

SCOTTISH BORDERS COUNCIL
POLICE, FIRE & RESCUE AND SAFER COMMUNITIES PATHFINDER
BOARD

MINUTE of MEETING of the POLICE, FIRE &
RESCUE AND SAFER COMMUNITIES
PATHFINDER BOARD held in the Council
Headquarters, Newtown St. Boswells on
Friday, 30 November 2012 at 9.30 a.m.

Present:- Councillors D. Moffat (Chairman), S. Aitchison, B. Herd, A. Nicol, R. Stewart, G. Turnbull (from para 8).
Apologies:- Mrs. J. Mulloy, Scottish Borders Housing Network, Mr. G. Bell, Business Sector
Councillor G. Logan, Mr. J. Raine, NHS Borders, Mr. R. Strachan, Lothian &
Borders Community Justice Authority, Mr. G. Higgs, Voluntary Sector.
In Attendance:- LPC Superintendent A. Allan - LBP, LSO W. Allison – LBF&R, Chief Inspector K
Simpson – Safer Communities Team, D. Scott, Senior Consultant - SBC, L.
McGeoch, Committee & Elections Team Leader – SBC, Sgt J. McGuigan – LBP

MINUTE

1. There had been circulated copies of the Minute of the meeting held on 28 September 2012.

DECISION

APPROVED the Minute subject to paragraph 2 below.

2. It was noted that reference to the discussion on the future of the Earlston Police Post had not been included in the Minute. The Police Post was well used by the community and benefits currently outweighed cost of retention. Concern was expressed that this local issue might be decided at a national level in future.
3. With reference to the request for information on benchmarking, LPC Superintendent Allan tabled a paper which provided a comparative analysis of crimes and offences currently reported across all eight police force areas in Scotland. It was noted that benching marking with other similar rural areas would be helpful.

DECISION

NOTED.

PROGRESS REPORTS

Fire and Rescue

4. There had been circulated copies of the Fire and Rescue Progress report covering the period July-September 2012 and LSO Allison highlighted the main points. In response to concerns regarding the increase in unwanted fire signals LSO Allison advised that the majority of these continued to be apparatus failures and the service was working with businesses to try and reduce these. If there were a number of calls from the same premises then officers would visit to inspect the system and give advice on how it could be improved. With regard to all figures provided it was noted that these were just for the first 6 months so it was too early to comment on trends for the year.

DECISION

NOTED the report.

Safer Communities

5. There had been circulated copies of the Safer Communities Progress report covering the period April to October 2012. Chief Inspector Simpson provided clarification regarding some of the figures in the report and answered Members questions. With regard to antisocial behaviour the importance of early intervention was highlighted. Work with partner agencies was helpful and housing officers were being encouraged to deal more robustly with incidents. Details of the number of people breaking their ASBO's were requested. The increase in the number of accidents involving children under 5 was highlighted and Chief Inspector Simpson advised that the NHS had been asked for a breakdown of these figures to ascertain if there was a particular problem area. Work on home safety was being carried out in association with the Childcare Partnership,

DECISION

NOTED the report.

Police

6. There had been circulated copies of the Police Progress report covering the period April to October 2012. LPC Superintendent Allan advised that targeting of resources had resulted in the reduction in the figures for housebreaking. In response to a question on metal theft and the implications for the building of the new railway, LPC Superintendent Allan advised that he was working with the British Transport Police regarding the whole railway corridor. Members discussed the problems caused by cold calling, particularly for the elderly. The use of "No cold caller" signs currently had no legal status but it was noted that legislation might be introduced in England and Wales. It was agreed that further information on proposals for England and Wales be sought and that a letter be sent on behalf of the Board to the Scottish Government to ascertain what their approach was to this problem. With regard to complaints, LPC Superintendent Allan advised that a report would be submitted to the next meeting of the Board.

DECISION

(a) NOTED the report.

(b) AGREED with regard to cold calling that further information on proposed legislation for England and Wales be sought and that a letter be sent on behalf of the Board to the Scottish Government to ascertain what their approach was to this problem.

LAY DIVERSITY ADVISER SERVICE

7. The Chairman welcomed Mr Alun Evans to the meeting. He reported that the Lay Diversity Adviser Service had been established in 2002 and was unique in Scotland. The service had been set up to monitor hate crime across the force area and volunteers with an interest in diversity had been appointed. The service provided a scrutiny role and provided advice on critical incidents, public protection and event planning. Two of the Lay Advisers were aligned with the Borders Area and reported annually to the Police Board. He advised that it was unclear if the service would continue under the new single police force and hoped that the Pathfinder Board would retain the service for the Borders. The City of Edinburgh Council had already agreed to continue the service in their area. LPC Superintendent Allan advised that he found the service to be very useful and he valued the opinions of the Advisers and the oversight they provided. They could provide specialist information, assisted with public transparency and provided a vetting service. Members agreed that a report on the possible continuation of the service in the Borders be provided at their next meeting

DECISION

(a) NOTED the report.

(b) AGREED that a further report be provided at the next meeting on the possible continuation of the service in the Borders.

MEMBERS

Mr. Bell left the meeting during consideration of the following item and Councillor Turnbull joined the meeting.

PATHWAY PROJECT

8. The Chairman welcomed Andrea Beavon and Sandra Paton to the meeting. Ms Beavon advised Members that there had been an independent review of how violence against women was dealt with in the Borders and this had found that the few available services were not linked and were only reaching about 10% of victims. The Pathway Project had secured funding of £1.22m to provide co-ordinated services to address domestic violence in the Scottish Borders. The Project delivered three key services namely the Domestic Abuse Advocacy Support (DAAS), the Children 1st Domestic Abuse Service and the Children Experiencing Domestic Abuse Recovery (CEDAR) Groupwork programme. The three new services would work alongside existing provision to achieve project and programme outcomes for victims of domestic abuse and their children. Ms Paton, who managed the DAAS service, reported on the figures for the first 8 weeks of the project. Positive feedback had been received to date and the numbers were expected to increase once knowledge of the service grew. Members commended the excellent work of the project. Chief Inspector Simpson also commented on the good work of the service. The project had high targets to achieve but he had every confidence that these would be met. It was noted that there would be a formal launch for the project the following week at which Rosanna Cunningham, the Minister for Community Safety and Legal Affairs, would be speaking. There was an appeal for an elected Member to join the Board for the project and the Chairman advised that he would be happy to be involved.

DECISION

NOTED the presentation.

UPDATE ON NATIONAL REFORM

9. LPC Superintendent Allan advised that the Scottish Police Authority had now been appointed. Four Depute Chief Constables had now been appointed and they were Neil Richardson, Steve Allen, Rose Fitzpatrick and Ian Livingstone. The next tier would be appointed before the end of the year. The number of Chief Officers in Scotland was reducing from 40 to 11 and there was still no clarity regarding support staff and this was causing concern for those staff. The new single force was to be divided into 14 territorial divisions with the Borders being in division 7 together with East, Mid and West Lothian Council areas.
10. LSO Allison advised that the National Board had been appointed and would hold their first meeting in early December. Mr Alec Clark had been appointed as the Depute Chief Officer. The service would be divided into three hubs with the Borders being in the eastern hub with the Lothian's and Fife. This section would be headed up by Peter Murray from Grampian. Lewis Ramsay would be heading up Prevention and Protection and there was one further appointment to be made at that level. Two non-uniformed posts were currently being advertised and the management structure of the eastern hub still had to be finalised. It was hoped that Pat Watters, National Board Chairman would be able to attend the Boards next meeting.

DECISION

NOTED the reports.

POLICE FIRE AND RESCUE BOARDS

11. The Chairman reported that discussions were ongoing regarding the display of Fire and Rescue Memorabilia and it was hoped that Edinburgh City Council would be able to offer a permanent home. Councillor Herd paid tribute to the work of both services during the recent flooding incident in Galashiels.

DECISION
NOTED the report.

CONSULTATION ON THE STRATEGIC POLICE PRIORITIES

12. There had been circulated copies of a letter received from the Scottish Government seeking comments on the Strategic Police Priorities. Mr. Scott advised that there would be a similar letter received in respect of Fire and Rescue and it was important that the Board submitted a response. It was suggested that more focussed outcomes regarding Antisocial Behaviour, alcohol and road accidents. Given the short timescale it was proposed that powers be delegated to Mr. Scott in consultation with the Chairman to submit a response.

DECISION
AGREED that powers be delegated to Mr. Scott in consultation with the Chairman to submit a response to the Scottish Government on the Strategic Police Priorities.

BEST VALUE IN POLICE SERVICES IN SCOTLAND: OVERVIEW REPORT

13. There had been circulated copies of the Audit Scotland Report on Best Value in police authorities and police forces in Scotland. Chief Inspector Simpson was keen to receive the views of the Board on the report and what needed to be taken forward. The Chairman proposed that Members contact Chief Inspector Simpson if they had strong views on any particular matter. Chief Inspector Simpson answered Members questions and it was noted that links between this Board, the Community Planning Strategic Board and Area Forums was important.

DECISION
(a) NOTED the report.

(b) AGREED that Members contact Chief Inspector Simpson if they had strong views on any particular matter.

FUTURE MEETINGS

14. It was noted that the next meeting would be held on 8 February 2013 and thereafter quarterly in May, August and November.

DECISION
NOTED that the next meeting would be held on 8 February 2013.

The meeting concluded at 12.45 p.m.

