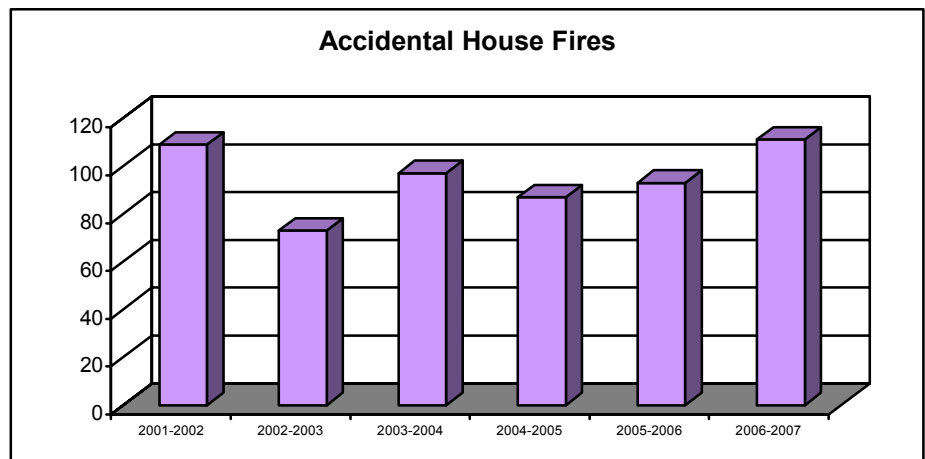
False Alarm – Good Intent (Code 1.2)

Year	Total
2001 - 2002	238
2002 - 2003	254
2003 - 2004	344
2004 - 2005	406
2005 - 2006	407
2006 - 2007	351



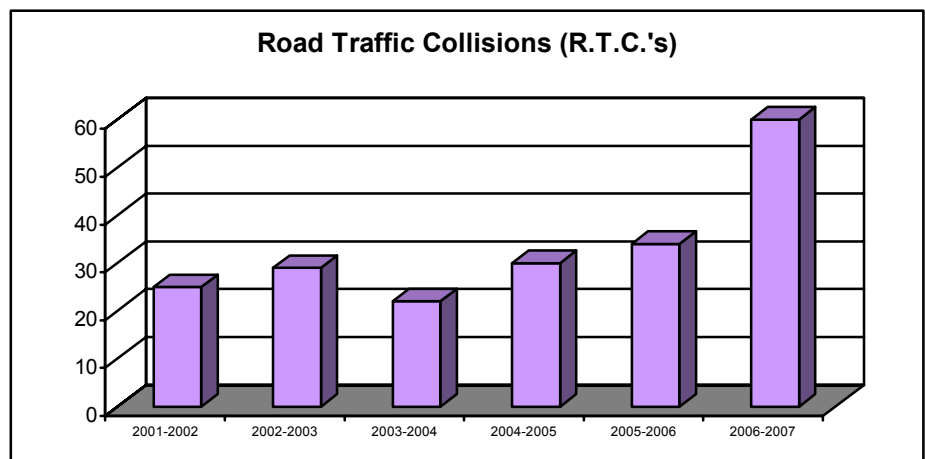
Accidental House Fires

Year	Total
2001 - 2002	109
2002 - 2003	73
2003 - 2004	97
2004 - 2005	87
2005 - 2006	93
2006 - 2007	111



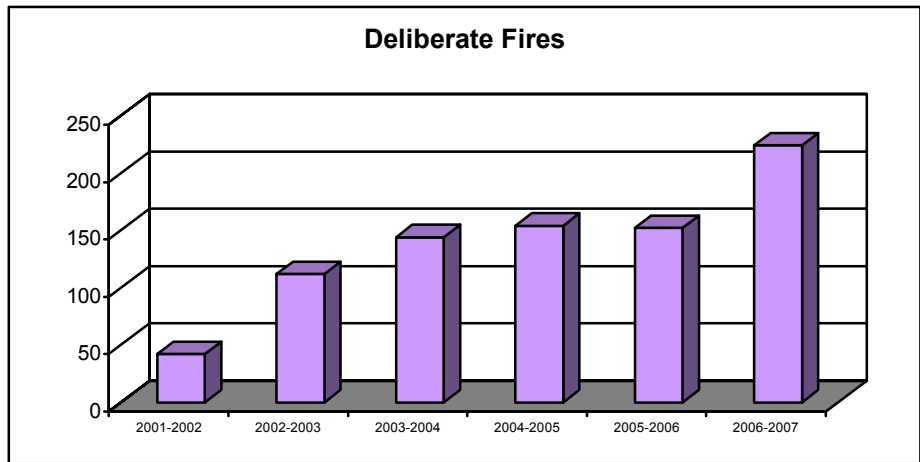
Road Traffic Collisions (R.T.C.'s)

