

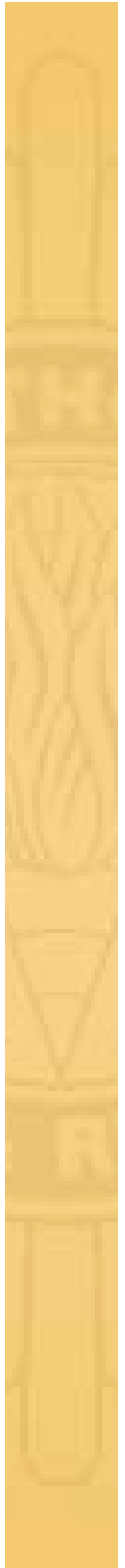
STRATHCLYDE  
FIRE & RESCUE



# Service Plan

2007 - 2010

STRATEGIC PLANNING DIRECTORATE



# Strategic Planning Directorate

## Service Plan 2007 – 2008

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## Section 1: Strategic Planning Directorate

### 1.1 Introduction

The Strategic Planning Directorate exists to assist the Board of Strathclyde Fire and Rescue (SFR) and its Chief Officer to make informed decisions about how to deliver services that meet the needs of communities within the Strathclyde area.

SFR's Strategic Planning Directorate was created in 2005 to co-ordinate and integrate the Service's approach towards corporate governance, development and planning.

Whilst still in its infancy, the Directorate's effectiveness in key areas has already been demonstrated through the development and production of the Board's Integrated Risk Management Plan (IRMP) and the introduction of a systematic approach to service planning.

The Director of Strategic Planning is committed to building upon these early successes to provide a robust and open governance framework. This framework aims to provide citizens, communities, elected members, managers and staff with a high level of confidence in Strathclyde Fire & Rescue's effectiveness in directing resources towards

***“Making our communities safe places to live, work and visit”.***

This document explains the work of the Directorate and sets out how it will help the Board of SFR to deliver its overall aims and objectives.

### 1.2 Role and responsibilities

The Strategic Planning Directorate's principal role is to provide specialist advice to the Chief Officer and senior managers by assessing the impact of proposals, initiatives and decisions in terms of their compliance with legislation and codes of practice, thus enabling them to advise the Board of SFR.

The role also includes the provision of information and recommendations that assist SFR to achieve and set good practice.

The Directorate is divided into five Sections with specific responsibilities for: -

#### **Health and Safety**

The Health and Safety section provides the Service with professional policy and advice on safety matters. Corporate responsibilities include the maintenance of safe systems of work, accident, injury prevention and securing compliance with relevant Health and Safety legislation.

### **Legal Services**

The Legal Services section undertakes several key roles within the organisation. Whilst many of these functions are geared towards safeguarding the interests of the Board of SFR, the section also provides advice and guidance to staff at all levels, particularly those with decision-making responsibilities.

### **Corporate Development**

This section has responsibility for the provision of corporate services in terms of developing and maintaining a consistent and systematic approach across the service in areas such as IRMP, consultation and communication, performance management, project management and development of the Fire Services Emergency Cover (FSEC) model.

### **Data Services**

As the title suggests, the Data Services section has responsibility for the management of data and information collected by the service in the course of conducting the business of a Fire and Rescue Service. As well as capturing such information, the section is also responsible for ensuring that this information remains available in an accurate, relevant and accessible format when required to inform managerial decision-making and for reporting to stakeholders. The section also has responsibility for the collection and storage of operational intelligence for crews responding to emergency incidents.

### **Information and Communication Technology**

The Information Technology Department offers a corporate service for the access, storage and management of information to the business users, through the development, installation, implementation and support of computer systems and applications. The IT Department support the corporate objectives by enabling technology in line with the business needs.

Together, these five sections of the Directorate cover key areas of corporate responsibility that cut across all areas of SFR activity thus making it possible to provide integrated wide-ranging advice on a variety of subject matters.

The role includes the development and maintenance of an effective risk management framework to support SFR's strategic direction whilst identifying and controlling a variety of risks to the organisation.

The Directorate also acts on behalf of the Corporate Management Team (CMT) by undertaking specific corporate responsibilities such as co-ordination of external audit preparation, freedom of information, development of the corporate planning process, corporate communications and development of the Performance Management Framework. More detail on specific responsibilities is given below and elsewhere in this document under appropriate section headings.

## Other responsibilities

Other than responsibilities discharged through delegation to sections within the Directorate, other specific duties are undertaken on a cross-functional basis. These include: -

- Administration and monitoring of the Corporate Complaints Procedure.
- Monitoring and review of arrangements for securing compliance with SFR's Equality Schemes.
- Provision of administrative support to the Corporate Strategy Team (CST).
- Provision of co-ordination, support and administration services for SFR Service Continuity and Scrutiny forums.

## 1.3 Structure

The following structure outlines the key roles within the Directorate at present.



## 1.4 Objectives

The Directorate's principal aim mirrors that of SFR as a whole in that we seek to become ***'a major partner in making communities safer'***. This translates into working with internal and external partners to assist SFR to achieve the following Corporate Priorities;

1. Actively identifying, assessing and reducing risks to communities.
2. Minimising the effects of fire and other emergencies.
3. Effectively administering Fire Safety legislation.
4. Promoting health, safety and welfare.
5. Achieving fairness and equality in the treatment of all staff and service users.
6. Communicating with stakeholders to inform and seek opinion.
7. Making the best use of all resources.

The Directorate's objectives focus on: -

- Maintaining effective partnerships with SFR Directorates to achieve a consistent and systematic approach towards the delivery of Corporate Priorities.
- Development of and support in the use of, tools and mechanisms that assist the Service to engage all SFR stakeholders in; service development, design and planning processes.
- Development of information management and performance monitoring systems to meet both internal and external requirements and expectations.
- Assessment of the Service's internal and external communication systems, identification of areas for improvement and development of improvement plans.
- Securing Best Value in the provision of legal advice and support to the Board of SFR and the services for which it is responsible.
- Delivering continuous improvement in health, safety and welfare arrangements and performance.
- Identifying and quantifying risks that impact upon the Board's ability to provide effective and efficient services to its internal and external stakeholders.
- Promote the safety of all employees and others affected by the Service's activities, and compliance with statutory obligations in relation to health, safety, welfare and the environment.

## **1.5 Performance Improvement**

The Directorate has principal responsibility for the application of the Scottish Public Service Improvement Framework (PSIF) within Strathclyde Fire and Rescue. PSIF being a collaborative initiative between the Scottish Executive, Quality Scotland, West Lothian Council, Investors in People Scotland and the Scottish Improvement Service to integrate the European Foundation for Quality Management (EFQM) Excellence Model, Investors in People (IiP) and Chartermark into an improvement system for local government in Scotland. SFR is participating in an early pilot by introducing the system within the Strategic Planning Directorate, the Finance Directorate, South Glasgow and South Lanarkshire areas.

The roll-out of PSIF is one of the Directorate's key improvement activities for 2007-2010 and funding, secured for corporate development for training in the Excellence Model, will be reallocated to include other elements of PSIF as indicated in the Corporate Development Section's Action Plan.

