

STRATHCLYDE
FIRE & RESCUE



Area Plan

Renfrewshire
and
Inverclyde

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INTRODUCTION

The emphasis on Community Planning lies in the creation of local solutions to locally identified concerns and by making best use of all available resources from the public, voluntary and business sectors. It has long been recognised that neighbourhood level concerns and needs lie at the heart of an effective Community Plan and drive the business partnership forward. It is our intention by developing this local plan for the Renfrewshire and Inverclyde Area to create the support mechanisms that are involved in Community Planning Partnerships and that will deliver our strategic objectives over the next 3 years.

The aim of the Renfrewshire and Inverclyde Area Plan is to minimise the socio-economic impact of fire, reduce risk and improve community safety by:

- Reducing the number of fires.
- Reducing injury and loss of life from fire and accidents.
- Reducing damage to the built and natural environment.
- Reducing fire related crime and anti-social behaviour.
- Providing value.

To assist in achieving this, the Corporate Plan of Strathclyde Fire and Rescue specifies the Principle Aim: -

Making our communities safe places to live, work and visit

Corporate Priorities have been created to direct our activities to achieve the principal aim: -

1. Minimising the effects of fire and other emergencies
2. Actively identify, assess and reduce risks to communities
3. Effectively administering Fire Safety Legislation
4. Promote health, safety and welfare
5. Achieve equality in the treatment of all staff and service users
6. Communicate with stakeholders to inform and seek opinion
7. To make the best use of all resources

It is a requirement of Strathclyde Fire and Rescue to report performance against five statutory indicators to Audit Scotland. Data is validated prior to its publication nationally. These indicators, listed below, show performance for SFR as a whole;

- The time taken for appliances to reach fire incidents
- Levels of sickness absence for all staff
- The time taken to mobilise appliances following receipt of a fire call
- The number of incidents where fire casualties occurred per 10,000 population
- The number of accidental dwelling fires per 10,000 population

The intention is to make sure that through effective planning Renfrewshire and Inverclyde have a well-resourced, coherent and co-ordinated approach that although delivered in accordance with local needs and priorities is consistent with national aims and objectives.

The Area Plan demonstrates that Strathclyde Fire and Rescue is proactive and focused on reducing high levels of operational demand and is acting in support of the

broader community safety agenda of improving public safety, social inclusion, crime reduction, community regeneration and resilience.

This Area Plan has been devised taking cognisance of Strathclyde Fire and Rescue's Integrated Risk Management Plan, Corporate Vision Document and the Community Fire Safety Business Plan. The Area Plan provides the means to demonstrate awareness of current and future needs and to identify measurable improvements that will be made during the 3-year planning period.

Renfrewshire and Inverclyde Area:



The Area as its name indicates, is coterminous with the two local authority areas of Renfrewshire www.renfrewshire.gov.uk and Inverclyde www.inverclyde.gov.uk

In total we serve a community of 257,070 people living in an area extending across 421 Km² of mixed urban and rural landscape. The area contains two of Scotland's largest towns, Paisley and Greenock, which are the administrative centres for Renfrewshire and Inverclyde respectively. In addition there are another 5 towns and several large villages.

Ethnicity

The area as a whole has somewhat less than the national average (2%) of persons from ethnic minorities as shown in the table below. (Extracted from "Analysis of Ethnicity in the 2001 Census - Summary Report", Scottish Executive). <http://www.scotland.gov.uk/library5/social/aescr-03.asp>

Table:(i). Minority ethnic population by council area— All People Percentages

	Percentage of people in each council area that are minority ethnic	Percentage of total minority ethnic population living in each council area	Base
Inverclyde	0.9	0.7	84,203
Renfrewshire	1.2	2.1	172,867
SCOTLAND	2.0	-	5,062,011

As is the case nationally, Pakistanis are the largest minority ethnic group, followed by Chinese, Indians and those of mixed ethnic backgrounds.

Within the area we now have a mixed economy based around light and heavy industry, farming, leisure and retail activities with a major international airport and one of the largest retail outlets in Europe. Historically dominated by manufacturing and heavy industry the area has suffered from the general decline in these sectors. This is reflected in the results contained within the table below extracted from document "Social Focus on deprived areas 2005", which is based on the Scottish Index of Multiple Deprivation 2004 (SIMD 2004)".

<http://www.scotland.gov.uk/Publications/2005/09/2792129/21311>

Table:(ii). Extract from SIMD 2004

Local Authority	Total number of data zones	Most Deprived 5% across Scotland			Most Deprived 10% across Scotland			Most Deprived 15% across Scotland			Most Deprived 20% across Scotland		
		Number of data zones	National Share (%)	Local Share (%)	Number of data zones	National Share (%)	Local Share (%)	Number of data zones	National Share (%)	Local Share (%)	Number of data zones	National Share (%)	Local Share (%)
Inverclyde	110	6	1.85	5.45	24	3.69	21.82	36	3.69	32.73	46	3.54	41.82
Renfrewshire	214	8	2.46	3.74	22	3.38	10.28	41	4.20	19.16	60	4.61	28.04
Scotland	6,505	325	100	-	651	100	-	976	100	-	1,301	100	-

<http://www.scotland.gov.uk/Publications/2005/09/2792129/21335#12>

Note: The national share is the percentage of all 6,505 data zones that are in the 5, 10, 15 or 20% most deprived nationally. The local share is the percentage of all the data zones in the local authority that are in the 5, 10, 15 or 20% most deprived nationally.

Inverclyde

Inverclyde lies 20 miles west of Glasgow along the south bank of the Clyde estuary. It is one of the smallest local authority areas in Scotland, covering an area of 61 square miles. Its population of 84,000 is concentrated in the main towns of Greenock, Gourock and Port Glasgow. Inverclyde also includes the coastal settlements of Inverkip and Wemyss Bay and the rural villages of Kilmacolm and Quarriers Village.

Inverclyde's population has been declining for over 20 years. Population fell by 7% between 1991 and 2001 and is expected to fall by a further 11% in the period to 2016. Inverclyde is forecast to lose a greater proportion of its population than any other council in Scotland, due to net out-migration and a falling birth rate.

There are particularly high levels of unemployment in Inverclyde – 5.5% compared with 3% nationally. Local unemployment rates are higher in certain areas of Greenock and Port Glasgow and these show signs of increasing, particularly in Greenock. Household incomes are lower than the national average and Inverclyde has high and increasing levels of benefit dependency.

Inverclyde is more deprived than Scotland as a whole: 42% of the population live in areas defined as being the most deprived 20% across the country. Six wards are among the most deprived 10% of wards in Scotland. Average earnings in Inverclyde were 13% lower than those for Scotland as a whole in April 2003, the fourth lowest in Scotland. In contrast to this deprivation, there are pockets of affluence in the rural and coastal towns and villages.

Inverclyde has a lower life expectancy and higher death rates than the national average, with all cause mortality 16% higher than Scotland as a whole. Drug and alcohol misuse are particular problems for Inverclyde, with far higher than average hospital admissions for alcohol misuse and drugs misuse and higher than average drugs related deaths. Inverclyde has the highest rate of drug misuse amongst 15-24 year olds in Scotland.

Inverclyde faces a number of significant challenges:

- Depopulation
- De-industrialisation
- Unemployment, poverty and deprivation
- Poor health, drug and alcohol misuse

Despite its social problems, the area has great potential. In particular, it offers a very attractive location with panoramic views across the Firth of Clyde to the Argyll mountains. There is regular ferry access to the Cowal peninsular and the area is very popular with water sports enthusiasts and day visitors. Transport links, including the motorway network, are very good with the city of Glasgow, where many residents travel to work.