Scottish Borders



REPORTING PERIOD: APRIL TO DECEMBER 2012
(unless otherwise indicated)



ANTISOCIAL BEHAVIOUR (ASB)

		YTD	vs LYTD	% Change
Reduce the number of ASB related incidents	Recorded	10214	10888	-6
Increase the number of early interventions	Recorded	194	188	+3
Increase public confidence in Police & Partners performance in tackling ASB	Survey results	38%	37%	+1
Reduce the number of hate crimes	Recorded	40	38	+5
Develop a framework to monitor performance regarding repeat victimisation over 2012/13 with a view to establishing KPIs for future years	Disclosed	315	N/A	+0

THEFT & DISHONESTY

		YTD	vs LYTD	% Change
Theft by housebreaking (dwelling)	Recorded	59	92	-36
	Detected	24	47	-49
	Detection Rate	41%	51%	-10
Theft by housebreaking (non-dwelling)	Recorded	16	26	-38
	Detected	4	8	-50
	Detection Rate	25%	31%	-6
Theft by housebreaking (business)	Recorded	22	37	-41
	Detected	6	15	-60
	Detection Rate	27%	41%	-14
Housebreaking with intent and attempts (dwelling)	Recorded	18	28	-36
	Detected	8	4	+100
	Detection Rate	44%	14%	+30
Housebreaking with intent and attempts (non-dwelling)	Recorded	19	11	+73
	Detected	4	1	+300
	Detection Rate	21%	9%	+12
Housebreaking with intent and attempts (business)	Recorded	16	25	-36
	Detected	3	4	-25
	Detection Rate	19%	16%	+3
Theft others	Recorded	397	435	-9
	Detected	130	123	+6
	Detection Rate	33%	28%	+5

INDICATOR: GREEN - Performance has improved; AMBER - Performance shows no change; RED - Performance has reduced

ROAD CASUALTIES

		YTD	YTD Target	Performance against target
Reduce the number of people killed in collisions by 40% by 2020	Recorded	8	7	+1
Reduce the number of people seriously injured in collisions by 55% by 2020	Recorded	58	53	+5
Reduce the number of children (aged under 16) killed in collisions by 50% by 2020	Recorded	0	0	+0
Reduce the number of children seriously injured in collisions by 55% by 2020	Recorded	4	4	+0

IMPROVING PUBLIC PROTECTION IN THE BORDERS

			YTD	vs LYTD	% Change
Reduction of violent offences against children	Crimes of violence	Recorded	20	28	-29
		Detected	17	24	-29
		Detection Rate	85%	86%	-1
Reduction of sexual offences against children	Crimes of indecency	Recorded	35	48	-27
		Detected	24	36	-33
		Detection Rate	69%	75%	-6
Reduction in repeat sexual offending by registered sexual offenders	Sexual re-offending	Apr to Sep	2	1	+100
	Registration offences	Apr to Sep	2	2	+0
	Breach of orders	Apr to Sep	2	2	+0
	Non sexual crimes	Apr to Sep	4	4	+0
Reduction of repeat offending in respect of domestic violence	No. of Repeat Offenders	Recorded	158	144	+10
	No. of Repeat Victims	Recorded	158	146	+8
Number of referrals to Domestic Violence Pathway Project		Recorded	136	20	+580
Increase early identification of those at risk of harm through the number of submissions of Child and Adult Concern forms that result in a multi-agency response to provide appropriate support and protection		Child CFs	1358	1469	-8
		Adult CFs	701	747	-6

INDICATOR: **GREEN** - Performance has improved; **AMBER** - Performance shows no change; **RED** - Performance has reduced

The Domestic Violence Pathway Project was introduced in October 2012 and therefore has no comparator to the previous year. In the meantime, reference to the previous year referrals are those made to the LetSBsafe service in place at that time.

DRUGS & ALCOHOL

		YTD	vs LYTD	% Change
Increase the number of custodies referred to specialist services via the Arrest Referral Scheme	Recorded	109	77	+42
Increase the number of custodies receiving an Alcohol Brief Intervention (ABI)	Recorded	86	0	+0
Increase the number of stop/searches for drugs	Searches	829	625	+33
	+ve search	77	71	+8
	Ratio of success	9%	11%	-2
Increase the number of young people referred to specialist services for drug/alcohol related activities	Recorded	149	77	+94
Increase the number of test purchasing operations	Carried out	32	65	-51
	Failed	2	7	-71
	Repeat fail	0	0	+0
In conjunction with our partners, develop a framework to accurately assess the true impact of drug/alcohol misuse	Current status	Under Development		
Increase awareness of risks and harm to all communities, but particularly our young people	Presentations / talks given	209	113	+85

INDICATOR: **GREEN** - Performance has improved; **AMBER** - Performance shows no change; **RED** - Performance has reduced

Where the percentage change cannot be quantified (i.e. the starting point is zero) but an increase in performance has occurred, these have been re-set to 0% with a Green RAG status.

DASHBOARD CONTEXT

ANTISOCIAL BEHAVIOUR (ASB)

Hate Crime - the breakdown of hate crime is shown in the table below:

Prejudice Type	YTD	LYTD	+/-
Age	0	0	0
Disability	0	3	-3
Gender	0	0	0
Sexuality	7	11	-4
Race	33	24	9
Religion	0	0	0
TOTAL	40	38	2

- Race crime continues to be the most prevalent issue, and is showing an increase on the previous year.
- The types of crime continue to be at the lower end of the scale with all crimes falling within Group 6, involving breach of the peace, verbal abuse and minor assault.
- Of the victims of hate crime in the current year to date, seven have now been recorded as a repeat victim.
- Four repeat offenders have now been identified in the current year to date.
- Six youngsters, aged 16 or under, have been offenders of hate crime in the current fiscal year to date, three of these were involved in a single incident.

THEFT & DISHONESTY

Although solvency is still down on last year, there a significant reduction in the number of reported HB to both residential and business premises. The formation of the Housebreaking Initiative Team is making in roads into solving these crimes with some 13 reports being submitted by these officers since commencement of the unit. The team is also pursuing positive lines of enquiry regarding a group of travelling criminals in respect of some 15 residential HB. These individuals will be reported to COPFS in conjunction with a report from another Scottish Force.

ROAD CASUALTIES

November and December 2012 were both particularly bad months for road collisions with an increase of almost 70% during November and 59% during December, and this has led us to the current above target figures for KSIs (Killed and Seriously Injured). We continue to work in partnership with our divisional colleagues and have recently deployed our patrol matrix to allow divisional resources to target known collision hotspots. Work also continues with Scottish Borders Road Safety Working Group with regard to young driver initiatives.

DASHBOARD CONTEXT

IMPROVING PUBLIC PROTECTION IN THE BORDERS

It is encouraging to note a fall in sexual offences against children. Whilst 35 crimes are recorded one of these is marked no crime and a further recorded in error. Of the remainder 26 are currently marked as solved with a further to be reported resulting in a current solvency figure of 77% which is an increase in the figure last year.

The increase in crimes of domestic violence and repeat victimisation should currently be viewed as a positive step as more victims are taking up the DAAS referral scheme and are engaging more with police and partner agencies, and showing more confidence in reporting crimes of this nature. The number of referrals to the Pathway project have now been added to the Dashboard with comparators against referrals to LetSBsafe in the previous year. This shows massive increases, significantly more so than was anticipated, and shows the need for this service in Scottish Borders.

DRUGS & ALCOHOL

Due to the endeavours of our new Drug/Alcohol Awareness Officer there has been a huge increase in presentations/talks to all communities focusing on our young people and the risks they face. Close partnership working with agencies including Alcohol and Drugs Partnership (ADP) and Face2Face has resulted in raised awareness and the innovative development of a peer education model. The large increase in young persons referred to specialist services is as a result of proactive work carried out during the current fiscal year.

The low figure in relation to test purchasing is due to a lack of volunteers that meet the criteria set. Both uniformed and specialist licensing officers continue to make regular checks to both on/off sales premises. While two premises have recently failed test purchasing, both of these were addressed with subsequent re-testing giving positive results.



Quarterly Performance Report



Lothian and Borders Fire and Rescue Service

preventing • protecting • responding

for The Scottish Borders

www.lbfire.org.uk

Quarter 3 2012/13 (1st October – 31st December)

INTRODUCTION

This performance report provides information on our prevention, protection and operational response activities within the Scottish Borders over the (quarter).

The aims of the local Fire & Rescue Service in the Scottish Borders are to reduce fire deaths throughout the Scottish Borders area and to reduce injuries from fire and other emergencies in the community. We aim to achieve this by working in partnership, being pro-active and targeting our prevention and protection activities to where they are required, based on evidence.

Within the Local Fire and Rescue Plan 2012 for Scottish Borders, five objectives for the local Fire and Rescue Service to work towards have been identified for 2012/13 (listed below).

Objective 1: To reduce the occurrence of road traffic collisions and the resulting in death and injury;

Objective 2: To reduce the occurrence of special service incidents and resulting death and injury.

Objective 3: To reduce the occurrence of accidental fires in the home resulting in deaths and injury;

Objective 4: To reduce the occurrence of other primary fires and resulting death and injury;

Objective 5: To reduce the occurrence of unwanted fire signals the associated disruption;

QUARTER 3 OUTCOMES

Road Traffic Collisions

The FRS attended a total of 29 Road Traffic Collisions during this reporting period, an increase of 7 incidents when compared with the same period during 2011-12.

Special Services

The FRS attended a total of 30 Special Service incidents during this reporting period, an increase of 3 incidents when compared with the same period during 2011-12.

Accidental Dwelling Fires

The FRS attended a total of 29 Accidental Dwelling fires during this reporting period, a decrease of 1 incident when compared to the same period during 2011-12.