## Section 2: Health and Safety

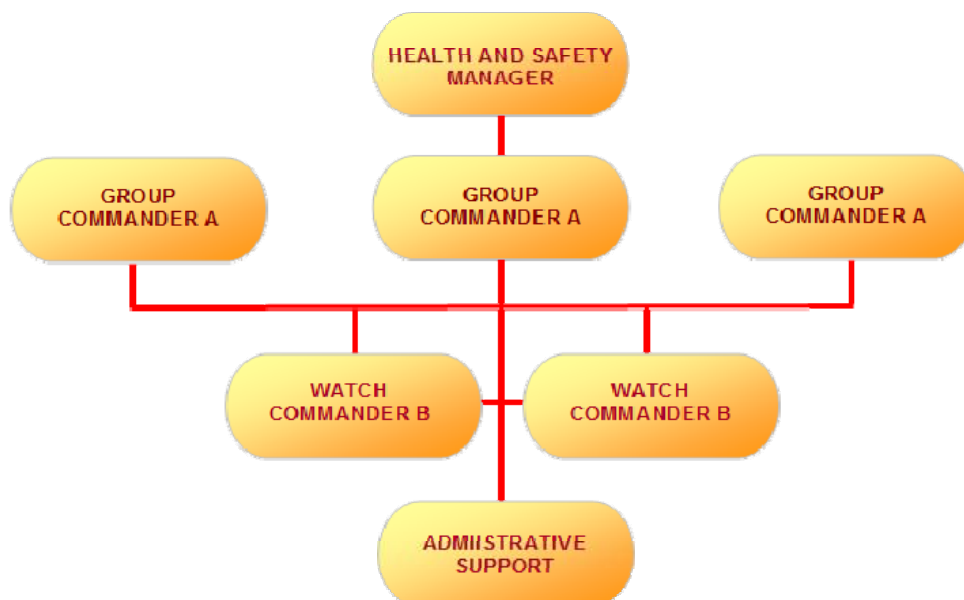
### 2.1 Role and Responsibilities

The Health and Safety section endeavours to provide the best possible advice and support to SFR, and its Board, in the most effective and efficient way possible.

The section strives to ensure that the safety of all employees and others affected by the activities of the Service is assured and ensures compliance with statutory obligations in relation to health, safety, welfare and the environment.

### 2.2 Structure

The head of the section is the Health and Safety Manager, with the section structure detailed as below.



### 2.3 Objectives

Issues to be addressed during the lifetime of this plan include: -

- Review of Service health and safety policy.
- Review and development of risk assessment process.
- Review and development of current health and safety training provision.
- Develop and implement manual handling operations training.
- Establish inter-departmental meetings.
- Review and development of the approach towards exposure to noise at work.
- Review and development of the approach towards exposure to vibration at work.
- Develop and introduce an Operational Assurance system.
- Develop approach towards stress at work.

## Health and Safety Section Activities

Essentially the Health and Safety section's work falls into the following main categories: -

- Accident Investigation
- Policy Formulation
- Newsletters
- Projects
- Legal Issues
- Training and Development
- Operational Activity

## Service Standards and Targets

To improve overall health and safety performance within the Service measurable through the following reductions:

- 4% reduction in the number of total number of accidents
- 4% reduction in major injuries
- 4% reduction in acts of violence

## Performance Monitoring, Assessment and Reporting

Indicator	What does the Indicator tell us?	How often is it measured?	Who is it reported to?
<p><b>The number of recorded injuries to staff</b></p> <p><b>Number of RIDDOR injuries</b></p> <p><b>Number of reported 'near misses'</b></p>	These show our effectiveness in delivering a safety culture within SFR	Monthly	<p>Director CMT, CST, PAG</p> <p>HMIFSS</p>
<b>% of workforce qualified to NEBOSH General Certificate standard</b>	Indicates our effectiveness in raising awareness	Quarterly	Director
<b>Number of attacks on firefighters</b>	Effectiveness in providing a safe working environment and measures impact of specific protective legislation	<p>Quarterly</p> <p>Monthly</p> <p>Annually</p>	<p>CMT, CST, PAG Director</p> <p>HMIFSS</p>
<b>The % of complaints survey responses where the complainant was satisfied with the way their complaint was handled</b>	Provides a measure of the service's customer focus	Annually	CMT CST Director

## 2.4 Action Plan

Action Plan Objective	Specific Action	Details	Anticipated Outcome	Corporate Priority	Target Completion Date	Responsible Person
<b>Health and Safety Policy</b>	Review Health and Safety Policy to ensure it accurately reflects current structure and arrangements as required under the Health and Safety at Work etc, Act 1974	Review existing policy	A health and safety policy which accurately reflects the structure of SFR, promoting a positive health and safety culture	1,2,4,5,6,7	March-06	H&S Manager
		Liaise with stakeholders			April-07	H&S Manager
		Implement revised policy			Sep-07	H&S Manager
		Interim evaluation			Jan-08	GCA
		Audit and Review			March-08	H&S Manager
<b>Health and Safety Management System</b>	Develop and implement a robust electronic Health and Safety Management System	Conduct needs analysis	Implementation of a robust electronic Health and Safety management System, which support commitment to provide a safe working environment for all employees as outlined with SFR's Health and Safety policy. The system will be accessible by all employees	1,2,4,5,6,7	Nov-06	H&S Manager
		Develop specification			Jan-07	H&S Manager/ GCA
		Liaise with Procurement			Jan-07	GCA
		Invite tenders			Feb-07	GCA
		Appoint provider			Mar-07	H&S Manager
		Develop system			Apr-07	H&S Manager/ GCA
		Implementation of initial system and modules: events, risk assessments, library and reporting.			Oct-07	All

Action Plan Objective	Specific Action	Details	Anticipated Outcome	Corporate Priority	Target Completion Date	Responsible Person
<b>Health and Safety Management System (cont)</b>		Implementation of remaining modules: COSHH and additional assessments e.g. PPE and DSE.			Mar-08	All
		Interim evaluation			July-08	GCA
		Audit and Review			Sep-08	H&S Manager
<b>Risk Assessment</b>	Review and develop risk assessment process to ensure compliance with the Management of Health and Safety at Work Regulation 1999	Review existing arrangement	A robust risk assessment process which supports the need for suitable and sufficient risk assessments for all employees	1,4,5,7	Mar-07	GCA
		Develop module within electronic health and safety management system.			May-07	H&S Manager/ GCA
		Implement module			Oct-07	H&S Manager/ GCA
		Develop programme in conjunction with Directorates/Areas to review/conduct assessments			Oct-07	GCA
		Interim evaluation			Jan-08	GCA
		Audit and Review			Mar-08	H&S Manager
<b>Manual Handling</b>	Development of a training and awareness package for manual handling as required under Manual Handling Operations Regulations 1992	Develop micro media package	A manual handling training and awareness package which assists in reduction of risk arising from manual handling activities	1,4,5,7	Mar-06	WCB
		Identify trainers			Sept-07	WCB
		Roll out training – dependent on ICT solution			Oct-07	H&S Manager/ WCB
		Interim evaluation			Jan-08	WCB
		Audit and Review			Mar-08	H&S Manager

Action Plan Objective	Specific Action	Details	Anticipated Outcome	Corporate Priority	Target Completion Date	Responsible Person
<b>Vibration</b>	Develop, implement and monitor a programme to control exposure to vibration at work as required under the control of vibration at work regulations 2005	Conduct vibration assessments (external contractor)	A robust system for the management of exposure to vibration at work	1,4,5,7	Apr-07	H&S Manager
		Develop system for recording/collation of information			Oct-07	H&S Manager/ GCA
		Liaise with occupational health			June-07	H&S Manager
		Implement identification system			Dec-07	GCA
		Develop training/awareness programme			Nov-07	GCA
		Interim evaluation			Jan-08	GCA
		Audit and Review			Mar-08	H&S Manager
		<b>Health and Safety Training</b>			Review and develop current health and safety training arrangements for all staff within SFR, reviewing training provided for each dedicated role	Review current training information
Liaise with Human Resources	Oct-07		GCA			
Complete report on findings	Nov-07		GCA			
Develop/update as necessary	Mar-08		H&S Manager/ GCA			
<b>Acts of Violence</b>	Implement a joint Directorate approach to further investigate this problem (Health and Safety, Community Safety and Operations).	Determine needs via statistical analysis	Joint Directorate initiatives to further combat acts of violence	1,4,5,6,7	Sept-07	H&S Manager
		Liaise with stakeholders			Oct-07	H&S Manager/ GCA