(Source: Inverclyde Council - The Audit of Best Value and Community Planning – Audit Scotland 2005)

Inverclyde Waterfront Development in conjunction with Inverclyde Council and the Scottish Executive have produced plans that will dramatically change the demographics of the area. With the development of quality housing, retail development and light industry the social economic profile of the area is expected to improve considerably over the next 3 years. These initiatives form part of the key themes outlined in Inverclyde's Community Plan;

- Economic Regeneration
- Health and Well-being
- Improving Neighbourhoods and Community Inclusion
- Community Safety
- Education and Lifelong Learning

(Source: The Community Plan for Inverclyde – A Strategy for Change, June 2003)

Renfrewshire

With a population of nearly 178,000 Renfrewshire is Scotland's ninth largest Council area. It covers an area of around 270 square kilometres spanning south from Glasgow to the border with North Ayrshire and West from East Renfrewshire across to Inverclyde.

Renfrewshire has a rich and diverse environment. Woodland, mire and grassland provide important natural habitats while the rivers are important wildlife corridors which provide essential links between town and country. Paisley, Scotland's largest town, has a rich architectural heritage, including a medieval abbey and splendid Victorian town hall. It is complemented by the Royal Burgh of Renfrew, Erskine New Town, the 18th century planned town of Johnstone and several villages amidst pleasant countryside.

The population of Renfrewshire is expected to stay fairly constant between now and 2010. There will however be a 14% fall in the number of preschool children compared to a 5% fall across Scotland. Also, the number of older people, 65 years and over, will grow by 7% with the number of people over 75 growing by 12%.

The Renfrewshire economy contributes 3.5% of Scotland's gross domestic product, some £1.7bn. Renfrewshire's industrial structure has changed significantly in recent decades and particularly since fundamental problems of job losses during the recession in the 1980s. Manufacturing employment continues to decrease, whilst employment in the service sector, including retailing, leisure and tourism increases.

At 4.8% (Jan. 2001) Renfrewshire has a relatively low rate of unemployment compared to other council areas in Scotland though unemployment is higher in some areas, especially Paisley Partnership areas, than others.

Between 1990 and 2000 Renfrewshire's housing stock increased by 12% from 71,440 to 80,050. In March 2000, 62% of the total housing stock was owner occupied, 27% rented from the Council, 8% rented from housing associations and 3% rented from the private sector. The household formation rates for Renfrewshire show an increasing number of 'single person' and 'couple only' households and a decreasing number of families with children. Nearly 60% of people on the waiting list for public rented housing in Renfrewshire are single.

(Source; Renfrewshire's Community Plan – A Pattern for Partnership 2000 -2010)

Renfrewshire has more data zones which fall into the most deprived 5% category. However it has a lower percentage of its population living in each of the most deprived areas although it still ranks sixth of the 32 Scottish local authorities in terms of the percentage of its population living in relatively deprived data zones.

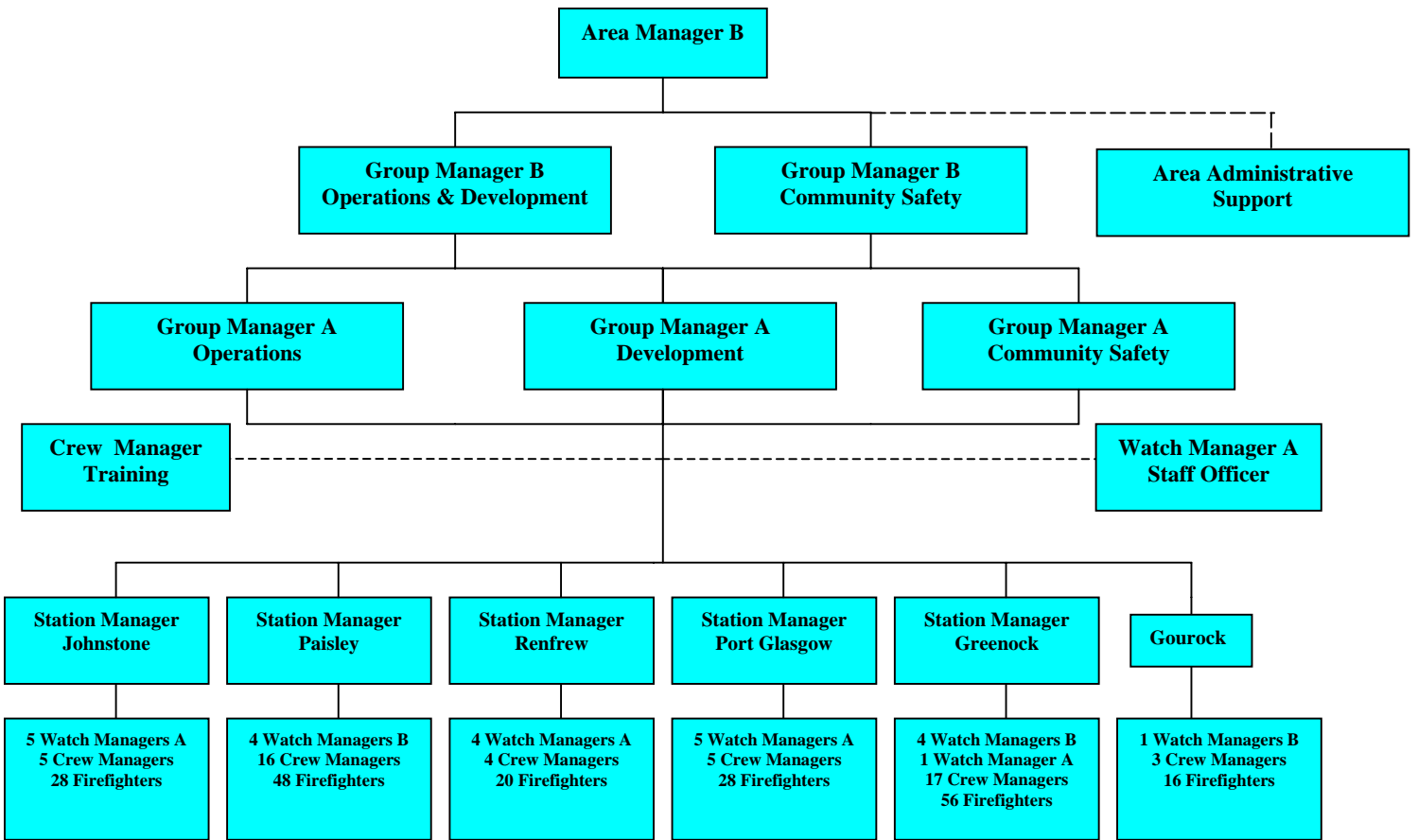
Clearly, as fire and the effects of fire weigh most heavily in areas of social deprivation these statistics reveal the significant challenge for the personnel of Strathclyde Fire and Rescue serving within these communities. To meet this challenge we have fire stations strategically located in each of the six largest settlements i.e. 5 wholetime (3 of which have retained units attached) and 1 retained station. In total this provides us with 15 emergency vehicles crewed and equipped to respond to all anticipated demands. There are 233 operational personnel dedicated to the safety and wellbeing of the community in which they serve.

This plan will outline and detail the manner in which we intend to engage with our stakeholders and partners to meet the challenges and embrace the opportunities presented to us in order to make the Renfrewshire and Inverclyde area a safe place to live, work and visit.