Fire Casualties/Fatalities

There were 5 fire casualties from accidental dwelling fires during this reporting period, and no fatalities.

Other Primary Fires

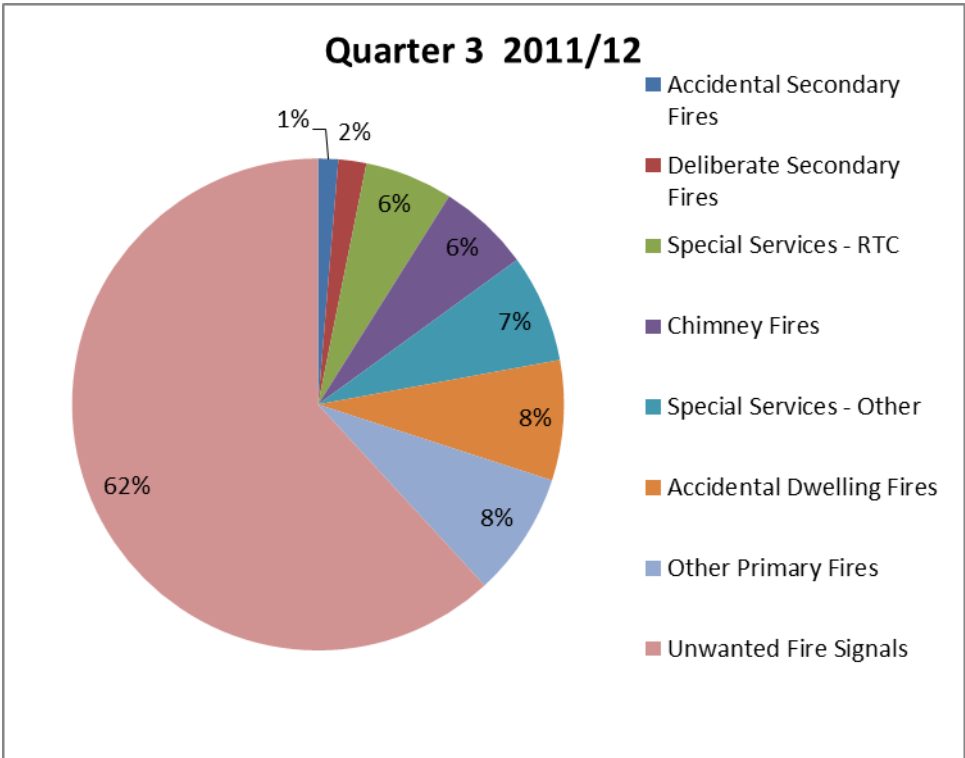
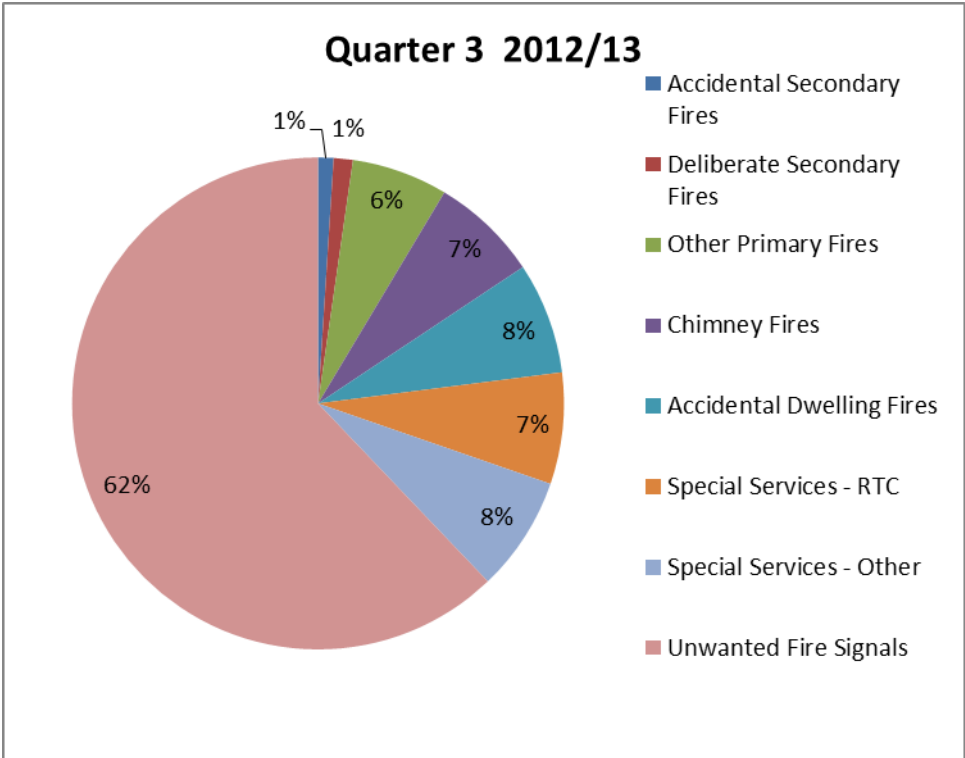
There were 25 Other Primary fires during this reporting period, a decrease of 6 incidents when compared with the same period during 2011-12.

Unwanted Fire Signals

There were 246 Unwanted Fire Signals during this reporting period, an increase of 11 incidents when compared to the same period during 2011-12.

INCIDENT ACTIVITY OVERVIEW

The charts below illustrate the Incident Activity for Quarter 3 2012-13 benchmarked against the same period last year.



CONTENTS

- 1. Road Traffic Collisions**
- 2. Special Services**
- 3. Accidental Dwelling Fires**
- 4. Fire Fatalities**
- 5. Fire Casualties**
- 6. Other Primary Fires**
- 7. Unwanted Fire Signals**
- 8. Violence To Crews**
- 9. Incidents involving Drugs or Alcohol**
- 10. Incidents caused by Smoking Materials**
- 11. Non Domestic Audits**
- 12. Home Safety Visits**
- 13. Community Engagement**

William Allison
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OBJECTIVE 1: TO REDUCE THE OCCURRENCE OF ROAD TRAFFIC COLLISIONS AND THE RESULTING IN DEATH AND INJURY.

Road Traffic Collisions

Definition: When a road vehicle collides with another vehicle, pedestrian, animal, road debris, or other stationary obstruction, such as a tree or utility pole.

	2011		2012	
	Q3	Total	Q3	Total
Road Traffic Collisions	22	77	29	59
East Berwickshire Ward	1	7	4	6
Galashiels and District Ward	4	15	1	6
Hawick and Denholm Ward	0	1	3	4
Hawick and Hermitage Ward	1	2	0	0
Jedburgh and District Ward	2	7	3	7
Kelso and District Ward	1	1	3	8
Leaderdale and Melrose Ward	2	10	7	9
Mid Berwickshire Ward	1	8	0	4
Selkirkshire Ward	3	9	2	5
Tweeddale East Ward	2	6	3	3
Tweeddale West Ward	5	11	3	7

Societal costs are given at £2,080 per incident as per CFSA

The FRS attended a total of 29 Road Traffic Collisions during this reporting period, an increase of 7 incidents when compared with the same period during 2011-12.

Action:

The FRS is a member of a multi-agency approach to reducing Road Traffic Collision's and the associated casualties and fatalities.

During the months of November and December the FRS were actively involved in promoting a multi-agency "Get Ready For Winter" campaign

Deaths and Injuries from Road Traffic Collisions

	2011		2012	
	Q3	Total	Q3	Total
Deaths & Injuries from Road Traffic Collisions	10	65	32	48
Fatality	0	5	2	4
Injured (incl rescue with injury)	10	60	30	44

There was 2 reported fatalities from Special Service Incidents attended by the FRS during this reporting period. There were 30 reported injuries, an increase of 20 compared with the same period during 2011-12.

The FRS actively take part in multi-agency debrief and case conferences associated with individual incidents to try and reduce repeat occurrences of such incidents.

OBJECTIVE 2: TO REDUCE THE OCCURRENCE OF SPECIAL SERVICE INCIDENTS AND RESULTING DEATH AND INJURY

Special Service resulting in Death or Injury

Definition: Non-fire incidents which require the attendance of an appliance or officer and include: flooding, rescues of persons, making safe etc.

	2011		2012	
	Q3	Total	Q3	Total
Other Special Services	27	89	30	95
East Berwickshire Ward	3	11	0	8
Galashiels and District Ward	1	15	8	16
Hawick and Denholm Ward	2	8	4	7
Hawick and Hermitage Ward	2	5	5	9
Jedburgh and District Ward	2	5	8	13
Kelso and District Ward	1	4	4	5
Leaderdale and Melrose Ward	1	10	0	9
Mid Berwickshire Ward	2	7	2	7
Selkirkshire Ward	3	9	0	1
Tweeddale East Ward	5	5	2	5
Tweeddale West Ward	5	10	5	15

Societal costs are given at £2080 per incident as per CFSA

The FRS attended 30 Special Service incidents during this reporting period, an increase of 3 incidents when compared with the same period during 2011-12.

Action:

The FRS is currently working closely with Scottish Borders Council's Emergency Planning Team in a co-ordinated response to special service incidents, assisting in the distribution of flood awareness packs.

The FRS are a member of the Strategic Gold Command Co-ordinating Group within Scottish Borders Council and are investing in dedicated FRS communications within Scottish Borders Council Emergency Co-ordinating Centre to assist in this multi-agency approach.