Year	Total
2001 - 2002	25
2002 - 2003	29
2003 - 2004	22
2004 - 2005	30
2005 - 2006	34
2006 - 2007	60



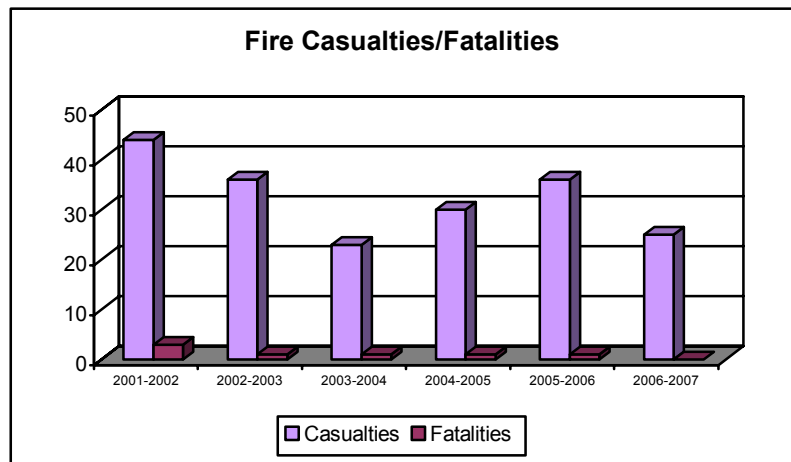
Deliberate Fires

Year	Total
2001 - 2002	42
2002 - 2003	112
2003 - 2004	144
2004 - 2005	154
2005 - 2006	152
2006 - 2007	224



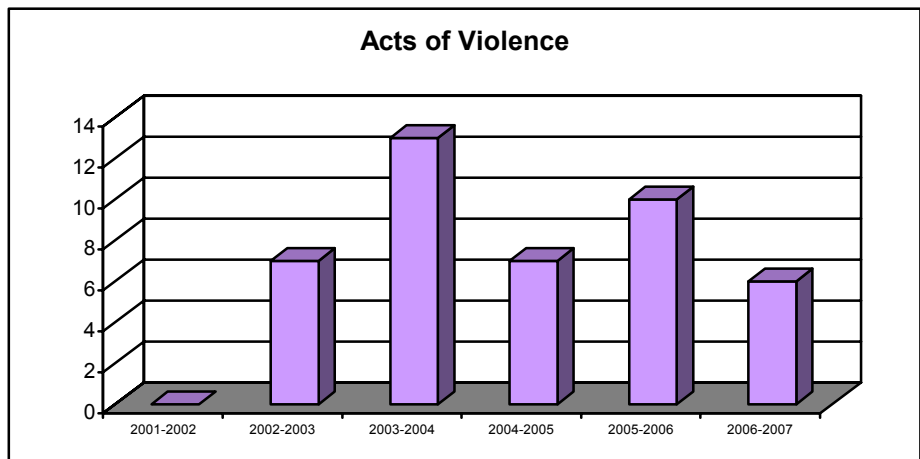
Fire Casualties

Year	Casualties	Fatalities	Total
2001 - 2002	44	3	47
2002 - 2003	36	1	37
2003 - 2004	23	1	24
2004 - 2005	30	1	31
2005 - 2006	36	1	37
2006 - 2007	25	0	25