Table:(iii). Personnel and Appliances located within the Renfrewshire and Inverclyde Area

Station	Appliances	Personnel		
		Operational Wholetime & Retained	Community Safety	Support
S01 Johnstone	2 Rescue Pumps	39	0	3
S02 Paisley	2 Rescue Pumps	69	4	5
	1 Aerial Ladder Platform			
S03 Renfrew	1 Rescue Pump	29	2	3
	1 Supplementary Equipment Vehicle			
	2 Personal Water Craft			
S04 Port Glasgow	2 Rescue Pumps	39	0	3
S05 Greenock	3 Rescue Pumps	79	3	4
	1 Hydraulic Platform			
S11 Gourock	2 Rescue Pumps	20	0	0
Area HQ		8	0	5

COMMAND STRUCTURE CHART



Area Plan Objectives

Community Safety

- Reduce the Number of Unwanted Fire Signals (UWFS)
- Reduce Attacks on Fire Crews
- Reduce the Number of Deliberately Set Fires
- Reduce the Number of Domestic Fires
- Reduce Fire Fatality Rates
- Reduce Fire Injury Rates
- Reduce the Number of Households at Greatest Risk
- Develop and enhance arrangements for the effective administration of Fire Safety Legislation
- Increase the Number of Domestic Properties Fitted with a smoke alarm
- To Engage Retained Personnel in Community Safety

Operations

- Increase Operational Availability
- Provide Enhanced Water Rescue Capability
- Provide a Competent Maritime Incident Response Group (MIRG)
- Implement Station Audit Process
- Provide Operational Intelligence for our personnel

Technical Services

- Develop a Centralised Training Site for Renfrewshire and Inverclyde
- Provide Community Access to our Property
- Refurbishment Programme

Personnel

- Improve the Health of our Personnel
- Reduce the Number of Working Days Lost to Sickness

Development

- Develop Our Personnel
- Develop our Incident Commanders
- Continuously Improve the Workplace Culture

Strategic Planning

- Improve the Health & Safety Awareness and Qualifications of our Personnel

Finance

- Deliver Best Value
- Provide sound governance at a financial level
- Provide effective financial planning in order to deliver the stated improvements within the Area Budget
- Provide prudent financial management in order to achieve the stated objectives within the given time scales
- Provide continued training and development in financial and budgetary control to appropriate staff.

Activities

Primary Partnership Initiatives

The introduction of the Local Government in (Scotland) Act 2003 placed a statutory obligation on the service to engage formally with the Community Planning process. Renfrewshire and Inverclyde Area is committed to working with the two Local Authority based Planning Partnerships which serve our area. We will continue to engage with communities and agencies involved at all levels in our area to promote the Community Planning and Community Safety agenda expressed through their respective Regeneration Outcome Agreements.

Community Safety Partnerships, which form an integral part of the Community Planning process, are our principal focus of attention, and multi-agency working will continue to represent the most effective means of achieving our core objective of "making our communities safe places to live, work, and visit".

We will work closely in partnership with the Community Plan Management Group who steer and oversee the community planning process within Renfrewshire and with the Inverclyde Alliance Board and Strategic Management Advisory Group who steer and oversee the community planning process within Inverclyde.

The problems of fire-related anti-social behaviour - such as attacks on crews, deliberate fire-raising, and malicious calls continue to present specific challenges to the staff within Renfrewshire and Inverclyde. We have already provided training for Community Wardens in both areas, and will continue to develop close links with Anti-Social Behaviour teams to assist us in tackling these problems.

In conjunction with Renfrewshire Council and other partners we have established the Deliberate Fire Reduction Task Force. The aim of this project is to combat wilful fire raising in the most deprived areas of Renfrewshire. In 2004/05 a total 2080 incidents were attributed to wilful fire raising at a cost to the people of Renfrewshire of £12.5 Million. The main focus of the task force is to drive down the incidents of wilful fire raising and make the community of Renfrewshire a safe place to live, work and visit.

We have also established the Renfrewshire Safety Centre based at Paisley Fire Station. The main focus of the RSC is to target at risk neighbourhoods and engage community groups particularly children and young people to advise and educate on the environmental and social impacts that the effects of fire have on their community

During 2004-2005 there were 32 dwelling house fatalities in the Strathclyde Area, and 87% of these fatalities involved the use of alcohol either directly or indirectly.

As a result of this, staff from the Renfrewshire & Inverclyde Area in partnership with the Renfrewshire Council on Alcohol Trust has started work in Renfrewshire intended to increase fire safety awareness in a potentially high-risk population.

A three-pronged approach has been developed, whereby Fire Officers from R&I Area provide training to RCA Trust staff on basic fire safety awareness when dealing with clients. The Fire Officers also advise clients in RCA Trust rehabilitation flats about fire safety.

Consideration is now being given to piloting an extension of this service to a broader range of RCA Trust clients and to extend this service to cover all of the equivalent alcohol counselling services in the SFR Area. The main aim of this partnership is to

jointly develop fire awareness training packages for key staff in all of the SFR Areas and in conjunction with all our key partners jointly produce a protocol for SFR to provide fire awareness training for problem drinking clients on agency premises or in their own accommodation and to develop jointly, fire awareness posters, leaflets and information packs for clients to these services.

We will also develop specialist fire awareness training packs for alcohol agency staff as well as specialist alcohol awareness training for SFR staff and fire awareness information to a vulnerable client group. We will undertake home inspections for the vulnerable client groups.

We are currently operating a Young Persons Alcohol Project which involves a programme of visits to each secondary school in Renfrewshire. This partnership project is aimed at S2 pupils and our partners include RCA Trust, Strathclyde Police Community Safety, Strathclyde Police TEST unit, YMCA, local community care nurses, SFR staff and PACE Theatre group. The project is designed to deliver a combined partnership message of the dangers of underage alcohol use. This project was delivered to 2173 pupils last year.

Youth engagement is a key element, and in Inverclyde we are currently operating the Duke of Edinburgh Award scheme at Greenock Fire Station as well as operating a joint Fire Reach programme from both Greenock and Port Glasgow fire stations. Both of these initiatives are supported by funding provided via, the Inverclyde Community Safety Partnership.

We have entered into partnership with Glasgow Airport Fire Service (AFS) establishing a local liaison group between the personnel at Renfrew Fire Station and the AFS. This has led to a number of successful joint training initiatives and exercises, which will enhance the operational response to an aviation incident occurring on or near Glasgow Airport.

Partnerships are currently being forged with the respective councils with regards to Emergency Planning. This will ensure that we are considered as a major contributor when developing policies for use at major incidents within the Renfrewshire & Inverclyde area

Search and Rescue (SAR) on the River Clyde has become a priority because of the rapidly increasing use of the river and the development of its banks. We will ensure the effective use of our water rescue resources at Renfrew Fire Station in response to waterborne incidents on the Upper River Clyde. This will be achieved by ensuring that all our personnel are fully trained in all aspects of water rescue evolutions and will be supported by developing close liaison with our partner agencies, with the introduction of an Area Liaison Officer.

The national 'Sea of Change' project was formulated by the Office of the Deputy Prime Minister (ODPM) in conjunction with the Maritime and Coastguard Agency (MCA). The aim of the project is to provide a national response to incidents at sea that threatens life or which may pose a risk to the environment. This response will be known as the Maritime Incident Response Group (MIRG). Strathclyde Fire and Rescue Board has a stated aim within it's IRMP 'to fully participate in this project'. Within Renfrewshire and Inverclyde we will work closely with all the other agencies to ensure that the MIRG is trained, equipped and resourced to deal with offshore operational incidents.

In order to ensure that our property portfolio is fit for purpose we will liaise with our Services property section to carry out and complete major refurbishment projects. This will include the establishment of a new Area Headquarters at Johnstone and the refurbishment of Greenock Fire Station to incorporate the MIRC Operations Room as well as the co-location with the Strathclyde Police Marine Unit. This innovative co-location project will be the first of its kind in Scotland.

Stakeholder Engagement

Strathclyde Fire and Rescue continue to carry out ongoing stakeholder consultation as part of its Integrated Risk Management Planning exercise. This involves Public Opinion surveys, Employee surveys and Elected Member / Council Officer surveys. Information gained is analysed to assess our performance and provide future direction as part of the strategic planning process.

Community Planning and Partnership working offers the opportunity for us to fully engage with the communities that we serve. It provides a focus for service delivery with the ideal circumstances being an agreed range of outcome measures that reflect the overall health of the community.

At a local level, Renfrewshire and Inverclyde Area is fully committed to engaging with all our stakeholders who have interest in the services we currently provide and we will continue to involve them fully in the processes which will determine the future direction of our service delivery. By establishing effective methods of consultation and communication we will determine the needs of the various groups as well as establishing their views on our performance.

From its inception Strathclyde Fire and Rescue has been fully committed to the Community Planning process in conjunction with our Local Authority partners. This has enabled us to focus much more closely on local issues and to form more effective relationships with all our partner agencies.