Deaths and Injuries from Other Special Services

	2011		2012	
	Q3	Total	Q3	Total
Deaths & Injuries From Other Special Services	4	24	3	12
Fatality	1	2	1	3
Injured (incl rescue with injury)	3	22	2	9

There was 1 reported fatality from Special Service Incidents attended by the FRS during this reporting period. There were 2 reported injuries, a decrease of 1 compared with the same period during 2011-12.

OBJECTIVE 3: TO REDUCE THE OCCURRENCE OF ACCIDENTAL FIRES IN THE HOME RESULTING IN DEATHS AND INJURY.

Accidental Dwelling Fires

Definition: Building occupied by households, excluding hotels, hostels and residential institutions. In 2000, the definition of a dwelling was widened to include any non-permanent structure used solely as a dwelling, such as caravans, houseboats etc. Caravans, boats etc. not used as a permanent dwelling are shown according to the type of property. Accidental includes fires where the cause was not known or unspecified.

	2011		2012	
	Q3	Total	Q3	Total
Accidental Dwelling Fires	30	92	29	78
East Berwickshire Ward	3	8	4	7
Galashiels and District Ward	4	16	3	14
Hawick and Denholm Ward	5	8	2	9
Hawick and Hermitage Ward	3	15	2	8
Jedburgh and District Ward	2	3	3	6
Kelso and District Ward	4	10	1	3
Leaderdale and Melrose Ward	1	6	2	5
Mid Berwickshire Ward	4	10	4	10
Selkirkshire Ward	0	4	1	2
Tweeddale East Ward	3	7	2	5
Tweeddale West Ward	1	5	5	9

Chief Fire Officer Association (Scotland) Community Fire Safety Assessment 2010 (CFSA) applies a societal cost of £25,500 per incident.

The FRS attended 29 Accidental Dwelling Fires during this reporting period, a decrease of 1 incident when compared to the same period during 2011-12.

Action:

The main focus of the FRS's preventative activity in relation to accidental dwelling fires continues to be the delivery of the Home Safety Visit programme throughout the Scottish Borders.

The Scottish Borders Council's Safer Communities Team Analyst continues to provide valuable information to assist in a targeted approach to delivering the above programme.

The FRS are currently working on a stair aware programme aimed at reducing accidental dwelling fires.

The FRS are continuing to work closely with the Registered Social Landlords within the Scottish Borders to generate Home Safety visits and in particular enhanced home safety visits through case conferences aimed at identifying vulnerable groups living in our communities.

Fire Fatalities as a direct result of Accident Dwelling Fires

Definition: A person whose death is attributed to a fire is counted as a fatality even if the death occurred weeks or months later.

	2011		2012	
	Q3	Total	Q3	Total
Fire Fatalities From Accidental Dwelling Fires	1	2	0	0
Galashiels and District Ward	1	1	0	0
Hawick and Hermitage Ward	0	1	0	0

Economic cost of fire (Department of Communities and Local Government) model attributes a cost of £1,546,688 per fatality.

There were no reported fatalities as a result of Accidental Dwelling fires during this reporting period nor since the start of the 2012 reporting period.

Non-Fatal Fire Casualties as a result of Accidental Dwelling Fires

Definition: Total number of non-fatal casualties, injured as a direct result of a fire attended by the service. Includes those who received first aid at the scene and those who were recommended to go for a precautionary check. Does not include injuries to fire service personnel.

	2011		2012	
	Q3	Total	Q3	Total
Non-Fatal Fire Casualties From Accidental Dwelling Fires	6	12	5	11
East Berwickshire Ward	2	3	1	1
Galashiels and District Ward	0	0	0	1
Hawick and Denholm Ward	1	1	1	1
Hawick and Hermitage Ward	0	1	0	1
Jedburgh and District Ward	1	1	1	2
Leaderdale and Melrose Ward	0	3	0	0
Mid Berwickshire Ward	2	2	0	2
Selkirkshire Ward	0	0	1	1
Tweeddale East Ward	0	1	1	2

Costs attributed are:

Burns injury - £174,354

Smoke/fumes injury - £44,019

Precautionary check-up /other - £574

(source: DCLG)

There were 5 casualties as a result of people being involved in an Accidental Dwelling fire during this reporting period, a decrease of 1 incident compared to the same reporting period during 2011-12.

OBJECTIVE 4: TO REDUCE THE OCCURRENCE OF OTHER PRIMARY FIRES AND RESULTING DEATH AND INJURY

Other Primary Fires

Definition: These are fires in Buildings, Caravans, Vehicles, Outdoor storage, Agricultural premises or post boxes, amongst other property types, or any fire involving casualties, rescues, or fires attended by five or more appliances. Excludes accidental dwelling fires.

	2011		2012	
	Q3	Total	Q3	Total
Other Primary Fires Excluding Accidental Dwellings	31	132	25	76
East Berwickshire Ward	5	23	0	4
Galashiels and District Ward	2	19	6	7
Hawick and Denholm Ward	1	8	2	9
Hawick and Hermitage Ward	1	6	2	3
Jedburgh and District Ward	2	14	4	13
Kelso and District Ward	6	11	3	5
Leaderdale and Melrose Ward	8	15	3	7
Mid Berwickshire Ward	1	11	1	6
Selkirkshire Ward	2	8	0	6
Tweeddale East Ward	1	10	1	5
Tweeddale West Ward	2	7	3	11

There were 25 Other Primary fires during this reporting period, a decrease of 6 incidents when compared with the same period during 2011-12.

Action:

Incidents that have occurred within premises falling under the Fire (Safety) Scotland Regulations 2006 receive an After the Fire Audit.

The FRS continues to deliver safety information in an effort to reduce the occurrence of the above incidents through, multimedia, leaflet distribution and targeted talks as part of their overall community safety strategy. The FRS also work closely with the Community Safety Team within Scottish Borders Council to help target this approach.

Deaths and Injuries from Other Primary Fires

	2011		2012	
	Q3	Total	Q3	Total
Deaths & Injuries From Other Primary Fires	2	8	3	3
Fatality	0	1	0	0
Injured (incl rescue with injury)	2	7	3	3

There were no reported fire fatalities as a result of Other Primary Fires during this reporting period nor since the start of the 2012 reporting period.

OBJECTIVE 5: TO REDUCE THE OCCURRENCE OF UNWANTED FIRE SIGNALS THE ASSOCIATED DISRUPTION

Unwanted Fire Signals

Definition: Where the FRS attends a location believing there to be a fire incident, but on arrival discovers that no such incident exists, or existed.

	2011		2012	
	Q3	Total	Q3	Total
Unwanted Fire Signals	235	873	246	700
East Berwickshire Ward	16	56	20	51
Galashiels and District Ward	34	151	40	104
Hawick and Denholm Ward	12	51	14	48
Hawick and Hermitage Ward	28	98	32	69
Jedburgh and District Ward	18	66	19	48
Kelso and District Ward	16	47	10	40
Leaderdale and Melrose Ward	30	105	27	73
Mid Berwickshire Ward	20	52	13	47
Selkirkshire Ward	20	72	28	81
Tweeddale East Ward	16	66	12	40
Tweeddale West Ward	25	109	31	99

Societal costs are given at £848 per incident as per DCLG

There were 246 Unwanted Fire Signals during this reporting period, an increase of 11 incidents when compared to the same period during 2011-12.

Action:

The FRS are currently analysing data of the above incidents to identify trends where by a targeted approach can be undertaken in an effort to reduce the occurrence of these types of incident.

The FRS are also producing a leaflet giving advice on how business can help to reduce the above unwanted fire signals, in conjunction with the Small Business Federation for destitution throughout the Scottish Borders.

Violence to Crews

Definition: Incidents where it has been recorded that there was an attack on FRS personnel travelling to/from or at the incident.

	2011		2012	
	Q3	Total	Q3	Total
Violence To Crews	1	1	1	1
Harassment	0	0	0	0
Objects thrown at firefighters/appliances	0	0	0	0
Physical abuse	0	0	0	0
Verbal abuse	1	1	1	1
Other	0	0	0	0

Attack methods are many and varied ranging from verbal abuse to the use of missiles and weapons. The FRS has a zero tolerance approach to attacks on operational crews. It is disappointing to see an incident of Verbal abuse occurring in this quarter the same number as the same period in 2011-12

Complaints against FRS Staff

There was one recorded incident of complaint against LBFRS within the Scottish Borders during this reporting period.

This has been investigated and dealt with internally to a satisfactory conclusion.

Incidents involving alcohol or drugs

Definition: Incidents where it is suspected that Drugs/Alcohol were a contributory factor in the fire.

	2011		2012	
	Q3	Total	Q3	Total
Suspected Under the Influence	4	9	3	12
Galashiels and District Ward	3	6	0	3
Hawick and Denholm Ward	0	0	0	1
Hawick and Hermitage Ward	0	0	2	2
Jedburgh and District Ward	0	0	0	1
Kelso and District Ward	1	1	0	0
Leaderdale and Melrose Ward	0	0	0	1
Mid Berwickshire Ward	0	1	0	1
Selkirkshire Ward	0	0	1	1
Tweeddale West Ward	0	1	0	2

There were 3 Incidents involving alcohol or drugs during this reporting period, a decrease of 1 incidents compared to the same reporting period during 2011-12

Alcohol has been identified as a contributory factor in a number of serious injury/fatal fires due to the effect that it has upon the occupant's ability to react appropriately in a fire situation.

Action:

The FRS continues to work with the Scottish Borders Safer Communities Team to promote responsible drinking actively taking part in the pre festive period campaign.