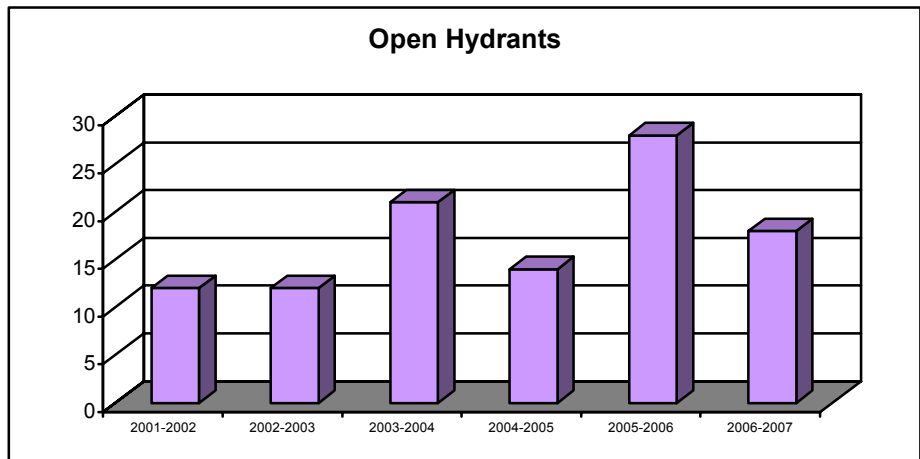
Acts of Violence

Year	Total
2001 - 2002	0
2002 - 2003	7
2003 - 2004	13
2004 - 2005	7
2005 - 2006	10
2006 - 2007	6



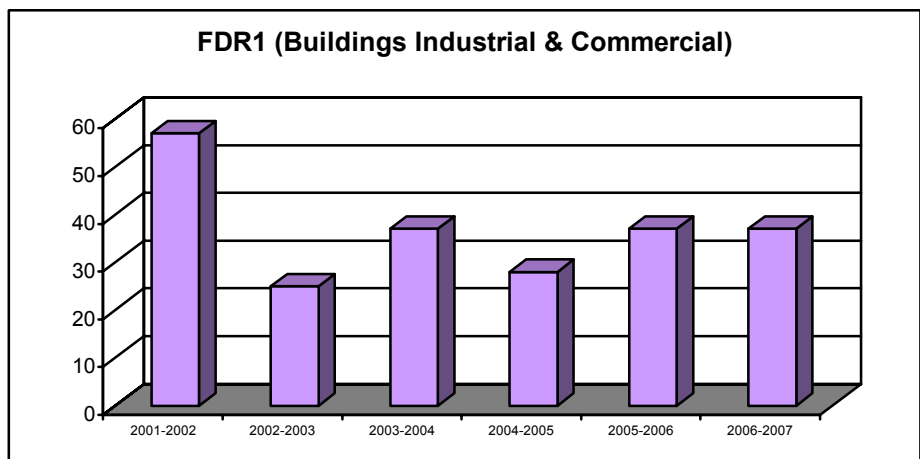
Open Hydrants

Year	Total
2001 - 2002	12
2002 - 2003	12
2003 - 2004	21
2004 - 2005	14
2005 - 2006	28
2006 - 2007	18



FDR1 (Buildings Industrial & Commercial)

Year	Total
2001 - 2002	57
2002 - 2003	25
2003 - 2004	37
2004 - 2005	28
2005 - 2006	37
2006 - 2007	33



Secondary Fires

Secondary fire activity accounted for 42.54% of the total activity for the station area. Of the total number of secondary fires, refuse fires accounted for 62.53% all of fires within this category.

Anti Social Behaviour

Anti social behaviour accounts for over 46% of all activity within the station area, and the estimated cost such activity is estimated at £2.4 million. The biggest cost attributed to this activity is refuse fires, which is currently estimated at £1,345,200.

Motherwell Fire Station Profile

Property & Fleet

Motherwell Fire Station
Dellburn Street
Motherwell
ML11SE

Tel: 01698 338141
Station Manager: T. Shearer.



At the present time the fleet providing emergency response consists of two rescue pumps.



Trained Water Rescue Personnel and the equipment for carrying out such rescues are based at Motherwell and provide cover for the whole of Strathclyde.

Operational Personnel Profile

The station establishment is 56 operational personnel which equates to 14 per watch consisting of:

- 1 Watch Manager B
- 2 Crew Managers
- 11 Firefighters

The experience of the current operational establishment ranges from 9 months to 30 years, 6 firefighters are currently undertaking their training and development in accordance with the Integrated Personal Development System.

Community Safety Personnel Profile

At the present time, Community Safety Officers based at Motherwell provide legislative, advice and educational services to the station area. Legislative enforcement is provided by 2 Watch Managers; supporting the process of Community Safety and Community Planning within the Station area is an assigned Community Safety Co-ordinator based at Motherwell. A further 2 Firefighters based at Motherwell provide community education and advice for the whole of North Lanarkshire.

Support Staff Personnel Profile

Currently support staff services within the Station consist of 2 Jobshare Administrative Assistants, 1 General Assistant and 1 Cook.