In order to ensure that this continues, staff from Renfrewshire and Inverclyde will communicate, consult and engage with both internal and external stakeholders on all levels including working closely with our Community Planning Partners, Elected Members, Chief Executives Departments, Community Safety Managers, Strathclyde Police, as well as representatives from the Voluntary Sector.

This is by no means an exhausted list of our stakeholder engagement but highlights the level of commitment that we intend to deliver. This will be achieved through joint consultation exercises with our Community Planning Partners and by our staff attending and participating in the well established forums, strategic meetings and local initiatives which are programmed throughout the year. Feedback from these attendances will help us formulate future strategies and safety initiatives within Renfrewshire and Inverclyde Area.

We will develop a stakeholder register, which will assist us in our consultation process. We will take cognisance of the views of all the members of our communities and publish updates on the progress of our Area Plan at regular intervals.

In order to ensure that all our personnel have the opportunity to discuss their views with a member of the Area Management Team in an open and transparent way Station Audits will be carried out twice a year. We will introduce a newsletter, which will be designed to engage staff within the area. It is anticipated that all members of staff will contribute to the production of this newsletter.

Cost of Service Provision

In order to centralise the Area's risk critical training capability Renfrew Fire Station will be upgraded to include the following:

- Improved Breathing Apparatus (BA) Training facilities.
- Road Traffic Collision (RTC) simulation area
- Large Good Vehicle (LGV) manoeuvring area.

It is envisaged that this work will require a capital outlay of approximately £10,000. Revenue costs will be incurred with the provision of an Area Training Officer, who will be qualified to Breathing Apparatus and Road Traffic Collision instructor level.

In order to ensure that our operational personnel maintain their competence and develop within their role in line with the Integrated Personal Development System (IPDS) a series multi-agency exercises will be delivered within these upgraded facilities.

As a major partner within the Community Safety and Community Planning arena we wish to ensure our stations are used as community resources that can be accessed by as many stakeholders as possible. In order to allow better community access we will provide a safe, secure and comfortable environment.

Performance Monitoring, Assessment and Reporting

Performance will be monitored at regular intervals to ensure that the objectives of the plan can be fully realised. This process will be carried out by the Area Management Team, at quarterly meetings convened to update and review the plan. We will monitor the stated targets throughout the term of the Area Plan by putting in place regular review periods with staff that are responsible for the relevant action plans. Station plans and local targets will be monitored by the Area Management Team who will receive monthly updates from Station Managers. Performance indicators will be measured against historical data and newer targets compared over one year

We will also carry out Best Value Reviews on areas where our performance needs to be improved significantly. Training will therefore be required in order for personnel to adopt the 'European Foundation for Quality Management (EFQM) Excellence Model'

Performance Indicators will be developed and produced in line with Area and Service targets and will be reported on to our stakeholder groups via safety forums, local media, joint meetings and corporate reporting through the Chief Officer's Annual Report. The Area and Station Plans will be made available electronically to all interested stakeholders and copies will be provided for all stations and the Area Headquarters.

We will compare our progress with similar sized areas such as West & East Dumbartonshire and North Lanarkshire on an annual basis and against Service and National standards as appropriate. To facilitate this, twice yearly meetings will be arranged with these areas to discuss progress against Service targets.

COMMUNITY SAFETY

The Community Safety department is engaged in a two pronged approach to service provision. Community Planning and Partnership working offers the opportunity for us to fully engage with the communities that we serve. It provides a focus for service delivery with the ideal circumstances being an agreed range of outcome measures that reflect the overall health of the community.

We have five uniformed staff and one Community Safety Co-ordinator dedicated to a wide variety of partnership and educational programmes. We also have four uniformed officers who are engaged with the enforcement of fire safety legislation including inspecting and advice work.

With the new Fire Scotland Act now in place, it is expected that Section 3 (Fire Safety) will be enacted during 2006. This will have an enormous impact as with it will come new procedures and powers for the Fire and Rescue Service. We will work in conjunction with the HQ Community Safety Directorate to ensure that we build capacity in preparation for this change. In the interim we will strive for continual improvement in the time taken to process Legislative matters and ensure we deliver the highest possible standard of service to our clients.

The inspecting officers are currently preparing for the introduction of new legislation embodied in the Fire Scotland Act (2005) which is expected to be implemented by Statutory Instrument in October of this year.

<http://www.opsi.gov.uk/legislation/scotland/acts2005/20050005.htm#aofs>

Our vision of making communities safe places to live, work and visit, must become a reality. To make this happen we have drawn up a 3 year plan based on demand reduction and outcome improvement.

In preparing this document the costs and savings used throughout are taken from the document released by the Office of the Deputy Prime Minister entitled "The Economic Cost of Fire Estimates 2003". The measures used within this document represent the overall costs of fire to the community at large and not simply the direct cost of fire and rescue service intervention.

The Renfrewshire & Inverclyde Area Plan will incorporate the following community safety objectives.

Reduction of Unwanted Fire Signals (UWFS)

The Area Plan will take cognisance of Strathclyde Fire & Rescue's (SFR) policy to reduce the number of UWFS. This will allow for a joint and systematic approach to reduce unwanted fire signals by all stakeholders providing best practice and value. This will be in line with SFR's IRMP and Community Safety Demand Reduction Strategy, which will ensure a more efficient and cost effective service delivery.

The Area has already identified the worst offenders and our Station Managers have been tasked with identifying the particular issues appertaining to these individual premises in order to devise bespoke solutions for UWFS.

Costing

It has been calculated that the cost to the Area due to UWFS for the calendar year 2005 would have been £2,055,300 as indicated in the table below (equipment).

Table:(iv). Estimated Cost of False Alarm calls in Renfrewshie & Inverclyde 2005:

Station	Equipment (UWFS)
S01 Johnstone	£207,400.00
S02 Paisley	£714,000.00
S03 Renfrew	£482,800.00
S04 Port Glasgow	£120,700.00
S05 Greenock	£479,400.00
S11 Gourock	£51,000.00
Grand Total	£2,055,300.00

Target

We will reduce the number of unwanted fire alarms from their present levels by 15% by 2009, which is in line with the 2015 vision document. Giving a potential saving of £308,295 as indicated below.

Table:(v). Estimated savings at 15% reduction in False Alarm calls

Station	Equipment (UWFS)
S01 Johnstone	£31,110.00
S02 Paisley	£107,100.00
S03 Renfrew	£72,420.00
S04 Port Glasgow	£18,105.00
S05 Greenock	£71,910.00
S11 Gourock	£7,650.00
Grand Total	£308,295.00

Reduce Attacks on Fire Crews

Unfortunately the number of attacks on fire crews within the Renfrewshire and Inverclyde Area has given much cause for concern. During the calendar year 2005 a total 29 attacks were reported, making up 22% of all attacks on fire crews within the area served by Strathclyde Fire and Rescue. Given that the Renfrewshire and Inverclyde area has approximately 10% of the total population of Strathclyde clearly there is a disproportionate number of acts of violence occurring in this area and we intend to tackle this issue as follows.

Table:(vi). Attacks on Fire crews in Renfrewshie & Inverclyde 2005:

Station	Total
S01 Johnstone	5
S02 Paisley	1
S03 Renfrew	1
S04 Port Glasgow	5
S05 Greenock	14
S11 Gourock	3
Grand Total	29

In order to reduce these unacceptably high figures we will work with our partners through the Community Safety Forums to utilise all the resources at our disposal. In Greenock, the area with the highest number of attacks, we will introduce the Duke of Edinburgh Award Scheme at Station level. This has proved to be a very successful and effective way of engaging the youth of an area in the past. It is hoped that by working closely with the community wardens, community police officers, youth workers and also tie in with the Fire Reach Project it can be a success again.

It is planned that all new fire appliances will be fitted with CCTV to act as a deterrent against crew attacks. We will consult with fleet services in order to bring forward this programme as a matter of priority for the appliances in the Inverclyde area to assist in our strategy of driving down the incidence of crew attacks.

Costing

During the calendar year 2005 the estimated cost of damage to fire appliances due to attacks was considerable. More importantly it was the risk of severe injury or worse to our firefighters and members of the public that concerned us the most. Any attack on fire and rescue personnel should be seen as unacceptable and it is our aspiration to reach and even exceed the following targets.