Input has also been delivered by the Scottish Borders Safer Communities Team to crews in an effort to help identify the occurrence of substance abuse.

FRS is also a member of the Alcohol Data Project contributing to planned meetings

Smoking Related Incidents

Definition: Incidents where it has been recorded that the source of ignition is Smoking Related.

	2011		2012	
	Q3	Total	Q3	Total
Smoking Related	3	16	3	8
East Berwickshire Ward	0	2	1	1
Galashiels and District Ward	1	4	0	1
Hawick and Denholm Ward	1	1	0	0
Hawick and Hermitage Ward	0	4	0	1
Jedburgh and District Ward	0	1	1	1
Kelso and District Ward	1	1	0	0
Leaderdale and Melrose Ward	0	2	1	2
Tweeddale East Ward	0	1	0	1
Tweeddale West Ward	0	0	0	1

Smoking has been identified as the ignition source in a number of serious injury/fatal fires.

There have been 3 smoking-related incidents this reporting period, the same as quarter 3 2011-12.

The FRS are continuing to warn communities with regards the dangers associated with smokers materials and how to reduce the risk through community safety campaigns.

Preventative Activities

Fire Protection

Non-Domestic premises audits

Definition: Audits carried out in premises other than Dwellings under the Fire (Safety) Scotland Regulations 2006

Analysis of Audit Activity

District : [Borders](#)

Period : 1 Oct -31 Dec 2012 (reported as at 14/01/2013)

FSEC	Premises type	Number of premises in Area as of 31 March 2012	Number of premises in Area targeted for Planned Audit 2012_13	Number Targeted Planned Audits conducted in reporting period	Number Planned Audits conducted in reporting period	Number of Premises status changes	Cumulative Planned Audits 1st April Year-to-Date	Percentage of targeted Planned Audits 1st April Year to Date	FSEC Relative Risk Profile of Area premises as AT CLOSE OF REPORTING PERIOD.						Notes
									Well Below Average (relative risk less than or equal to 3)	Below Average (relative risk greater than 3 and less than or equal to 4)	Average (relative risk is greater than 4 and less than or equal to 5)	Above Average (relative risk greater than 5 and less than or equal to 6)	Well Above Average (relative risk greater than 6)	Closing number of premises in Area	
A	Hospital	21	21	3	3	1	13	61.9%			7	14		21	
B	Care home	36	36	6	6		19	47.2%		2	18	19		39	
C	Houses of multiple occupation (HMO), Tenement	124	7		4		11	57.1%		98	29	3		130	
D	Dwellings	21	21				2			2	21			23	
E	Hostel	31	4		1		2	25.0%		8	18	3		29	
F	Hotels	188	145	8	8	2	66	44.1%		17	146	22		185	
G	House converted to Flat	1									1			1	
H	Other sleeping accommodation	474	5				2	20.0%	2	77	400	2		481	
J	Further education	15							4	7	2			13	
K	Public building	75							45	21	8	1		75	
L	Licensed premises	322	4				1		101	162	60	1		324	
M	Schools	204					1		75	126	4			205	
N	Shops	815	5				2		12	461	346	1		820	
P	Other premises open to public	416					1		195	215	10			420	
R	Factories or warehouse	212					1		189	23				212	
S	Offices	459			2		2		381	78				459	
T	Other workplace	2,282	2			1	1		1,953	345	4			2,302	
	Total	5,696	250	17	24	4	124	40.4%	2,957	1,642	1,074	66		5,739	

Of the 250 Planned Audits for 2012-13, 21 have been completed during this reporting period. Working with LBFRS Safer Communities Team, a strategy has been developed to increase the number of planned audits carried out within the Scottish Borders.

Community Engagement

Home Safety Visit Programme

LBFRS prevention programme to reduce accidental dwelling fires and the associated casualties and fatalities

Definitions:

Full HFSV including advice and alarm installations

The FRS must have entered the Householder premises to make a full home fire safety visit where during this visit or a follow up visit to the premises a smoke or heat alarm was installed.

This visit must have been completed within the financial year stated above.

HFSV - advice only

The FRS must have entered the Householder premises to provide home fire safety advice and no smoke or heat alarm was installed.

Leaflet drop

A leaflet drop is where any FRS literature on Home fire safety has been provided. Leaflet drops include posting information through letterbox of household, handing leaflet over to member of household but not gaining access to premises. If advice is given with the leaflets provided, it does not count as a home fire safety visit unless the FRS was given access to the householders premises.

	Well Below Average	Below Average	Average	Above Average	Well Above Average	Total
Full HFSV inc. advice and alarm installation	20	25	69	98	65	277
HFSV – Advice Only	1	2	13	67	71	154
Leaflet Drop	9	0	79	193	348	629
Number of Detectors fitted	47	51	116	177	114	505

The Home Safety Visit programme continues to reduce risk in the community by making people safer in their homes. 58.8% of Home Safety Visits completed during this reporting period were in dwellings consider to be at above average or well above average risk of having an Accidental Dwelling fire.

Community Engagement

QUARTER 3 2012: 1st October – 31st December

ACTIVITY	SCOTTISH BORDERS
Enhanced Home Safety Visits (No. of households/occupiers visited)	18
Primary Schools Education Programme (No. of Targeted Schools)	0
Primary Schools Education Programme (No. of Pupils)	0
Firesharp (No. of sessions delivered)	0
Firesharp (No. of Pupils)	0
Nursery Visits	4
Youth Programmes (Cooldown Crew - No. of Programmes)	0
Youth Programmes (Cooldown Crew - No. of youths attending)	0
Firesetters Intervention Programme (No. of sessions with youths)	0
Crucial Crew: number of pupils involved	1,216
Community Safety Talks / Attendance at Community Events	117
Museum of Fire (No. of Visiting Groups)	N/A
Museum of Fire (No. of Visitors)	N/A
Fire Safety Inspections (CGA) in Tenement Stairs	3

Road Safety Education

Definition: LBFRS prevention programme to reduce road traffic collisions and the associated casualties and fatalities.

Road Safety Education programmes planned for Quarter 3.

During the months of November and December the FRS were actively involved in promoting a multi-agency "Get Ready For Winter" campaign these events are carried out working jointly with partner agencies, particularly aimed at young drivers in an effort to reduce the occurrence of road traffic collisions on local roads.

Fire Safety in Relation to Guy Fawkes Celebrations

A co-ordinated campaign was undertaken with all primary schools in the Scottish Borders visited prior to November the 5th.

The FRS again entered into an agreement with SB Wardens, coupled with Operational personnel and CFF vigilance regarding unauthorised Bonfires proved to be a successful campaign and suitable and sufficient for purpose.

PARTNERSHIP WORKING

Current Initiatives

Lothian and Borders Fire and Rescue Service are now sharing Newcastleton Fire Station with Lothian and Borders Police Force.

The FRS currently allows access to Peebles and Innerleithan Fire Station to the local first responder group for training and storage of equipment. The FRS is currently working with other groups to offer the use of facilities if required.

Lothian and Borders Fire and Rescue Service and Scottish Borders College are now delivering English Speaking for Other Languages ESOL course in Duns and Eyemouth..



Performance Report January 2013

Period Covered: April 2012 to December 2012

“Making the Scottish Borders a safer place to live, work and visit”

GENDER BASED VIOLENCE

Strategic Objective 1: To promote and co-ordinate an effective multi-agency response to gender based violence in line with efforts to protect, prevent and provide whilst supporting effective participation

Indicator	Baseline	YTD	LYTD	% Variance	Comments
Number of reported incidents of domestic abuse adults	2 Year Average (2010/11-2011/12) 789	720	613	+17.5%	Performance Period: April to December 2012 Whilst showing as a negative, it was expected due to victims increased confidence in services and a willingness to report.
Number of reported incidents of domestic abuse where children present	2 Year Average (2010/11-2011/12) 244	187	194	-3.6%	Performance Period: April to December 2012
Percentage of repeat victim incidents dealt with by Lothian and Borders Police	2011/12 48%	49%	51%	-2.0%	Performance Period: April to December 2012
Percentage of self referrals to specialist support services	2011/12 30%	8%	-	-	New service commencing 1 October 2012. In the first month of operation the team's priority has been to set up referral processes, set up partnership links and respond effectively to initial referrals. Performance expected to be lower than baseline for the first 6 months of the service.
No/Percentage of children registered on child protection register where domestic abuse has been identified as a risk factor	2011/12 50%	11/23%	9/27%	-4%	

Key: Green - Performance Improved, Amber – Performance Reduced <15%, Red – Performance Reduced >15%

Number of Homeless Assessment Presentations due to dispute within household: violent or abusive (% of total Assessments)	3 Year Average (2008/9 -2010/11) 77	80	49	+63.27%	Service redesigned last year, changes in staff, policies and procedures, etc resulted in service numbers being much lower than average. Additionally, new prevention activities implemented in 20012/13 have to date resulted in an additional 39 Homeless Assessment Presentations.
Number of cases on exit from specialist service that have a reduced risk	To Be Established – New Service				Service commenced 1 October 2012, first clients expected to exit the service in January 2013
Service user satisfaction on exit from a specialist service	To Be Established – New Service				Service commenced 1 October 2012, first clients expected to exit the service in January 2013. Anecdotal evidence from the service suggests high level of client satisfaction as the first month of operation.

Strategic Objective 2: To raise awareness of the impact of violence against women across communities to foster greater capacity and support for those affected

Indicator	Baseline	CYTD	LYTD	Change	Comments
Number of calls to national domestic abuse helpline (Female)	3 Year Average (2008/09-2010/11) 230	-	-	-	Available Annually
Number of calls to national domestic abuse helpline (Male)	2010/2011 1				Available Annually
Number of people reporting to be more informed about the dynamics of domestic abuse					Recording commenced January 2013. Performance data to be available for the next Pathfinder Board.