Action Plan Objective	Specific Action	Details	Anticipated Outcome	Corporate Priority	Target Completion Date	Responsible Person			
		Develop action plan	Provision of Conflict Resolution Training for all relevant employees	1,4,5,6,7	Dec-07	H&S Manager/ GCA			
		Implement action plan			Mar-08	All Members			
		Interim evaluation			Nov-08	GCA			
		Audit and Review			Jan 08	H&S Manager			
	Develop proposal for conflict management training.	Determine needs			Dec 07	H&S Manager			
		Source Provider			Jan 08	WCB			
		Develop business case			Mar 08	H&S Manager			
		Tender process			Dependant on outcome of business case	H&S Manager			
		Roll out programme			As above	H&S Manager			
		Interim evaluation			As above	H&S Manager			
		Audit and Review			As above	H&S Manager			
	<b>Display Screen Equipment</b>	Develop, implement and monitor a programme to control exposure display screen equipment under the display screen equipment regulations 1992.			Review current arrangements	Provision of a robust system to manage exposure to display screen equipment	1,4,5,6,7	May-07	H&S Manager
					Liaise with stakeholders			July-07	WCB
Develop system of assessment and recording			Dec 08	H&S Manager/ WCB					
Implement system			Mar-08	H&S Manager/ GCA					
Interim evaluation			Jul-08	WCB					
Audit and Review			Sept-08	H&S Manager					

Action Plan Objective	Specific Action	Details	Anticipated Outcome	Corporate Priority	Target Completion Date	Responsible Person
<b>Personal Protective Equipment</b>	Develop, implement and monitor a programme to control personal protective equipment at work as required under the Personal Protective Equipment Act 1992.	Review current arrangements	Provision of a robust system to ensure compliance with PPE regulations	1,4,5,7	May-07	H&S Manager
		Liaise with PPE Manager			July-07	WCB
		Develop system of assessment and recording			Oct-07	H&S Manager/ WCB
		Implement system			Mar-08	H&S Manager/ WCB
		Interim evaluation			Jan-08	WCB
		Audit and Review			Mar-08	H&S Manager
<b>Procurement</b>	Develop, implement and monitor a programme for procurement	Review current arrangements	Provision of a robust system to appropriate H&S arrangements are established for all procurements	1,4,5,7	May-07	H&S Manager
		Liaise with procurement manager			Oct-07	GCA
		Develop system of assessment and recording			Nov-07	H&S Manager/ GCA
		Implement system			Mar-08	H&S Manager/ GCA
		Interim evaluation			Jul-08	GCA
		Audit and Review			Sept-08	H&S Manager
<b>Noise</b>	Develop, implement and monitor a programme to control exposure to noise at work as required under the control of noise at work regulations 2005.	Conduct noise assessments	A robust system for the management of exposure to noise at work	1,4,5,7	Apr-07	H&S Manager
		Develop system for recording/collation of information			Oct-07	H&S Manager/ GCA
		Liaise with occupational health			Jun-07	H&S Manager
		Develop training/awareness programme			Nov-07	GCA
		Interim evaluation			Jan-08	GCA
		Audit and Review			Mar-08	H&S Manager

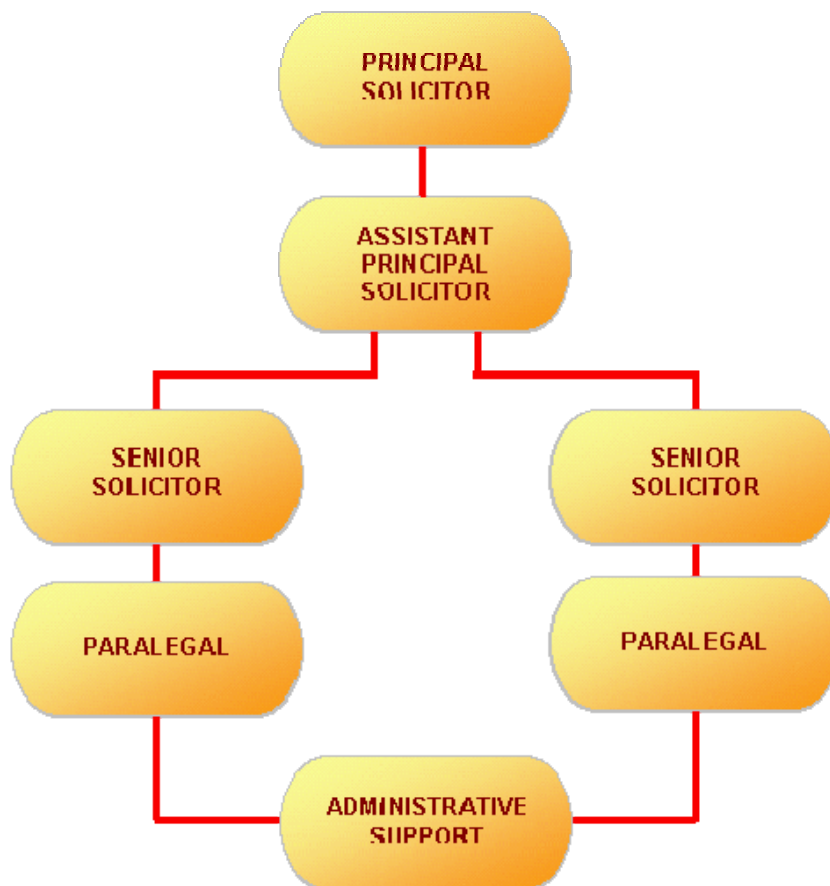
## Section 3: Legal Services

### 3.1 Role and responsibilities

The Legal Services section (LS) comprises a small, multi-disciplinary team of in-house solicitors, paralegals and an administrative assistant dedicated to protecting the interests of the Fire Board and its Service functioning in an increasingly complex commercial arena and litigious society where both the Board and its Service are constantly subject to public scrutiny.

### 3.2 Structure

The Legal Services Section structure is as illustrated in the following chart.



### 3.3 Objectives

Legal advice and services are available to Board members and employees acting in the course of their duties (where there is no conflict of interest) and cover such aspects as general legal advice and more specifically, contracts, conveyancing, debt recovery and litigation.

The Legal Services Section is currently the subject of a best value review exercise but has continued to adopt a pro-active approach, always seeking to improve in terms of value upon the level and quality of service it provides both to the Fire Board and its Service. This approach is exemplified by, for example, expanding the training provision on legal issues, covering topical matters in its' Newsletter and providing an out of normal office hours service for urgent advice.

The client may be broken down into the customers, (the firefighter, the office worker, the manual/craft worker) within Departments, Areas and Fire Stations and LS aims to reach out to and support all those persons in the true spirit of internal partnership. Legal Services will be introducing a Feedback Form to record customer needs and views in order to create bespoke legal services. Any spare capacity within Legal Services may be utilised to support a potentially wider client base of bodies, such as charities like the Retired Employees Association (REA) with strong links to, and indeed aims and objectives compatible to and not conflicting with those of the Board and its Service.