Target

Reduce the number of attacks on Fire Crews by 50% by 2007 and 90% by 2009.

Reduce Number of Deliberately Set Fires

During 2005 we attended 2500 fires which were started deliberately in the Renfrewshire and Inverclyde Area. In order to reduce the number of incidents of this type we aim to carry out targeted visits to our schools and communities to discourage the children in particular from engaging in such anti-social behaviour. We will explain to them the impact that these types of incidents have on our service delivery and our communities in general.

In conjunction with our partners at Renfrewshire Council we have established the Deliberate Fire Reduction Task Force (DFRTF) based at Renfrew Fire Station. Their main priority is to reduce the number of deliberately set fires in the Renfrewshire area. Two dedicated members of SFR have been seconded to the Task Force for the next 3 years and will concentrate on educating and providing advice to a target audience of primary and secondary school children. They will also visit community groups and local businesses and will react after an incident to give advice and counselling to those affected.

A squad of 2 manual labourers and one trainee, employed by Renfrewshire Councils Commercial Operations Group, will tackle tasks as directed and prioritised by the Strathclyde Fire & Rescue. This team will respond to requests from referrals to remove combustible materials and generally clean up the community. They will also attend after the fire to remove debris and damaged items, assisting householders in cleaning up and returning to normal.

By reducing these types of fires we can prevent a drain on our front line services and improve the quality of life within our communities.

Costing

In 2005 Fire Crews attended an average of 7 deliberately set fires a day, which resulted in a total cost of £11,500 per day and a total of £4,215,750 annually. This is an unacceptable drain on the resources of the communities we serve.

Target

In conjunction with our partners, the Task Force will reduce the number of deliberately set fires by 15% by 2009 giving an overall saving of £632,362

Reduce the Number of Domestic Fires

Domestic fires account for the greatest proportion of attended fires within Strathclyde Fire & Rescue. Unfortunately these types of fires account for the majority of fatalities and injuries recorded. However in most cases these fires could have been prevented.

Our aim is to reduce the number of domestic fires by using a number of different strategies and resources. We will increase the number of Home Fire Safety Visits (HFSV) by our personnel. We will increase the number of smoke detectors and sprinklers installed in properties particularly those occupied by vulnerable persons. We will target hot spot areas as highlighted by the Community Safety Tool Kit. We will also work with our partners to provide a resource to tackle and reduce the number of domestic fires, where the use or misuse of alcohol is deemed to be a contributory factor.

Costing

During 2005, appliances from Renfrewshire & Inverclyde attended 358 domestic fires that resulted in a predicted financial cost of £7,049,020. This does not account for the human suffering and misery that these fires cause.

Table:(vii). Dwelling House fires 2005 Renfrewshire & Inverclyde:

Station	Number	Cost
S01 Johnstone	61	£1,201,090.00
S02 Paisley	114	£2,244,660.00
S03 Renfrew	48	£945,120.00
S04 Port Glasgow	41	£807,290.00
S05 Greenock	79	£1,555,510.00
S11 Gourock	15	£295,350.00
Grand Total	358	£7,049,020.00

Target

We will reduce domestic fires by 10% by 2009 to provide an overall financial saving to the community of £704,902.

Reduce Fire Fatality Rates

4 fire fatalities occurred in Renfrewshire and Inverclyde during the calendar year 2005. The strategies being adopted within the Area Plan to reduce the number of dwelling house fires will assist in reducing the number incidents resulting in fatalities. Through the process of HFSVs and the identification of vulnerable persons, it is anticipated that by fitting smoke alarms and domestic sprinklers where appropriate within these dwellings we will reduce the number of fatalities that occur. Working in conjunction with our partners will enhance our chances of identifying vulnerable persons in our communities and we are actively forging links with the Alcohol Advice Centre and our community partners in order to achieve this.

Costing

The cost of fire fatalities should not be measured in financial terms only. However every fire death does result in financial loss for the families affected and society as a whole. By introducing these strategies we hope to reduce the number of fire fatalities and alleviate suffering and losses incurred.

Target

We will reduce domestic fire fatality rates by 15% by 2009.

Reduce Fire Injury Rates

The strategies and resources used to reduce the number of domestic fires and the reduction of fire fatality rates will be applied to reduce the fire injury rates.

Table:(viii). Injuries 2005 Renfrewshire & Inverclyde:

Station	Casualty
S01 Johnstone	10
S02 Paisley	19
S03 Renfrew	4
S04 Port Glasgow	8
S05 Greenock	30
S11 Gourock	6
Grand Total	77

Costing

The financial implication due to fire injuries cannot be accurately costed as many other factors are included e.g. loss of employment, service arrangements etc.

Target

We will reduce the fire injury rate by 20% by 2009.

Reduce Number of Households at Greatest Risk

We will target households at greatest risk by using information technology to direct our resources to the current risk areas. We will also work closely with the local authorities and our partners to share information and target our resource accordingly. We will utilise the Community Safety Tool Kit to direct and target our HFSVs.

Target

To reduce the number of households considered being at the greatest risk by 10% by 2009.

Develop and Enhance Arrangements for the Effective Administration of Fire Safety Legislation

We will carry out an evaluation of current and future requirements for Fire Safety enforcement and impact assessment of the new Section 3 arrangements. We will effectively administer Fire Safety legislation through the appropriate application of fire precautions and risk based approaches to fire safety solutions.

Target

We will inspect all very high risks in the area once per year.

We will inspect 90% of high risks in the area once per year.

We will inspect all medium risks in the area over a three-year period.

We will inspect all low and very low risks in the area once over a five-year period.

Increase the Number of Domestic Properties Fitted with a Smoke Alarm

This is already underway with the introduction of HFSVs and we will increase the number of houses fitted with domestic smoke alarms by working in partnership with the Department of Work and Pensions and the Social Work Department. Awareness training will be provided for care workers in our communities who will then make

referrals to us regarding occupiers who they deem to be at risk from fire. Personnel from Renfrewshire and Inverclyde will then carry out HFSVs and fit smoke alarms.

Costing

In Renfrewshire and Inverclyde the overall cost of fire during 2005 was £27,000,000. By carrying out HFSVs and fitting smoke alarms the early detection rates should increase and early intervention by SFR personnel will assist in driving down the financial and social costs.

Target

To increase the amount of households fitted with domestic smoke alarms within the Renfrewshire and Inverclyde area to 85% in 2009.

To Engage Retained Personnel in Community Safety

The retained members within our Area are an important and integral part of the communities in which they serve and like wholetime personnel have an essential role to play in community safety. It is necessary to engage all retained personnel in the same community safety initiatives being undertaken by their wholetime colleagues. We will take part in a pilot scheme being introduced into SFR to determine the most efficient and effective methods to achieve this.

Costing

The cost of the pilot scheme will be met from a dedicated Community Safety budget line

Target

The pilot project at Gourrock to be completed by 2007. All retained personnel within the Area to be involved in Community Safety work by 2009.

OPERATIONS

Increase Operational Availability

In order to provide an efficient, effective service to our communities we will ensure that our appliances are ready and available to respond to operational incidents. In order to improve our service delivery we will identify predicted staff shortages and utilise SFR's existing policies to reduce the incidence where our resources are unavailable.

Costing

Costs will be met by the application of SFR's Pre-arranged Overtime and Mixed Crewing Policies.

Target

To reduce the number of incidence our resources are not available by 50% by 2009.

Provide Enhanced Water Rescue Capability

Due to the rapidly increasing use of the River Clyde and development of its banks, the provision of a Search and Rescue (SAR) capability is more important than ever. We will ensure the effective use of our water rescue resources at Renfrew Fire Station, in support of the co-ordination of the overall SAR response to waterborne incidents on the Upper River Clyde. This will be achieved by ensuring all personnel are fully trained in all aspects of water rescue equipment and techniques. Close liaison with our partner agencies will also be enhanced by the introduction of an Area Liaison Officer.