Number of survey respondents reporting a shift in attitude towards violence against women					New Indicator Baseline to be established in Scottish Borders Household Survey
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ANTISOCIAL BEHAVIOUR

Strategic Objective 1: Reduce the level and impact of antisocial behaviour

Indicator	Baseline	YTD	LYTD	Variance	Comment
Number of recorded ASB incidents per 1,000 population	2 Year Average (2010/11 – 2011/12) 134	95.49	101.24	-5.67%	Performance Period: April – December 2012
Number of youth related incidents	2 Year Average (2010/11 – 2011/12) 2437	1865	1752	+6.4%	Performance Period: April – December 2012 Whilst it is noted that this indicator is showing a rise, the baseline data recorded a drop of 32% over the previous three year period. This reduction in incident numbers was partially due to extreme weather conditions over the winter months. Given normal conditions maintaining such low incident rates will be extremely challenging.

Percentage of people who think the following is very or fairly common:	2010 Survey				Scottish Borders Household Survey Published every 2 years.
Noisy neighbours or loud parties	13%				
People being rowdy in public spaces	22%				
Vandalism, graffiti and other deliberate damage	10%				
People using or dealing drugs	22%				
Groups or individuals intimidating or harassing others	10%				

Strategic Objective 2: Embed a prevention approach to antisocial behaviour by ensuring a robust and effective partnership response

Indicator	Baseline	YTD	LYTD	Variance	Comment
Number of early interventions made by ASB partners	2010/11 918	771	697	+10.61%	Performance Period: April – December 2012
Percentage of staff across partnership agencies that have excellent/very good knowledge of antisocial behaviour legislation and local policies/procedures	To Be Established				Training Programme to be established 2013

Strategic Objective 3: Increase public confidence in the way in which the partnership deals with antisocial behaviour

Indicator	Baseline	YTD	LYTD	Variance	Comment
Number of respondents that were very and fairly satisfied with the response they received when they reported the problem	2010 Survey 64%				Scottish Borders Household Survey conducted every 2 years.
Percentage of people who have witnessed antisocial behaviour who had reported it	2010 Survey 41.7%				Scottish Borders Household Survey conducted every 2 years

ALCOHOL & DRUGS

Strategic Objective 1: Encourage prevention activities that are delivered to maximise community wellbeing and reduce the negative impact of substance misuse

Indicator	Baseline	CYTD	LYTD	Variance	Comments
No of reported vandalism	3 Year Average (2009/10- 2011/12) 1112	696	777	-10.42%	Performance Period: April – December 2012
Percentage of asb incidents which are alcohol related	2 Year Average (2010/11-2011/12) 21%	20	22	-2%	Performance Period: April – December 2012
No of incidents relating to a licensed premises (ILP)	2 Year Average (2010/11-2011/12) 286	642	708	-9.3%	Performance Period: April – December 2012
No of incidents involving needles/drugs paraphernalia	2 Year Average (2010/11-2011/12) 65	34	40	-15%	Performance Period: April – December 2012
Percentage of 15 year olds drinking on a weekly basis	2010 Survey 17%				SALSUS Survey - due for publication 2014
Percentage of 15 year old pupils who usually take illicit drugs at least once a month	2010 Survey 6%				SALSUS Survey - due for publication 2014
No of residents reporting that people being drunk or rowdy in a public place is very common or common in their area	2010 Survey 22%				Scottish Borders Household Survey conducted every 2 years
No of residents stating that drug use or dealing was very common or common in their area	2010 Survey 22%				Scottish Borders Household Survey conducted every 2 years

Key: Green - Performance Improved, Amber – Performance Reduced <15%, Red – Performance Reduced >15%

Strategic Objective 2: Encourage positive attitudes towards substance misuse

Indicator	Baseline	CYTD	LYTD	Variance	Comments
Percentage of 13 & 15 years old who said their family don't mind them drinking alcohol	2010 Survey 13yrs – 40% 15yrs – 57%				SALSUS Survey – due for publication 2014
Proportion of individuals drinking above daily and/or weekly recommended limits	Scottish Health Survey	43%	-	-	Combined total for 2008, 2009, 2010, 2011. Comparative total for Scotland for same period is 43%
Proportion of individuals drinking above twice daily (binge drinking) recommended limits	Scottish Health Survey	19%	-	-	Combined total for 2008, 2009, 2010, 2011. Comparative total for Scotland for same period is 21%
Percentage of young people who think that young people who take drugs are stupid	2010 Survey 13yrs – 78% 15yrs – 70%				SALSUS Survey – due for publication 2014
Percentage of young people who think that taking drugs is exciting	2010 Survey 13yrs – 4% 15yrs – 17%				SALSUS Survey – Due for Publication 2014

INJURY PREVENTION (HOME)

Strategic Objective 1: Encourage uptake of prevention service, in particular those which target falls to older people

Indicator	Baseline	CYTD	LYTD	Variance	Comments
No of emergency hospital admissions for 75+ where a fall has been recorded as the main reason per 100,000 population	3 Year Average (2006/7-2009/10) 3834	1921	2548	-25%	Performance Period: April – December 2012 December Data incomplete due to delay in SMR processing, performance therefore should be treated with caution.

Strategic Objective 2: Raise public awareness on the dangers and causes of home injuries in children under 5 years old

Indicator	Baseline	CYTD	LYTD	Variance	Comments
No of emergency hospital admissions to children under 5 due to a home accident per 100,000 population	3 Year Average (2006/7-2009/10) 742	612	745	-18%	Performance Period: April – December 2012 December Data incomplete due to delay in SMR processing, performance therefore should be treated with caution. Problem profiles currently being refined in order to effectively direct prevention activity.

INJURY PREVENTION (ROADS)

Strategic Objective 1: Ensure a robust and effective partnership response to road safety issues to achieve Scottish Government targets for reductions in the number of road users killed or seriously injured by 2020

Indicators	Baseline	CYTD	LYTD	Variance	Comments
No of road users killed	5 year Average (2006/07- 2010/11) 11	8	5	+60%	Performance Period: April to December 2012
No of road users seriously injured	5 year Average (2006/07- 2010/11) 86	58	50	+16%	Performance Period: April to December 2012
No of children killed or seriously injured in a road crash	5 year Average (2006/07- 2010/11) 9	5	2	+150%	Performance Period: April to December 2012

Strategic Objective 2: Target interventions in accordance with key risk groups i.e. young/inexperienced drivers, motorcyclists

Indicators	Baseline	CYTD	LYTD	Variance	Comments
Number of young drivers aged 17to 25 years killed or seriously injured in road crashes.	5 year Average (2006/07- 2010/11) 9	7	6	+16.7%	Performance Period: April to December 2012
Number of passengers killed or seriously injured in cars driven by young drivers aged between 17 and 25 years of age.	As above 7	5	2	+150%	Performance Period: April to December 2012
Number of motorcyclists killed and seriously injured in road crashes.	As above 20	21	19	+10.5%	Performance Period: April to October 2012

Key: Green - Performance Improved, Amber – Performance Reduced <15%, Red – Performance Reduced >15%

23rd January 2013

Sent by Email

CONSULTATION ON THE DRAFT STRATEGIC POLICE PLAN

The 1st April 2013 sees the start of a new era in policing with the establishment of a single service for Scotland. The Police and Fire Reform (Scotland) Act 2012 sets out the framework in which this new service will operate and creates the Scottish Police Authority (the Authority) and the Police Service of Scotland (Police Scotland). The Authority will maintain the police service and hold the Chief Constable to account on behalf of the Scottish people.

The Authority's main functions are to:

- maintain the Police Service;
- promote the policing principles;
- promote and support continuous improvement in the policing of Scotland;
- keep under review the policing of Scotland;
- hold the Chief Constable to account for the policing of Scotland.

The Strategic Police Plan must provide a clear strategic direction to policing in Scotland which will form the basis for the Chief Constable to develop specific activities to deliver the outcomes described in the Strategic Police Priorities. Alongside the development of the plan, the Authority will also undertake an Equality Impact Assessment (EQIA) to ensure that the implementation of our objectives positively contributes to a more equal society through advancing equality and good relations in all that we do.

As an Authority we are committed to stakeholder and community engagement. We view this consultation process as just one of a number of ways in which we will fulfil that commitment – but an important one.

The objectives this draft Strategic Police Plan describes are firmly anchored to the Strategic Police Priorities which are being set by the Scottish Government and for which consultation concluded on 10th January. They also aim to ensure that the three benefits of police reform are realised through the creation of a more efficient and effective service, strengthening engagement with communities and ensuring that local priorities are delivered while increasing access to national services and expertise.

Scottish Police Authority

The Authority has worked closely with Police Scotland during the development of the Strategic Police Plan to ensure that there is consistency and alignment at each stage in the planning process. It is also important that all of our stakeholders, both at national and local levels, have an opportunity to engage in the development process and we, therefore, encourage you to share your thoughts on the draft plan. In particular:

1. Is there anything which you think is missing from the plan? If so, please give details.
2. Is there anything which you think should be removed from the plan? If so, please give details.
3. Do you have any other comments on the plan? If so, please give details.