### 3.4 Action Plan

Development Area	Specific Actions	Details	Anticipated Outcomes	Target Date	Corporate Priority	Responsible Person
<b>Completion and implementation of Best Value Review (BVR) of Legal Services Section and associated Action Plan</b>	BVR Report to be finalised and signed off	ACO (Strategic Planning) to sign off and pass to CMT for further signing off.	Implementation of those recommendations in BVR Report signed off by CMT	September 2007	8	Kay Pitt Principal Solicitor and Liz Ashmole Assistant Principal Solicitor and all LSS staff
<b>LS Staff Relations</b>	Improve Communications	Supplement monthly lengthy section meetings with weekly Monday morning brief meetings of available staff	Avoidance of duplication and ensuring continuity of approach	August 2007	7, 8	All LSS Staff
<b>Enhanced coverage, as regards availability of legal advice, from Legal Services section</b>	At least one in-house Solicitor always available to provide legal advice for urgent issues	Control allocated Principal and Assistant Principal Solicitors with Call Signs and have in place arrangements for out of office hours contact	Encouraging the utilisation of LS skills to protect or minimise the exposure of the Board and its Service from risk	August 2007	6, 8	Kay Pitt Principal Solicitor and Liz Ashmole Assistant Principal Solicitor
<b>Encouraging closer synergy with Departments, enhanced working in partnership with Human Resource Advisers</b>	Update meetings and joint training	Shared experiences of employment issues	Greater understanding of legislation, procedures and practicalities of applying same	September 2007	6, 7, 8	All in-house Solicitors

<b>Development Area</b>	<b>Specific Actions</b>	<b>Details</b>	<b>Anticipated Outcomes</b>	<b>Target Date</b>	<b>Corporate Priority</b>	<b>Responsible Person</b>
<b>Consider opportunities to expand client base and diversify</b>	Seek authority of Law Society and Fire Board's Insurers to expand client base	In-house Solicitors may undertake work for REA, Family Support Trust and Group Life and Accident Scheme. Source relevant CPD for in-house Solicitors in order to facilitate such diversification	Dependent on approval, including that of the three bodies and any conflicts of interest, in-house Solicitors may with their knowledge of the Fire & Rescue Service be in a better position to assist	August to November 2007	7, 8	All in-house Solicitors
<b>Investigate opportunities to improve Customer Relations</b>	Introduce Customer Feedback Form and conduct an analysis of other potential ways of addressing this aim	Draft form suitable for completion by means of Intranet	Tailoring services to Customers' requirements	September 2007	7, 8	William Anderson Senior Solicitor for drafting and all LSS Staff to encourage returns
<b>Increase Customer Awareness of Services</b>	Highlight in LS Newsletter, as an addendum to visits to Board premises and by means of LS Procedure Notes	Explain each area of the law covered and take the opportunity when precognosing, to remind employees of other services	Encouraging of utilisation of LS skills to protect or minimise the exposure of the Board from risk	September and December 2007	6	Liz Ashmole Assistant Principal Solicitor and all LSS staff
<b>Develop and introduce Time Recording System</b>	Consider appropriate software for Time Recording System	Draft form suitable for shared LS's network	Ability to cost services to confirm value for money	October 2007	8	Kay Pitt Principal Solicitor for drafting and all LSS Staff for completion
<b>Augment and enhance Court Awareness Training for development of Board employees</b>	Engage services of external training provider	Liaise with Claims Handlers and their providers	Assist the Board and employees to feel at ease giving evidence, including Community Safety Enforcement Officers for fire safety legislation	December 2007	4, 6	Kay Pitt Principal Solicitor and Heather Cox Paralegal

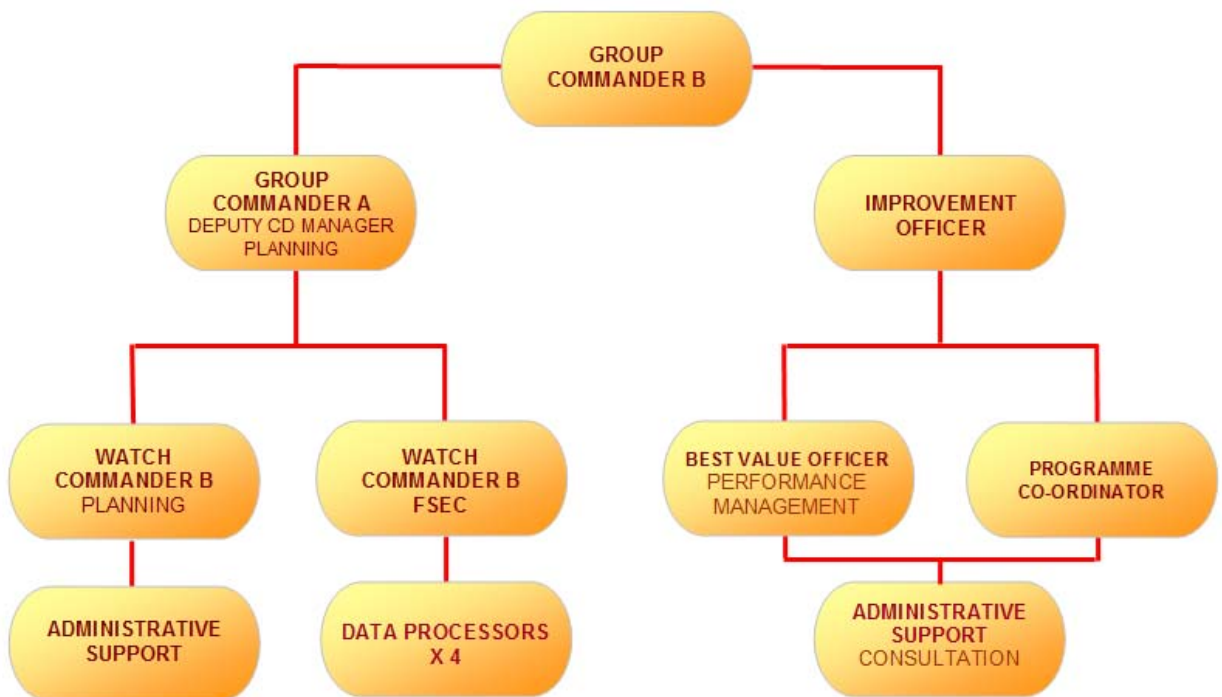
## Section 4: Corporate Development

### 4.1 Role and responsibilities

The Corporate Development section has a wide role within the Directorate, covering the following areas: -

- Provision of advice and guidance to support corporate planning processes.
- Fostering and promoting continuous improvement across the organisation.
- Coordinating, managing and conducting corporate consultation activity.
- Developing, promoting and maintaining the organisational performance management framework.
- Development and management of corporate audit and review process.
- Assessment, monitoring and reporting corporate compliance with statutory responsibilities.
- Development and maintenance of a Best Value regime that meets the requirement of the Local Government in Scotland Act 2003.
- Provision of advice, guidance and scrutiny of Best Value Service Reviews.
- Systems development, guidance and monitoring for Project and Programme Management.
- Promoting the development of good practice and the use of improvement systems and tools.

### 4.2 Structure



### 4.3 Objectives

#### Integrated Risk Management Planning (IRMP)

Co-ordination and production of SFR's IRMP involves regular liaison with other Directorates to identify planned activities and to routinely monitor progress towards their achievement.