Managing Attendance

On the 1st September 2005, Strathclyde Fire & Rescue implemented a new Managing Attendance policy, which encompassed all staff within the organisation.

At the present time the rate of absence within Motherwell Fire Station is currently at 6.72%, which is 1.7% below the North Lanarkshire rate. Watch availability is maintained by either the implementation of the Service's detached duty policy or by pre-arranged overtime.

Finance

The introduction of devolved budgets at station level has placed responsibilities on Station Managers to ensure financial management is an integral element of the Station Plan. At the present time the devolved budget for Motherwell Fire Station stands at £1,748,911 for 2007/8.

Useful Contacts

North Lanarkshire Council Elected Members-: 01698 302222

North Lanarkshire Community Safety Partnership / Forums / Committees-: Northlan Website

North Lanarkshire Council Community Safety Department-: 01698 638601

North Lanarkshire Council Housing Department-: 01236812500

North Lanarkshire Social Work Department-: 01698 332000

North Lanarkshire Council Anti Social Behaviour Team-: Northlan Website

North Lanarkshire Council Community Wardens-: Northlan Website

North Lanarkshire Council Education Department-: 01236 812222

Strathclyde Police Motherwell Community Safety-: 01698 483142

Scottish Ambulance Service-: 01698 164201 (Admin)

Motherwell Fire Station-: 01698 338 127

Community Safety Co-ordinator-: 01698 338104

Community Firefighters-: 01698 338154

Motherwell Community Fire Safety Legislative Department-: 01236 420214

SFR Strategic Youth Development Officer-: 01698 338390

Groups of interest i.e. Tenants and Residents Associations-: Northlan Website

Strathclyde Police CCTV Control Room-: 01698 483000

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)

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Reduction in fire injuries	NL1 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 st March, 2008
Reduction in fire damage to natural and built environment	NL2 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 st March, 2008
Reduction in fire injuries. Reduction in fire damage to built environment	NL3 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 st March, 2008
Reduction of fires in non-domestic premises	NL4 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 st March, 2008
Reduction of fires in non-domestic premises	NL5 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 st March, 2008

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

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Reduce anti-social behaviour	NL6 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 st March, 2008
Reduce anti-social behaviour	NL7 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 st March, 2008
Reduce the number of false alarms good intent	NL 8 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 st March, 2008
Reduction in number of unwanted fire signals	NL9 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 st March, 2008
Reduction in number of road traffic collisions	NL10 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 st March, 2008

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

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Reduction in number of road traffic collisions	NL11 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 st March, 2008
Reduction in number of road traffic collisions	NL12 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 st March, 2008
Reduce anti-social behaviour	NL13 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 st March, 2008
Reduce anti-social behaviour	NL14 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 st March, 2008
Reduce anti-social behaviour	NL15 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 st March, 2008
Reduce anti-social behaviour	NL16 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 st March, 2008

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

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Reduction in fire damage to natural and built environment	NL17 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 st March, 2008
Reduction in fire damage to natural and built environment	NL18 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 st March, 2008
Effective service delivery	NIL19 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 st March, 2008

ACTION PLAN: PERSONNEL

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Increase confidence levels. Reduce the personal and financial impact of short-term cover arrangements	NL20 Reduce rider shifts lost due to sickness and light duties by 5%	<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>	Group Manager Station Manager Watch Manager	Effective and safe delivery of services.	1,4,5,7	31 st March, 2008

ACTION PLAN: PERSONNEL

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
		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	NL21 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 st March, 2008

ACTION PLAN: DEVELOPMENT

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
<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>NL22 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>31st March, 2008</p>

ACTION PLAN: OPERATIONS

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
To assist in the finalisation of fire data research reporting procedures	NL23 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 st March, 2008

ACTION PLAN: RISK MANAGEMENT

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Risk Management.	NL24 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 st March, 2008
Health, safety and welfare	NL25 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 st March, 2008
Health, safety and welfare	NL26 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 st March, 2008
Health, safety and welfare	NL27 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 st March, 2008
Health, safety and welfare	NL28 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 st March, 2008

ACTION PLAN: COMMUNITY ENGAGEMENT

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Community engagement and community planning	NL29 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 st March, 2008
Community engagement and community planning	NL30 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 st March, 2008

ACTION PLAN: ADMINISTRATION

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Effective administration	NL31 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 st March, 2008