Costing

Personnel will require initial and refresher training at regular intervals in order to maintain the currency of their nationally recognised qualification. This training cost will be approximately £1,000 per person every 3 years.

Target

To provide an improved water rescue capability on the River Clyde and surrounding areas.

Provide a Competent Maritime Incident Response Group

The national 'Sea of Change' project was formulated by the Office of the Deputy Prime Minister (ODPM) in conjunction with the Maritime and Coastguard Agency (MCA). The aim of this project was to ensure that the Fire and Rescue Service was capable of providing a national response to incidents at sea. This operational response team will be known as the Maritime Incident Response Group (MIRG). The Board of Strathclyde Fire and Rescue have a stated aim within its IRMP 'to fully participate in this project'.

The MIRG are based at Greenock Fire Station and are currently undergoing extensive training in order to become operational by April 2006. Within our Area Plan we are fully committed to ensuring that the members of the MIRG maintain their specialist skills and competence year on year.

Costing

SFR has already committed capital costs for the development of the MIRG Operations Room at Greenock Fire Station and are working in conjunction with the MCA to provide all the necessary specialist equipment and training in order to make

the Group operational. The revenue costs for the MIRG Operations Room will be met from within the Area budget following a CCLS bid.

Target

To complete all staff training by April 2006. To maintain the specialist skills and competence for all members of MIRG on an annual basis.

Implement Station Audit Process

Station audits will provide continuous improvement to our service delivery we will undertake station audits twice a year. This process will assist in maintaining the high standards of performance expected of SFR personnel. We will review what we are doing well and identify areas for improvement. The Area Management Team will examine the results of these audits in order to determine future objectives and to make the necessary changes to our Area Plan.

Costing

There is no additional cost in carrying out these audits, however it will ensure that the best use is being made of resources, equipment and finances.

Target

Station Audits will be carried out twice a year. This will also ensure that all personnel will have the opportunity to discuss their views with a member of the Area Management Team in an open and transparent way.

Provide Operational Intelligence to Personnel

In order to carry out an effective dynamic risk assessment, Incident Commanders require all the operational intelligence that is available. It is essential therefore that this information is up to date, concise and accurate. To achieve this, Operational Risk Assessments (ORA) will be carried out as part of the Area's pre-planning process.

This process will identify high-risk buildings and provide the opportunity to develop robust plans to deal with them in the event of a fire. These ORAs will be made available to Incident Commanders via the Vehicle Mounted Data Systems on each appliance.

Costing

Any additional costs incurred during the ORA process will be met within the existing Area budget.

Target

We will develop Operational Risk Assessments in conjunction with our Emergency Planning process and ensure that 75% of our Emergency Plans are reviewed and updated by 2009.

Technical Services

Provide a Centralised Training Site for Renfrewshire and Inverclyde

A centralised training site for the Area will be based at Renfrew Fire Station and will consist of an upgrade of the current training facilities including the Breathing Apparatus (BA) block and the installation of a simulated Road Traffic Collision (RTC) site. The current BA training block requires to be upgraded to ensure that it meets current Health & Safety standards.

Costing

The upgrade will require a capital outlay of approximately £10,000. When complete it will give us a geographically central training venue, which will serve the needs of both the wholetime and retained members of the Area.

We will supplement this training site with the introduction of an Area Training Officer, who will be qualified to BA and RTC instructor level. Fire Behaviour and Tactical Ventilation training will also form part of the Area Training Plan. Additional revenue costs will include fuel costs for appliances travelling to and from the training site and catering costs, both of which will be met within the current Area budget.

Target

To provide an upgrade of the current training facilities at Renfrew Fire Station by 2007. Introduce an Area Training Plan to serve the needs of both the wholetime and retained members of the Area. Introduce multi agency exercises on this site to ensure that operational personnel maintain their competence and develop within their role in line with the Integrated Personal Development System.

Provide Community Access to our Properties

As a major partner within the community safety and community planning arena we wish to ensure that our fire stations are used as community resources that can be accessed by as many stakeholders as possible. In order to allow better community access we will provide a safe, secure and comfortable environment.

Costing

Working in conjunction with our partners in the Property section we will carryout a full survey of the security our property portfolio and make the necessary financial investment to ensure that they are safe, secure and comfortable.

Target

We will provide and maintain high standards of security and comfort within our property portfolio to ensure that our fire stations become a valued resource that can be accessed by all members of our community.

Refurbishment Programme

In order to ensure that our properties are fit for purpose we will liase with our Services property section to carry out and complete major refurbishment projects. This will include the establishment of a new Area Headquarters at Johnstone and the refurbishment of Greenock Fire Station to incorporate the MIRG Operations Room as well as the co-location with the Strathclyde Police Marine Unit. This innovative co-location project will be the first of its kind in Scotland.

Costing

The capital cost of these projects will be funded from our Property section's central budget. The additional revenue costs will be funded from the Area budget following the CCLS process.

Target

Complete the refurbishment of our Area Headquarters at Johnstone by 2007. Complete the major refurbishment at Greenock Fire Station by 2008.

PERSONNEL

Improve the Health of Our Personnel

In order to improve the health of all our personnel we will participate in the Scotland's Health at Work Programme (SHAW). This is a National Award Programme for promoting health in the workplace and has been created to meet the challenge of ensuring the continued success of Scottish industry. Membership of this scheme is free and is growing rapidly, making it one of the most sought after workplace award programmes.

The benefits for our staff will include:

- Healthy working conditions
- Health information at work
- Practical help on how to be healthy
- A boost to morale and motivation
- Good management/employee relations
- Benefits of working for a responsible employer
- The chance to improve their awareness of health issues and make a difference to their lifestyle

The benefits for the organisation will include:

- A healthier, happier workforce
- A more motivated team with high morale
- Good management/employee relations
- Less sickness absence
- Positive links with your community

Costing

Participation in the scheme is free.

Target

We will gain formal recognition of our participation by achieving a Bronze award by 2008 and a Silver award by 2009.

Reduce the Number of Working Days Lost to Sickness

Strathclyde Fire Board is committed to ensuring that maximum attendance by its employees is maintained in the interest of ensuring effective service delivery to the communities it serves. To support this commitment we will introduce effective measures to assist employees attend work on a regular basis.

We will robustly manage the managing attendance policies and procedures and oversee their implementation within the Area.

Costing

The cost benefits of robustly managing these policies will be identified in the short and medium term. It is anticipated that there will be a reduction in the running costs of the Area in terms of reduced overtime and detached duty payments.

Target

To reduce the number of working days lost to sickness within the Renfrewshire and Inverclyde Area by 2009.

DEVELOPMENT

Develop our Personnel

In order to make best use of our resources and to ensure that the right people are in the right role at the right time, we will carry out training needs analysis and audit of our personnel in line with the principles of the Integrated Personal Development System. This will enable us to develop bespoke training packages to ensure that our personnel are competent to perform in their current and future roles. We will utilise the PDR Pro electronic recording system to assist in the formulation of training plans, concentrating on risk critical training events.

Cost

The cost of introducing PDR Pro will be met centrally by the Personnel and Development Directorate. Any additional revenue costs will be met from within the Area budget.

Target

To develop personnel within their current role and prior to taking up a new role within the Service in line with the IPDS year on year.

Develop Our Incident Commanders

In order to develop personnel, who will be required to take charge of operational incidents, we will ensure they receive technical and practical training on the service 'Incident Command System (ICS)'. This will ensure they have the requisite skills knowledge and experience to deal effectively with a wide range of operational incidents.

This will be achieved by carrying out tabletop exercises utilising the Vector Incident Management training software and the carrying out of practical application training exercises in suitable buildings within the local area ensuring realistic training scenarios.

Costing

This training will be met from the current Area budget.

Target

We will train our supervisory managers in all elements of the ICS by 2009.

Continuously Improve the Workplace Culture

Strathclyde Fire and Rescue recognise that we must treat all our employees with dignity, fairness and respect and lead the way for our communities in tackling discrimination and inequalities in all aspects of work and life.