This aspect of the section's work involves the production and delivery of performance reports to the Board of SFR and to stakeholders. A major piece of work related to the IRMP preparation is the creation, management and delivery of consultation strategies.

The Corporate Development section also co-ordinates the preparation, production and monitoring of annual IRMP Action Plans.

### **Fire Service Emergency Cover (FSEC)**

The FSEC toolkit is a key element of the Service's approach towards Integrated Risk Management. The toolkit is a computer-based predictive analysis system providing tools and facilities to capture, store, manipulate, manage, analyse and display spatial data. The system considers and predicts risk to both life and property arising from fire and a wide range of emergency situations. The system provides a large proportion of the evidence that supports and tests IRMP proposals.

### **Programme Management**

For large-scale corporate development activities that can only be delivered through a series of projects, the section takes responsibility for management of the overall programme of work, for example, the recent structural review.

### **Project Management**

The Section has a central role in co-ordinating the management of projects within SFR and holds a register of Prince2 trained staff. The section currently has a number of Prince2 trained staff, experienced in using the methodology, who are available to offer advice and support.

### **Consultation**

The section is responsible for co-ordinating SFR's consultation activities as well as the provision of guidance on consultation techniques and methodologies. Experienced staffs are available for this purpose. The section also facilitates access to specialist services provided through the Fire Services Consultation Association (FSCA) National Framework Agreement. This provides access to good practice in the shape of standard and specialised surveys as well as benchmarking information from the 56 FSCA member UK Fire and Rescue Services.

### **Performance Management and reporting**

All managers are accountable for managing performance in their area of responsibility. However, much time and effort is likely to be saved by central research and development, particularly where the information required is common to two or more functions. The section has responsibility for the development and support of a robust Performance Management Framework that meets internal and external requirements. The Section's role also includes the production of procedure and guidance on measurement and reporting arrangements.

#### 4.4 Action Plan

Development Area	Specific Actions	Details	Anticipated Outcomes	Target Date	Corporate Priority	Responsible person
<b>Comprehensive Review of SFR Corporate Frameworks</b>	Corporate Governance Arrangements	A full and comprehensive review of our corporate governance such as CMT, CST and Area Manager common purpose meetings	Improved and streamlined reporting and consulting forums which will involve a higher degree of scrutiny	December 2007	6,7	ACO / Deputy and GCB
	Corporate Planning Framework	Realignment of the corporate planning framework and structures to meet business requirements	Improved planning templates and structure realigned to suit IRMP, Area and Directorate requirements	December 2007	2,6,7	ACO / Deputy and GCB
	Performance Management	Identification of appropriate Performance Indicators (PI) for Areas and Directorates and identification of suitable performance management software	Areas and Directorates will have PI's fit for purpose, a streamlined data capture mechanism and improved performance	December 2007	2,6,7	ACO / Deputy and GCB
<b>Corporate Communications Strategy (CCS)</b>	Implementation of Communications Strategy	Contained within CCS 29-point action plan	Improved internal and external communications owned and used routinely by all staff.	Phased Implementation, September 07 to March 08	ALL	GCB
<b>Review Service Delivery</b>	Evaluate the Service provided by the 10 areas	Evaluate Glasgow Local Council Partnerships, and the associated difficulties encountered by the three areas covering Glasgow City Council.	Improved partnership and joined up working arrangements resulting in a more effective Public Service.	March 2008	6,7	ACO / Deputy

<b>Development Area</b>	<b>Specific Actions</b>	<b>Details</b>	<b>Anticipated Outcomes</b>	<b>Target Date</b>	<b>Corporate Priority</b>	<b>Responsible person</b>
<b>Programme Management</b>	Consider Implication of ICT Strategy	Evaluation of KPMG's, ICT Strategy and impact of the proposed business projects across the Service	Clear and concise action plan detailing specific projects	October 2007	7	Programme Co-ordinator
<b>Programme Management</b>	Evaluate Prince 2	Consider the relevancy and currency of Prince 2 project management methodology in comparison to other user friendly alternatives	Although still Prince 2 compliant, Implementation of a more user friendly project management tool	January 2008	7	Programme Co-ordinator
<b>IRMP</b>	Evaluate outcomes from October CFOA Conference	CFOA will debate the National Framework for Scotland and the IRMP process and consider if it is fit for purpose to drive forward the modernisation agenda of the Scottish Fire and Rescue Services.	Possible amendments to the National Framework, the IRMP process and therefore SFR Corporate Frameworks as detailed above	December 2007	ALL	GCB Corporate Development
<b>IIP</b>	Deliver cultural change through staff engagement	Develop ways of engaging staff, allowing them to become more involved in decision-making. Ensuring our staff feel better equipped to meet their objectives without undue pressure or stress.	The wellbeing of staff supports the organisation in performance through a workplace culture that is open and trusting.	December 2007	6,7	Best Value Assistant

<b>Development Area</b>	<b>Specific Actions</b>	<b>Details</b>	<b>Anticipated Outcomes</b>	<b>Target Date</b>	<b>Corporate Priority</b>	<b>Responsible person</b>
<b>SPD Procedures</b>	Guidance on producing and amending guidance notes / procedures	Produce a Corporate Procedural note specifying consultation procedures, layout, font, document colour coding, etc	Creation and maintenance of a consistent standard for the design and accessibility of internal document instructions and procedures	December 2007	7	GCB Corporate Development
<b>Race Equality Scheme</b>	Co-ordination of Scheme amendment following 2005 Audit & Review Process	Collate evidence of compliance and progress from each Directorate from which to produce and assessment of the degree to which the corporate Scheme meets requirements	Central availability of evidence of compliance with Race Relations Amendment Act and any planned actions intended to address shortcomings	Six monthly review reports 31.10.07 and 31.03.08	4	Improvement Officer
<b>Establish a Framework for Consultation</b>	Establishment of corporate monitoring & review system	Liaise with Inspectorate, CFOA and Opinion Research Services Report on the findings of the Scottish Cultural Audit Prepare summary findings & performance account	To provide a comparable baseline assessment to identify areas for improvement and effective targeting of resources	March 2008	5	Director / Improvement Officer

Development Area	Specific Actions	Details	Anticipated Outcomes	Target Date	Corporate Priority	Responsible person
<b>Establish a Framework for Consultation</b> - continued	Conduct and report on the Public Opinion Survey	Conduct a three-yearly public opinion survey, report findings and demonstrate that these results inform corporate decision-making.	Conduct a three-yearly public opinion survey, report findings  Demonstrate that results of consultation exercises inform corporate decision-making and that views of representative external stakeholders are taken into account.	Survey by end November 07  Results reported by end February 2008	6	Improvement Advisor