Comments on the draft Strategic Police Plan should be submitted **no later than Friday 22 February 2013** to StrategicPolicePlan@spsa.pnn.police.uk or to:

Strategic Police Plan Consultation
Scottish Police Authority
Elphinstone House
65 West Regent Street
GLASGOW
G2 2AF

The final draft of the Strategic Police Plan will be submitted to Scottish Ministers for approval, published, together with the EQIA, and then laid before Parliament by the end of March 2013.

The Act states that the Authority must review the Strategic Police Plan at least once every three years. However, the Authority has made a commitment to review this first Strategic Police Plan within 12 months. This will ensure that focus is maintained on the priorities and objectives within the Plan and any necessary adjustments made, and that both the Authority and Police Scotland are engaged in activities that will achieve the intended outcomes. This also reflects the fact that both the Authority and the Police Service are new organisations, making an early review of strategy particularly appropriate.

Scottish Police Authority

We are very keen to hear your views and appreciative of your taking the time to share them with us. Please feel free to pass this letter and draft Strategic Police Plan onto any other people who you believe would be interested in taking part in the consultation.

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'Vic Emery', with a large, stylized flourish at the end.

Vic Emery OBE
Chair, Scottish Police Authority

Enc

**Scottish
Police
Authority**

Draft
STRATEGIC POLICE PLAN

NOT PROTECTIVELY MARKED

DRAFT

The Authority's Vision

The Scottish Police Authority and the Police Service of Scotland working with partners and communities to improve the safety and well-being of the people of Scotland.

Foreword

This plan sets the strategic direction for both the Police Service of Scotland and the Scottish Police Authority. Scotland is a rich and diverse country with many different communities. We are here to serve them all.

Recorded crime is at a 37 year low and we have a highly professional Police Service. This gives us a sound foundation on which to drive improvement and embrace new challenges and opportunities. This Strategic Police Plan explains the path we will take to make those improvements, meet the challenges and take the opportunities. We will measure our progress against the objectives within it.

The 1st April 2013 sees the start of a new era in policing with the establishment of a single Police Service for Scotland. The Police and Fire Reform (Scotland) Act 2012 sets out the framework within which this new service will operate and creates two organisations which will work together to provide policing for the Scottish people - the Police Service of Scotland and the Scottish Police Authority (the Authority). The Authority will maintain the Police Service and hold the Chief Constable to account for the policing of Scotland.

The delivery of policing can be improved through having a single Police Service. The more specialist and support services we can share on a national basis, the more effectively the police can serve local communities and meet local needs. Against a backdrop of reduced funding, police reform also provides the opportunity to make necessary efficiencies. Policing remains an integral part of a wider civic landscape and the Authority will work in partnership across the public, private and third sectors with all those involved in delivering greater integration of services.

Our obligation is to review this plan at least every three years. However, as a new Authority, holding a new Chief Constable to account, we recognise a particular need to keep our strategy under review. We must keep focused on the priorities and goals we have set and, if necessary, be prepared to adjust the path to them, and the way we measure our progress, in light of practical experience. For this reason, we intend to carry out our first strategic review within a year of publication. We are committed to regular dialogue with all our stakeholders and this will inform that review.

Overall, our enduring aim is to ensure that the people of Scotland get the best Police Service possible.

Vic Emery
Chair
Scottish Police Authority

The Role of the Scottish Police Authority

The Scottish Police Authority has been established by the Police and Fire Reform (Scotland) Act 2012 (the Act). The main functions of the Authority are detailed in Section 2 of the Act.

Section 2 (1): Functions of the Authority

The Authority's main functions are to –

- (a) maintain the Police Service;
- (b) promote the policing principles set out in section 32;
- (c) promote and support continuous improvement in the policing of Scotland;
- (d) keep under review the policing of Scotland;
- (e) hold the Chief Constable to account for the policing of Scotland.

In summary, the Authority's main purpose is to support policing in Scotland by ensuring the provision of appropriate resources to the Chief Constable and holding the Chief Constable to account for operational performance and financial expenditure.

The Authority will carry out these functions in a way that is proportionate, accountable, transparent and consistent with good governance. Specifically, this includes, like other public bodies in Scotland, a duty to secure Best Value with the public money for which it is responsible.

The Authority is committed to continuous improvement in all that it does and will follow and promote core values of Accountability, Integrity and Respect in the achievement of its aims and objectives.

Context

This plan has been prepared against the backdrop of a complex policing and public sector landscape in Scotland. It builds on the Scottish Government’s Strategic Police Priorities and will both inform and be informed by the Annual Police Plan and the Local Police Plans currently being developed across Scotland.



Police Reform

Police reform involves the biggest changes to policing in Scotland for a generation. The Police and Fire Reform (Scotland) Act 2012 restructures policing, creating a single Police Service for Scotland, maintained by the Scottish Police Authority which holds the Chief Constable to account for delivery of police services in Scotland, but it also does much more than that. The Policing principles in Section 32 of the Act change the stated role of the Police Service from the “guard, patrol and watch” of the Police (Scotland) Act 1967 to a much broader role of improving “the safety and well-being of persons, localities and communities in Scotland”.

Section 32: Policing principles

The Policing principles are that —

- (a) the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland, and
- (b) the Police Service, working in collaboration with others where appropriate, should seek to achieve that main purpose by policing in a way which —
 - (i) is accessible to, and engaged with, local communities, and
 - (ii) promotes measures to prevent crime, harm and disorder.

The Scottish Government's aims of reform include protecting and improving local policing services, making specialist services available to all communities and strengthening the connection between the Police Service and communities.

Scottish Government Aims of Reform

- To protect and improve local services, despite financial cuts, by stopping duplication of support services and not cutting the frontline.
- To create more equal access to specialist support and national capacity – like murder investigation teams, firearms teams and flood rescue – where and when they are needed.
- To strengthen the connection between police services and communities by creating a new formal relationship with all 32 local authorities, creating opportunities for many more locally elected members to have a formal say in police services in their areas, and better integrating with community planning partnerships.

Police reform is also intended to strengthen local and national accountability, while retaining respect for local distinctiveness.

The Reform Landscape

These changes to policing are taking place at the forefront of wider reforms to the public sector as a whole. Opportunities include the potential for increased partnership working – across the Justice sector in line with the Justice Strategy, but also across the wider public sector. This will draw on the current efforts to strengthen community planning and a renewed commitment to working together to deliver joint outcomes, and will be facilitated by effective liaison between the Authority and local authorities. We are also clear that prevention is better than cure. These are areas where the Police Service already works well but the Act, and the new structures and roles coming out of it, facilitate and enable further progress.

In policing itself, recorded crime is at its lowest level for 37 years while officer numbers have been maintained in the face of the economic challenges. However, policing continues to face significant challenges, including the 2014 Commonwealth Games, violence reduction, hate crime and cyber crime. Opportunities include the potential for improved information sharing and more equitable access to specialist services.

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Strategic Objectives and Performance Measures

As a modern and effective public body, the Authority will ensure that everything we do contributes to the Scottish Government's National Purpose of creating a more successful country with opportunities for all to flourish through sustainable economic growth. The strategic objectives are aligned to this purpose and firmly embedded in the Strategic Police Priorities, and will support and contribute to National Outcomes.

This plan sets out the Authority's aims and objectives for policing. Achievement of these aims and objectives depends not only on our own staff and those of the Police Service of Scotland, but on forging effective partnerships with communities, including communities of interest, and key organisations across the public, private and third sectors that maximise outcomes and minimise public sector costs.

We have identified seven key objectives in support of our aims. These objectives focus our efforts on the key outcomes that we believe are necessary to be successful and discharge our functions effectively.

The detail on what we will deliver, and how, for each objective will be articulated in the Authority Business Plan and Annual Police Plan. The Authority will establish a robust performance management framework and we will hold the Chief Constable to account for the Police Service of Scotland's delivery of the Annual Police Plan against these objectives. The Authority will, in turn, be accountable to Scottish Ministers.

At the end of each financial year, the Authority will prepare a report on performance and progress towards achievement of the strategic objectives. This report will contain an assessment of the Authority's performance in carrying out its functions as well as an assessment of the Police Service of Scotland's performance. It will both promote success and challenge performance should it fall short, so that the public has a true and balanced view of the service they receive. This report will be presented to Scottish Ministers and laid before Parliament.

STRATEGIC PRIORITY 1 : *Make communities safer and reduce crime by demonstrating pioneering approaches to partnership and collaboration at a national and local level.*

Actively support a decisive shift towards prevention by promoting evidence based preventative practice and effective partnerships which make the most of collective resource, knowledge and expertise, especially around reducing violence, substance misuse, promoting better outcomes for young people who offend and protecting children, young people and vulnerable adults.

STRATEGIC OBJECTIVE 1 : WORK IN PARTNERSHIP TO IMPROVE SAFETY FOR THE CITIZENS OF SCOTLAND AND REDUCE CRIME (Supports National Outcome 5, 8 and 9)

The Authority will provide appropriate support to the Police Service of Scotland in its delivery of services and promote innovative, evidence-based, preventative approaches to policing tailored to local needs.

STRATEGIC OBJECTIVE 2 : ENSURE THAT ALL COMMUNITIES, INCLUDING THE MOST VULNERABLE, HAVE ACCESS TO THE POLICE SERVICE AND ARE GIVEN THE SUPPORT THEY NEED TO FEEL SAFE(Supports National Outcome 5, 8 and 9)

The Authority will hold the Chief Constable to account for the development and agreement, based on understanding local needs, of policing plans covering all 32 local authorities. It will also hold the Chief Constable to account for the effective implementation of these plans through local and national partnership, and collaboration between the Police Service of Scotland and the public, private and third sectors.