Our priority is underpinned by a commitment to excellence and the dedication to continually improve the services we deliver. It is acknowledged that the role of employees is crucial to this commitment. To this end we will ensure that Equality, Fairness and Diversity training is delivered to our personnel within our Area.

Costing

Training costs will be kept to a minimum through in house training.

Target

We will provide Equality, Fairness and Diversity training for our personnel by 2009.

STRATIGIC PLANNING

Improve Health & Safety Awareness

The health, safety and welfare of our personnel are paramount. The Service has made good progress over recent years in reducing the number of accidents and near misses, and has been recognised through a series of awards from agencies such as RoSPA. To build on this success we intend to provide health and safety training for our personnel that will result in the award of a recognised health and safety qualification.

Costing

It is estimated that the cost of this training can be met within the current Area budget. By improving the health and safety awareness of our personnel it is hoped that there will be a reduction in the number of accidents and working days lost to sickness. It is anticipated that this will bring financial benefits in terms of a reduction in the number of detached duties and pre arranged overtime.

Target

To ensure 25% of our staff receive a formal qualification in Health & Safety by 2008
50% by 2009.

FINANCE

Monitor and assess the effectiveness of the new Finance and Support Services to the Area

Following the restructure of SFR, the Area Administration Officer now has responsibility for the financial and administrative support services to the Area. This role includes the effective and efficient management of payroll and pensions and the effective control and monitoring of the Area budget in conjunction with the Area Manager. Station Support Assistants are now in place across the Area and provide financial and administration support directly at Fire and Rescue Stations and fully devolved budgetary control to station level. It is our intention to monitor and assess the effectiveness of these arrangements.

The devolved Area budget of £6.8 million is monitored and controlled by the Area Manager supported by the Area Administration Officer, and assisted by the Assistant Financial Services Manager of the Service HQ Finance Directorate. The devolution of budgetary control has generated development needs for staff and these will be continually addressed during the coming year. To ensure that we provide Best Value, sound governance at a financial level and prudent financial management in order to achieve our stated objectives within the given timescales we will, in conjunction with the Assistant Financial Services Manager, provide continued training and development in financial and budgetary control to appropriate staff.

Costing

It is estimated that the cost of this training can be met within the current Area budget.

Target

To ensure that 100% of our Area HQ Administrative Support Staff and Station Support Assistants receive the requisite training and support to carry out their roles effectively and efficiently. Training needs analysis will be carried out for these individuals and bespoke training packages produced and delivered by 2007 and an annual development assessment in 2008 and 2009.

HOW TO COMPLAIN TO STRATHCLYDE FIRE AND RESCUE

Strathclyde Fire and Rescue 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 the services of Strathclyde Fire and Rescue or its employees to let us know using the procedure set out below.

Complaints Procedure

If you are dissatisfied with the standard of service, actions or lack of action by the Service or its staff -

You may register a complaint –

- By post** The Complaints Officer, Risk Management Unit,
Strathclyde Fire and Rescue Headquarters,
Bothwell Road, Hamilton ML3 0EA
- By E-mail** complaints@strathclyde.fire-uk.org
- By Fax** 01698 338482
- By Telephone** 01698 300999 (asking for the Complaints Officer)
- In person** to any member of the Service's staff at any of our
establishments

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
- Indications 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.

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.

- We will acknowledge receipt of your complaint within 2 working days of its receipt.
- We will commence an investigation of your complaint immediately.
- We will advise you of the investigation's result within 21 days of the complaint being received and of any action which is proposed.

Human Rights Act 1988

The Human Rights Act 1998 brought certain of the rights and freedoms guaranteed under the European Convention on Human Rights into full effect in Scotland with effect from 2nd October 2000 and made it unlawful for public authorities such as Strathclyde Fire and Rescue to act in a way which is incompatible with a Convention right.

Therefore, the Service must at all times implement its Complaints Procedure within these parameters which, for example, could require us to reveal the full details of your complaint to any person complained of in order to comply with Article 6 of the said Convention (Right to a Fair Trial).

What complaints are covered by this procedure? You can use this procedure if:

- You are dissatisfied with the administration of policy and decisions, i.e. how we reached a decision, not the decision itself.
- You have experienced delays in our response to requests for services
- You consider that we have failed to achieve stated standards of service
- You consider that we have failed to fulfil our statutory responsibilities
- You are dissatisfied with an employee's behaviour or attitude

Where, in exceptional circumstances, it has not been possible to conclude our investigation within the 21 day period, you will be advised accordingly and told when you can expect notification of our findings.

This procedure will not apply to any matter involving alleged injury, damage or loss, which has been, or requires to be, referred to our claims handlers. You will be notified where this applies to your complaint.

If you are dissatisfied with our reply to your complaint.

If you believe that your complaint has not been investigated fairly or that the information you supplied has not been given due consideration, you may ask us to reconsider your complaint. You should make a request for reconsideration by communicating your continued dissatisfaction, in writing, to the Complaints Officer, making reference to the Complaint Reference Number allocated to your original complaint.

The complaint and its circumstances will, in this case, be referred to the Chief Officer, Deputy Chief Officer or Strathclyde Fire Board as appropriate for reconsideration and determination.

On occasions, the Service may reach a conclusion which may fail to satisfy your expectations but will at all times endeavour to ensure that any decisions have been arrived at legally and in accordance with the Service's policies and procedures. However, if you believe that we have failed to properly investigate your complaint you may make a further complaint to the Local Government Ombudsman.

The office of Commissioner for Local Administration in Scotland (Local Government Ombudsman) can investigate whether you have suffered an injustice as a result of maladministration. The Ombudsman cannot force the Service to act upon his/her findings but the Service may be required to place, in the local press, a statement of the reasons for not acting on the recommendations.

The Ombudsman's office can be contacted at 23 Walker Street, Edinburgh EH3 7HX (Tel: 0131-225 5300 Fax: 0131 225 9495).

Table:(ix). [ACCESS TO THE COMPLAINTS PROCEDURE](#)

Strathclyde Fire and Rescue aims to treat all members of the community in a way which does not unfairly discriminate against race, religion, social background, marital status, gender (sex), disability, age or sexual orientation (sexuality). We will understand and accept your circumstances and feelings without criticism or judgement.

Assistance is available if you have trouble making your complaint due to hearing, visual or physical difficulties or if English is not your first language. Please direct requests to: -

The Complaints Officer
Strathclyde Fire and Rescue Headquarters
Bothwell Road
Hamilton ML3 0EA

Tel: 01698 300999
Fax: 01698 338444
E-mail: compaints@strathclydefire.org

All other enquiries concerning complaints or special access to this should also be directed to the above address.

ACTION PLAN

Action	What the Action is intended to achieve	Responsibility	Target	Corporate Priority
<p>We will reduce the number of unwanted fire signals by introducing and robustly managing SFR's new policy on UWFS.</p>	<p>Reduction in the number of UWFS giving a potential saving of £308,295 to our communities.</p>	<p>Group Managers A&B CFS Station Managers</p>	<p>15% reduction in UWFS by 2009</p>	<p>2,7</p>
<p>We will work with our partners through the Community Safety Forums to utilise all the resources at our disposal. In Greenock, the area with the highest number of attacks, we will engage with the youth at all levels including introducing the Duke of Edinburgh Award Scheme at Station level. It is hoped to drive down the number of attacks by working closely with the community wardens, community police officers, youth workers and tying in with the Fire Reach Project.</p>	<p>Reduction in the number of attacks on Fire Crews. Improved staff morale and a reduction in the cost of the repairs to our fire appliances.</p>	<p>Group Managers A&B CFS Group Managers A&B Ops Station Managers</p>	<p>50% reduction in crew attacks by 2007 90% by 2009. Installation of CCTV on Inverclyde appliances by 2007 and on all other appliances in the Area by 2009.</p>	<p>4,6</p>
<p>By engaging with our partners and developing the work of the Deliberate Fire Reduction Task Force we will reduce the incidence of deliberately set fires in the Renfrewshire and Inverclyde area. We will extend our education programme throughout all the schools and nurseries in the Renfrewshire and Inverclyde area and engage with local youth and community groups.</p>	<p>Reduction in the number of deliberately set fires and providing financial savings to our communities of approximately £632,362.</p>	<p>Group Managers A&B CFS Station Managers</p>	<p>15% reduction of deliberately set fires by 2009.</p>	<p>1,2,6</p>