### Fire Services Emergency Planning Toolkit (FSEC) Team

Development Area	Specific Actions	Details	Anticipated Outcomes	Corporate Priority	Responsible person	Target Date
Mapping	Review the necessity of Map Update early 2008	Accurate Road Network & Travel time Matrix	Mar-08	2,7	WCB FSEC	2009
OBSA	Houses in Multiple Occupation (HMO) & PB Flats within W/T areas Re-assess due to regeneration	Correctly identify type & location of societal risks within W/T areas	End Jan 2008	1,6,7	WCB FSEC	COMPLETE
OBSA	HMO's & PB Flats within RDS areas <b>Re-assess due to regeneration</b>	Correctly identify type & location of societal risks within RDS areas	End Apr 2008	1,3,6,7	WCB FSEC	COMPLETE
OBSA	Other sleeping accommodation <b>Re-assess annually</b>	Correctly identify type & location of Property & Societal risks within premises requiring Risk Audits (CS Enforcement)	End November 2006	1,6,7	WCB FSEC	855 of 4007 COMPLETE
OBSA	Update 'Other Buildings' Areas & Groups	Accurate assessment of Other Buildings Risk Assessments & Groups to provide 'Other Buildings' Predicted Fat Level & Property Loss Relationships	End November 2007	1,2,3,6,7	WCB FSEC	This work will always be continuous
Year 2006 All other incidents	Correctly located	As Critical Incidents	End of June 2007	1	WCB FSEC	ON TIME
Fire Stn Costs	Update existing data	Current, accurate cost benefit analysis figures for predicted fatalities against the operational cost of SFR. Correctly geo-coded incident data is also required to achieve this.	End May 2007	7	WCB FSEC	From April 2007 this data will be compiled and checked by Finance Directorate personnel.
Vehicle costs	Update existing data		End May 2007	7	WCB FSEC	

<b>Development Area</b>	<b>Specific Actions</b>	<b>Details</b>	<b>Anticipated Outcomes</b>	<b>Corporate Priority</b>	<b>Responsible person</b>	<b>Target Date</b>
Crewing costs	Update existing data	Update data in conjunction with Finance Directorate.	End May 2007	7	WCB FSEC	December 2007
SS Risk Areas	Create Areas & Groups	Accurately identified SSRA's & Groups providing SS predicted fatality level for SFR Area	End July 2007	1,6,7	WCB FSEC	December 2007
SS Risk Areas	Run Model		End July 2007	1,6,7	WCB FSEC	December 2007
SS Linear Feature	Create new Areas for RTC's	Accurately identified SSRA's & Groups specific to RTC's providing SS Predicted Fatality Level for SFR Area	Dec 2007 - Jan 2008	1,6,7	WCB FSEC	Work begun on this but unable to progress due to other work commitments
CS Enforcement Database	Update OBSA's with information recorded during Risk Assessments	Accurate database of premises within SFR Area that require Risk Audit. Providing calculation of risk ratings (life, property, relative)	End Dec 2008 (although may continue)	1,6,7	WCB FSEC	Ongoing while a bespoke database is procured for CS Enforcement
FSEC Modelling	Carry out various mapping and modelling exercises	Modelling to inform decisions relating to resource location	Modelling to inform decisions relating to resource location	1,6,7	WCB FSEC	This work will always be continuous

## Section 5: Data Services

### 5.1 Role and responsibilities

The Data Services section focuses on data collection, storage, analysis and distribution within Strathclyde Fire and Rescue. The key areas of work are as follows:

### 5.2 Objectives

#### **Managing the Corporate Data Strategy**

Ensuring that the organisation understands what data it requires, how long the data should be held, how the data is managed (including security issues), and how the data is used. This relies on an understanding of the processes by which staff and IT applications handle data, as well as an understanding of data legislation including the Data Protection and Freedom of Information Acts.

#### **Data collection**

Data Services collect details on each incident to which the organisation has responded, with a focus on the completeness and consistency of this data. It also prepares Operational Intelligence information, for the assistance of staff while responding to an incident. This includes 3D plans of significant sites (such as museums and hospitals), with hazards identified on the plans.

#### **Reporting on data**

Data Services analyse data to produce reports on trends with relevance to the Fire and Rescue Services. It also reports on the completeness and accuracy of data held within the organisation.

#### **Budget**

Data Services has a devolved employee cost of £492,070, and other revenue costs of £140,330.

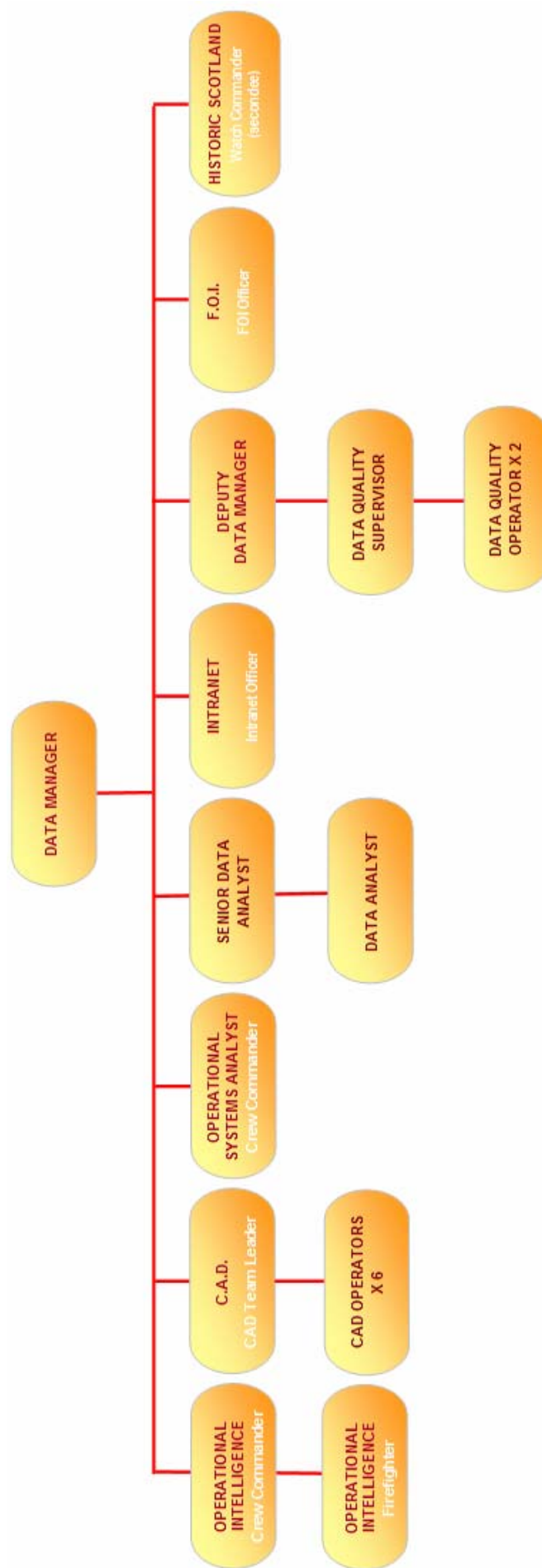
#### **Focus of work by Data Services for 2007/08**

Much of the work by Data Services for 2007/08 will be in response to the KPMG consultant's report, which was commissioned by SFR. This will inform a programme of work to realise new ICT systems and procedures within the organisation.

Data services will assist in improving the use that SFR makes of the VMDS computer system in its appliances. This will include establishing a liaison mechanism with the Operational staff, and implementing a 4 week 'turn around' for entering Operational Intelligence surveys on to the VMDS.

Data Services will specify the SFR requirements on incident data, including the submission of data to the new incident recording system of the Department of Communities and Local Government.

### 5.3 Structure



## 5.4 Action Plan

Development Area	Specific Actions	Details	Anticipated Outcomes	Target Date	Corporate Priority	Responsible person
1. Response to the KPMG report on ICT within SFR.	To agree and implement a corporate approach to the management and use of all data within SFR.	To assist in considering the KPMG recommendations and in forming a subsequent programme of work.	That the management and use of data within SFR is both efficient and effective.	Oct 07	1,2,4,6,7	Data Manager
		Establish the format of a Corporate Data Model, and the mechanisms by which it will be managed.		Dec 07		
		Review and update the SFR procedures for handling data, including a retention schedule.		Mar 08		
		Identify the data to be shared with SFR, and the conditions under which it can be shared.		May 08		
1. Response to the KPMG report on ICT within SFR. - <i>continued</i>		Clarify the SFR requirements on data analysis and recommend both the source data and the data analysis methods which best address this.		Dec 08		

<b>Development Area</b>	<b>Specific Actions</b>	<b>Details</b>	<b>Anticipated Outcomes</b>	<b>Target Date</b>	<b>Corporate Priority</b>	<b>Responsible person</b>
		Monitor the accuracy and completeness of SFR data, with particular attention to the MIS system.		Jun 08		
2. Migration from OS Land-Line to OS MasterMap	To update the mapping data on VMDS and on the Control systems.	Update the discontinued Land-Line product to the new MasterMap map details.	That all SFR GIS packages use the same and more useful OS MasterMap product.	Jun 08	1,2,6,7	Data Manager
3. Adoption of reporting to the CLG Incident Recording System	To prepare for the new CLG reporting requirements.	Specify and acquire a new SFR Incident Recording System (IRS)	That SFR implement reporting of data to the new CLG Incident Recording System.	Apr 09	1,2,3,6,7	Crew Commander (IRS)
4. Produce DP/FOI Booklet	To ensure that SFR staff are aware of both Data Protection and Freedom of Information legislation.	To produce a 4 page 'A5' leaflet for distribution to all SFR staff.	Staff have guidance on rights of access to information under DP/FOI Legislation	Dec 07	1,4,6,7	FOI/DP Officer
5. Enhancement of SFR Intranet	To improve the effectiveness of the intranet for communication within SFR.	To ensure that all intranet information is current, and to consider how information is best presented.	That staff can intuitively and quickly access information on the intranet.	Dec 07	1,2,4,6,7	Intranet Officer
6. Incorporation of Fire Safety Files on VMDS	For the CAD team to enter the Fire Safety plans on the VMDS.	Enter the plans on the VMDS	That the fire safety files are available on the VMDS.	Jan 09	1,2,7	CAD Team Leader

<b>Development Area</b>	<b>Specific Actions</b>	<b>Details</b>	<b>Anticipated Outcomes</b>	<b>Target Date</b>	<b>Corporate Priority</b>	<b>Responsible person</b>
7. Focus on Operational Intelligence to SFR staff	To ensure that SFR staff are gaining the maximum benefit from Operational Intelligence information.	Agree a Service Level Agreement for the entry of OI survey plans.	That improved processes for the management of Operational Intelligence information have been implemented.	Nov 07	1,2,7	Crew Commander (Operational Intelligence)
		Complete the survey of Glasgow for Historic Scotland		Dec 07		
		Deliver OI training to Operational Staff		Jun 08		
8. Investigate new Operational Intelligence graphics platform	Research the features of the new release of the CAD software.	Consider implementing improvements of the 'ArchiCAD 11' software, including adoption of the PDF graphics format	Improved presentation quality and speed of use for OI CAD drawings on VMDS.	Mar 08	1,2,7	CAD Team Leader

## Section 6: Information Technology

### 6.1 Role and Responsibilities

The Information Technology Department offers a corporate service for the access, storage and management of information to the business users, through the development, installation, implementation and support of computer systems and applications. The IT Department support the corporate objectives by enabling technology in line with the business needs.

The Department offers 24x7x365 support for the mission critical command and control system to ensure Control Staff can mobilise resources effectively and efficiently during 999 incidents.

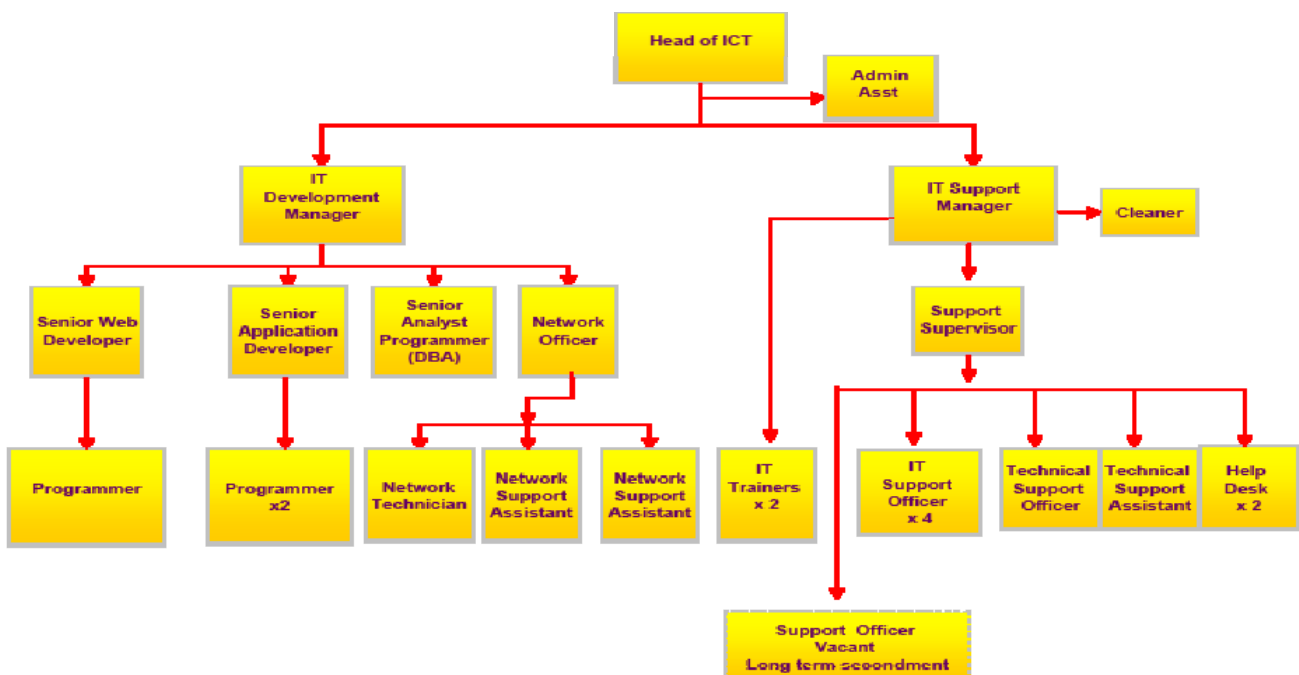
A corporate IT helpdesk facility for the recording, monitoring and management of all IT faults and job requests is an integral part of the service offered.

The implementation of the new IT Training Section offers a professional approach to helping staff understand and use the new systems implemented throughout the organisation.

### 6.2 Structure

The IT Department consist of three sections: -

- **IT Support Section**  
Provision of IT Helpdesk, desktop services and IT training.
- **IT Development Section**  
Responsible for the development and maintenance of both corporate and web based applications.
- **IT Infrastructure Section**  
Responsible for the infrastructure and security of IT systems.



### 6.3 Objectives

To provide a professional IT service for the support and development of mission critical systems.

Improve Customer Service Account Management across the organisation for the delivery of IT Services.

- Implement technology solutions in line with the business requirements as identified within the IT Strategy (KPMG 2007).
- To develop an IT Centre of Excellence, which offers internal IT consulting and best practice for supporting the Service’s requirements.
- To develop a quality web services solution in line with Government standards for Citizen portals and accessibility.
- To implement Information Assurance Standards in line with International Standard ISO 2007.