Action	What the Action is intended to achieve	Responsibility	Target	Corporate Priority
<p>Our aim is to reduce the number of domestic fires by using a number of different strategies and resources. We will increase the number of Home Fire Safety Visits (HFSV) by our personnel. We will increase the number of smoke detectors and sprinklers installed in domestic properties particularly those occupied by vulnerable persons. We will target hot spot areas as highlighted by the Community Safety Tool Kit. We will also work with our partners to provide the resources to tackle and reduce the number of domestic fires, where the use or misuse of alcohol is deemed to be a contributory factor.</p>	<p>Reduction in the number of domestic fires providing a financial saving to the community of approximately £704,902.</p>	<p>Group Managers A & B CFS Group Managers A & B Ops Station Managers</p>	<p>10% reduction of domestic fires by 2009.</p>	<p>1,2,7</p>
<p>We will direct our resources in order to reduce the number of fire fatalities within the Renfrewshire and Inverclyde area.</p>	<p>Improve the quality of life for the residents of our communities and drive down the financial burden to society as a whole.</p>	<p>Group Managers A & B CFS Station Managers</p>	<p>15% reduction in the fire fatality rates by 2009.</p>	<p>1,2,7</p>
<p>We will direct our resources in order to reduce the number of injuries caused by fire within the Renfrewshire and Inverclyde area.</p>	<p>Improve the quality of life for the residents of our communities and drive down the financial burden to society as a whole.</p>	<p>Group Managers A & B CFS Station Managers</p>	<p>10% reduction in fire injury rates by 2009.</p>	<p>1,2,7</p>
<p>We will direct our resources in order to reduce the number of households at greatest risk.</p>	<p>Improve the quality of life for the residents of our communities and drive down the financial burden to society as a whole.</p>	<p>Group Managers A & B CFS Station Managers</p>	<p>10% reduction in the number of households at greatest risk by 2009.</p>	<p>1,2,7</p>

Action	What the Action is intended to achieve	Responsibility	Target	Corporate Priority
Carry out an evaluation of current and future requirements for Fire Safety enforcement and impact assessment of the new Section 3 arrangements.	To effectively administer Fire Safety legislation via the appropriate application of fire precautions and risk based approaches to fire safety solutions.	Group Managers A & B CFS Station Managers	Annual Inspection of all very high risks, 90% of high risks, 33% of medium risks and 20 of low and very low risks in the area.	1,2,3
Increase the number of domestic properties fitted with a smoke alarm.	Reduction in the number of fire fatalities, casualties and domestic fire rates.	Group Managers A & B CFS Station Managers	To increase the number of households in our Area fitted with a domestic smoke alarm to 85% by 2009.	1,2,7
We will involve our retained personnel in Community Safety by training and supporting them to engage the community they serve.	To promote ownership and community involvement with community safety initiatives.	Group Managers A & B CFS Station Managers	Pilot project at Gourrock completed by 2007 Roll out to all retained stations by 2009.	1,5,7
Increase the operational availability of appliances by utilising mixed crewing and pre-arranged overtime policies.	Provide improved service delivery and Best Value to our communities.	Group Managers A & B OPS Station Managers	To reduce the incidence of our resources being unavailable by 50% by 2009.	1,7
Ensure the effective use of our water rescue resources at Renfrew Fire Station. This will be achieved by ensuring that all personnel are fully trained in all aspects of our water rescue equipment and techniques.	Provide an improved water rescue capability on the River Clyde and surrounding areas.	Group Managers A & B OPS Group Managers A & B CFS	To maintain the competence of crews involved in water rescue year on year.	1,4,7
Ensure that the members of the MIRG are trained to the highest levels of competence and to maintain the currency of their qualifications.	Provide a Competent Maritime Incident Response Group.	Group Managers A & B Operations & Development	Completion of all staff training by April 2006 and maintain the competence of personnel involved in the MIRG year and year.	1,4,7

Action	What the Action is intended to achieve	Responsibility	Target	Corporate Priority
Implement a station audit process.	Station audits will provide continuous improvement to our service delivery and will assist in maintaining the high standards of performance expected of SFR personnel.	Group Managers A & B Operations & Development	Station Audits will be carried out twice a year.	4,7
Provide operational intelligence to all personnel.	It will assist in the dynamic risk assessment process carried out by incident commanders and help in the development of robust operational plans.	Group Managers A & B OPS	Our Operational Risk Assessments and 75% of our Emergency Plans will be reviewed and updated by 2008.	1,4,6,7
Provide a centralised training site for Renfrewshire and Inverclyde.	The strategic location of a training site will allow for the development of both wholtime and retained personnel in the risk critical areas.	Group Managers A & B OPS & Development	To provide an upgrade of the current training facilities at Renfrew Fire Station by 2007.	1,4,7
Provide community access to our properties. In order to ensure that our properties are fit for purpose we will liaise with our Services property section to carry out and complete major refurbishment projects.	We will ensure that our fire stations are used as community resources that can be accessed by as many stakeholders as possible.	Group Managers A & B OPS	We will provide and maintain high standards of security and comfort within our entire property portfolio by 2009.	6,7
In order to ensure that our properties are fit for purpose we will liaise with our Services property section to carry out and complete major refurbishment projects.	It will improve the overall property portfolio and general accommodation within the Area.	Group Managers A & B OPS	Complete the refurbishment of our Area Headquarters at Johnstone by 2007. Complete the major refurbishment at Greenock Fire Station by 2008.	4,7

Action	What the Action is intended to achieve	Responsibility	Target	Corporate Priority
In order to improve the health of all our personnel we will participate in the Scotland's Health at Work Programme (SHAW).	To provide benefits for our staff and the organisation such in terms of healthier working conditions, boost to morale and motivation and good management/employee relations.	Group Managers A & B Development Station Managers	We will gain formal recognition of our participation by achieving a Bronze award by 2008 and a Silver award by 2009.	4,7
Reduce the number of working days lost to sickness.	This will improve the overall service provision and reduce the financial burden to the Area	Group Managers A & B OPS	To reduce the days lost to sickness year on year.	4,7
In order to make best use of our resources and to ensure that the right people are in the right role at the right time, we will carry out a training needs analysis and audit our in line with the Integrated Personal Development System (IPDS).	This will enable us to develop bespoke training packages to ensure that personnel are competent to perform in their current and future roles.	Group Managers A & B Development	To develop personnel within their current role and prior to taking up a new role within the Service in line with IPDS year on year	4,5,7
Develop our current and future Incident Commanders.	This will ensure that all personnel comply with this identified 'safe system of work' and improve our service delivery.	Group Managers A & B Development	To train our supervisory managers in all elements of the ICS by 2009.	1,4,7
We will continuously improve the workplace culture by providing Equality, Fairness and Diversity training for our staff	This will ensure that our personnel will be committed to excellence and dedicated to continually improve the service we deliver.	Group Managers A & B Development	We will provide Equality, Fairness & Diversity training for our personnel by 2009	4,5
We will provide health and safety training for our personnel that will result in a recognised health and safety qualification.	Assist in reducing the number of accidents, near misses and working days lost to sickness. Improve morale and the service provision.	Group Managers A & B Development	To ensure 25% of our staff receive a formal Health and Safety qualification by 2009	4,7

Action	What the Action is intended to achieve	Responsibility	Target	Corporate Priority
<p>In conjunction with the Assistant Financial Services Manager we will carry out a training needs analysis and provide continued training and development in financial and budgetary control to appropriate staff.</p>	<p>To ensure that we provide Best Value, sound governance at a financial level and prudent financial management in order to achieve our stated objectives within the given timescales</p>		<p>To ensure that all appropriate staff receive financial and budgetary control training to meet the requirements as identified within 1 year.</p>	<p>7</p>