### Service Level Agreement

CLASSES		TARGETS 2006/07/08			
<b>1 Mission Critical - Major Mobilisation 24hr x 7 days</b> e.g. Mobilisation Master system Radio system, Paging System  <b>2 Mission Critical Minor Mobilisation 24hr x 7 days</b> e.g. Mobilising Tracker or standby systems. MIS  <b>3. Business Impact - Major 08:45-16:45 Mon-Fri</b> e.g. E-mail, Tranman, E-Financial  <b>4. Business Impact - Minor 08:45-16:45 Mon-Fri</b> e.g. Pc’s, printers, fax, Intranet options.		<b>Priority 1</b> 90% of calls responded to and 90% of calls resolved within stated limits <b>Priority 2</b> 90% of calls responded to and 90% of calls resolved within stated limits <b>Priority 3</b> 80% of calls responded to and 80% of calls resolved within stated limits <b>Priority 4</b> 80% of calls responded to and 80% of calls resolved within stated limits <b>Priority 5</b> 80% of calls responded to and 80% of calls resolved within stated limits <b>Priority 6</b> 80% of calls responded to and 80% of calls resolved within stated limits			
<b>System Class</b> → Fault Level ↓	<b>Class 1</b> 24 hr Mission Critical Major	<b>Class 2</b> 24hr Mission Critical Minor	<b>Class 3</b> 08:45-16:45 Business Impact Major	<b>Class 4</b> 08:45-16:45 Business Impact Minor	
System non-Operational affects many users.	<b>Priority 1</b> Respond < 30 mins On site < 1½hrs Resolved < 4hrs	<b>Priority 2</b> Respond < 30mins On Site < 2hrs Resolved < 8hrs	<b>Priority 3</b> Respond <4 hrs Resolved <8 hrs within the working days	<b>Priority 4</b> Respond <4 hrs Resolved <3 working days	<b>Priority 5</b> Respond <8 hrs Resolved <5 working days
System non Operational and only affects a few users (<25%)	<b>Priority 2</b> Respond < 30 mins On Site < 2hrs Resolved < 8hrs	<b>Priority 3</b> Respond <4 hrs Resolved <8hrs within the working days	<b>Priority 4</b> Respond <4 hrs Resolved <3 working days	<b>Priority 5</b> Respond <8 hrs Resolved <5 working days	<b>Priority 6</b> Respond <8 hrs Resolved <5 working days
Identifiable Fault but system still operational, minor faults & advice.	<b>Priority 4</b> Respond <4 hrs Resolved <3 working days	<b>Priority 5</b> Respond <8 hrs Resolved <5 working days	<b>Priority 5</b> Respond <8 hrs Resolved <5 working days	<b>Priority 6</b> Respond <8 hrs Resolved <5 working days	

#### Service Level Agreement (SLA)

The Information Technology Department is committed to offering departments and staff a quality effective service by ensuring that IT resources are allocated in the most effective manner, in line with the requirements of the business.

A Service Level Agreement was established between IT and the system owners to agree acceptable response and resolution times for faults based on the impact of the failure/problem.

## 6.4 Action Plan

Development Area	Specific Actions	Details	Anticipated Outcomes	Target Date	Corporate Priority	Responsible person
Provision of improved service for Mission Critical systems	IT On-Call Support	Conduct a skills gap analysis of staff competence levels to support the mission critical applications.	Creation of an IT Training strategy for mission critical support.	1 October 2007	1,2,5,7	IT Support Manager
		Implement the necessary training required.	Improved service provision and increase of staff competences.	31 December 2007	1,2,5, 7	IT Support Manager
	Development	Ensure regular and documented meetings with third party suppliers for Mission Critical Systems	Creation of an acceptable meeting schedule for all parties involved.	1 October 2007	1,2,6	IT Support Manager
Customer Service	IT Liaison Group	Identify senior IT liaison officers from within directorates.	Improved IT service delivery to customers	5 November 2007	3,6,7	Head of ICT
		Instigate regular quarterly meetings with key liaison officers.	Improved IT service delivery to customers	31 March 2008	1,2,6,7	Head of ICT
Centre of Excellence	IT Best Practice	Implement Best Practice Team to review ITIL/COBIT/Programme Mgt standards.	To review and recommend strategy for implementing best practice.	30 <sup>th</sup> November 2007	5,6,7	Head of ICT
		Develop strategy for IT Best practice certification	Provision of business case for implementation of strategy	31 March 2008	5,6,7	Head of ICT
		Achieve ITIL Certification	Improved customer service delivery and best practice	31 December 2010	5,6,7	Head of ICT
		Implement Programme Mgt and Project Mgt Principles on all IT Projects	Improve effectiveness of projects	31 March 2008	5,6,7	IT Development Manager
	Fostering Innovation	Develop partnerships with private and academia organisation to foster innovation within the Fire Service	Improved IT solutions within the Fire Service.	31 December 2008	2,3,4,6,7	Head of ICT

<b>Development Area</b>	<b>Specific Actions</b>	<b>Details</b>	<b>Anticipated Outcomes</b>	<b>Target Date</b>	<b>Corporate Priority</b>	<b>Responsible person</b>
IT Strategy	KPMG review	Implementation of full or part, as agreed by CMT, of the recommendations within the KPMG review 2007	Aligning IT strategy with business requirements	31 December 2010	1,2,3,4,5,6,7	Head of ICT
Internet	Website	Redevelop SFR website in line with Government Standards	Improved information to Customers and Stakeholders. Reduced impact on SFR Departments.	31 March 2008	4,5,6,7	IT Development Manager
	National Award Nomination	Develop e-Government solution suitable for submission to e-Government National Award scheme 2008	Improved communication with customers and partners.	31 March 2008	2,3,5,6,7	Head of ICT
Information Assurance	Information Assurance	Introduce ISO 2007 standards across the organisation to achieve minimum government standards for information assurance.	Improved and secure information systems that partner agencies will accept interconnectivity with.	31 March 2010	1,4,6,7	Head of ICT

## Feedback / Contact information

We would appreciate any comments you may have about policies of Strathclyde Fire Board as stated in this document. Strathclyde Fire & Rescue exists to serve the community and we want to know what our users think about us - please let us know.

The Strategic Planning Directorate is committed to providing a quality customer service and welcomes your comments. If you wish to comment on any aspect of our service you can write, telephone, fax or E-mail using the contact details below:-

Strathclyde Fire & Rescue Headquarters  
Bothwell Road  
Hamilton  
ML3 0EA

Telephone: 01698 300999

Fax: 01698 338968

E-mail: [opinion@strathclyde.fire-uk.org](mailto:opinion@strathclyde.fire-uk.org)

## Complaints Procedure

### HOW TO COMPLAIN TO STRATHCLYDE FIRE AND RESCUE SERVICE

Strathclyde Fire and Rescue Service constantly strives to maintain the highest possible standards in the way it provides services and in the behaviour of its employees. However, we recognise that there may be occasions when these standards are not met and we want to know when such lapses occur in order that, if appropriate, we can take steps to prevent them happening again. We therefore ask anyone experiencing dissatisfaction with our services or our 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, Strategic Planning Directorate, Strathclyde Fire & Rescue Service Headquarters, Bothwell Road, Hamilton ML3 0EA

**By E-mail**                      [complaints@strathclydefire.org](mailto:complaints@strathclydefire.org)

**By Fax**                              01698 338482

**By Telephone**                      01698 300999 (asking for the Complaints Officer)

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

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

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

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

#### **We will**

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