STRATEGIC PRIORITY 2 : *Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to national events and threats.*

Work across national, international and organisational boundaries to ensure a safe and secure Commonwealth Games; contribute effectively to multiagency arrangements to deal with emergencies; and minimise threats to our communities more generally.

STRATEGIC OBJECTIVE 3 : ENHANCE SCOTLAND'S GLOBAL REPUTATION AS A SAFE PLACE
(Supports National Outcome 9, 11)

The Authority will support the Police Service of Scotland in its work to prevent the most serious types of crimes from happening in Scotland and ensure that the Police Service of Scotland is adequately equipped to deal with major events, emergencies and threats effectively. Where appropriate, this experience and best practice will be shared with others.

STRATEGIC OBJECTIVE 4 : ENSURE THAT THERE IS EQUITABLE ACCESS TO SERVICES ACROSS ALL OF SCOTLAND'S COMMUNITIES (Supports National Outcome 9, 11)

The Authority will scrutinise the implementation of local police plans and the use of specialist support services.

STRATEGIC PRIORITY 3 : *Provide an efficient, effective service and deliver the benefits of reform*

Deliver the three benefits of reform and work with others to ensure that the criminal justice system is fair and accessible, cost effective and efficient.

STRATEGIC OBJECTIVE 5 : DELIVER THE BENEFITS OF REFORM EFFECTIVELY AND EFFICIENTLY
(Supports National Outcome 16)

The Authority will develop and implement a performance framework to enable monitoring of detailed strategic and operational level plans in conjunction with the Chief Constable. This will include the adoption of evidence-based standardised approaches to service delivery and the sharing of best practice.

STRATEGIC PRIORITY 4 : *Make communities stronger by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible and responsive policing*

Ensure that victims, witnesses and communities experience positive engagement with the police by providing inspirational leadership and embedding a culture, identity and values which provide a highly skilled and motivated workforce to deliver improved local services with the consent and involvement of communities.

STRATEGIC OBJECTIVE 6 : INCREASE PUBLIC CONFIDENCE IN THE POLICE SERVICE BY UNDERSTANDING AND RESPONDING TO THE PARTICULAR NEEDS OF SCOTLAND'S DIVERSE COMMUNITIES (Supports National Outcome 7, 9, 11, 13, 16)

The Authority will have clear understanding of policing issues and challenges from talking to communities, including communities of interest, listening to what they say about how their local policing plans are being implemented, how the Police Service of Scotland is performing, and by championing a culture where local police are open, visible and accessible.

STRATEGIC OBJECTIVE 7 : PROMOTE A CULTURE OF EXCELLENCE (Supports National Outcome 7, 9, 11, 13, 16)

The Authority will promote this through the development of a culture of continuous improvement and by demonstrating and supporting development of leadership behaviours that reflect this aspiration.

- National Outcome 5: Our children have the best start in life and are ready to succeed.
- National Outcome 7: We have tackled the significant inequalities in Scottish society.
- National Outcome 8: We have improved the life chances for children, young people and families at risk.
- National Outcome 9: We live our lives safe from crime, disorder and danger.
- National Outcome 11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- National Outcome 13: We take pride in a strong, fair and inclusive national identity.
- National Outcome 16: Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Full details about the Scottish Government's National Performance Framework can be found at: <http://www.scotland.gov.uk/About/Performance/scotPerforms>

Financial Resources

Policing in Scotland is funded from a variety of sources. The key elements of central government funding are set out below. They include funding for the Authority, most of which will in turn be allocated by the Authority to the Police Service of Scotland in line with the Annual Police Plan and related plans for expenditure. In addition, the Scottish Government provides funding for the pensions of retired police officers and additional funding for aspects of policing through the Police Central Government budget.*

The Authority's draft budget was published on 20 September 2012 as part of the overall Scottish Government draft budget for 2013/14 and spending plans for 2014/15. The draft SPA budget is £1,085.5m in 2013/14 and £1,040.6m in 2014/15. This already reflects the savings expected through police reform: £42m in 2013/14 and £88m in 2014/15. The expected savings to be realised through police reform then rise to £109m in 2015/16. The budget includes some capital funding for the purchase of buildings, vehicles, uniforms, other equipment and ICT.

Police-Related Funding 2013/14 and 14/15

SPA FUNDING	2013/14 (£million)	2014/15 (£million)
SPA REVENUE BUDGET	1,067.2	1,015.4
SPA CAPITAL BUDGET	18.3	25.2
INCLUDES ASSUMED REFORM SAVINGS OF	41.8	88.2
OTHER POLICE FUNDING		
POLICE CENTRAL GOVERNMENT*	115.8	106.1
POLICE OFFICER PENSIONS	231.0	249.6
TOTAL	1,432.3	1,396.3

*The main uses of the Police Central Government budget in 2013/14 are to fund the capital costs of the Gartcosh Crime Campus, the Scottish element of the police Airwave communications infrastructure and network, the Police Investigation and Review Commissioner and the costs of police reform during 2013/14 (VAT and one-off costs – maximum £63.3m).

Scottish Police Authority Members

The Authority has 13 Members in total, comprising a Chair who was appointed in September and 12 Members who were appointed in October 2012. All appointments are for a period of up to 4 years.

Membership is follows:

Moi Ali
Brian Barbour
Vic Emery (Chair)
Jeane Freeman
Graham Houston
David Hume
Morag McLaughlin
Paul Rooney
Ian Ross
Lisa Tennant
Iain Whyte
Robert Wilson
Douglas Yates

Publication of the Strategic Police Plan

The Authority is committed to publishing a full Gaelic version of the plan by the end of June 2013. We will also offer translation of the plan into other languages in line with Scottish Government guidance.

Equality Impact Assessment

The Authority will undertake an Equality Impact Assessment (EQIA) to ensure that the implementation of our objectives positively contributes to a more equal society through advancing equality and good relations in all that we do. This document will be published with the plan.

Fire and Rescue Framework for Scotland 2013

Consultation

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INTRODUCTION

1. The Fire and Rescue Framework for Scotland 2013 ('the Framework') provides priorities and objectives for the new Scottish Fire and Rescue Service (SFRS), with guidance and support on the carrying out of its functions set in the context of the overarching purpose that the SFRS should adhere to. It sets out Scottish Ministers' expectations of the SFRS as the challenge of bringing together the best from the previous eight Fire and Rescue Services to create a modern, effective and efficient SFRS continues. 1 April 2013 is not the end of the Fire Reform journey, but marks a significant milestone in this major public service reform programme.

Context

2. The Scottish Government's Purpose places sustainable economic growth as the central ambition across the Scottish public sector, and the SFRS has a crucial role to play in helping to achieve that Purpose. The Purpose is underpinned by five strategic objectives: to make Scotland **wealthier & fairer, smarter, healthier, safer & stronger, and greener**. The SFRS makes a contribution across all five of these strategic objectives, although its core contribution is in making our communities **safer and stronger**.

3. Sixteen national outcomes support these strategic objectives and the work of the SFRS contributes to many of these, although four in particular underpin our shared aspirations:

- ◆ **we live our lives safe from crime, disorder and danger** (National Outcome 9);
- ◆ **we have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others** (National Outcome 11);
- ◆ **our public services are high quality, continually improving, efficient and responsive to local people's needs** (National Outcome 16); and
- ◆ **we live longer, healthier lives** (National Outcome 6).

Legislative background

4. The Police and Fire Reform (Scotland) Act 2012 ('the 2012 Act') provides the statutory basis for fire reform, creating the Scottish Fire and Rescue Service (the SFRS) to replace the existing fire and rescue authorities and joint fire and rescue boards. The 2012 Act establishes the SFRS to provide fire and rescue services across Scotland. This will include the Scottish Fire College, the Firelink communications system and specialist capacity to respond to chemical, biological, radiological or nuclear incidents. The 2012 Act also amends some of the fire safety responsibilities to take account of fire reform.

5. The legislation governing the fire and rescue services was modernised in the Fire (Scotland) Act 2005 ('the 2005 Act') and the 2012 Act therefore builds on the 2005 Act, amending it to establish a single service.

6. Part 2 of the 2012 Act amends the 2005 Act, in particular to:

- ◆ establish the SFRS as a corporate body with clear national governance arrangements and responsibilities for the oversight, administration and delivery of fire and rescue services in Scotland;
- ◆ ensure that the fire and rescue functions set out in the 2005 Act apply to the SFRS, including the promotion of fire safety;
- ◆ restate powers to obtain assistance in carrying out fire and rescue service functions;
- ◆ provide statutory Best Value duties for the SFRS;
- ◆ put in place statutory planning and reporting requirements including providing statistics;
- ◆ require the production of a strategic plan for the approval of the Scottish Ministers, and an annual report and accounts;
- ◆ arrangements for the transfer of existing staff and the employment of new staff;
- ◆ make new arrangements for strengthening local engagement and partnership working, including a new statutory role in the Local Senior Officer and development of local fire and rescue plans linked to community planning, along with clear powers for local authorities in relation to the provision of fire and rescue services in their area; and
- ◆ replace the Chief Inspector, Inspectors and Assistant Inspectors of Fire and Rescue Authorities with a Chief Inspector, Inspectors and Assistant Inspectors of the Fire and Rescue Service (Inspectors of SFRS).

A Modern Purpose for Fire and Rescue

7. The reform which establishes the Scottish Fire and Rescue Service is a key element of the Scottish Government's public service reform agenda. The SFRS will have a specific purpose aimed at making a real difference for our society and our economy:

"The main purpose of the Scottish Fire and Rescue Service is to work in partnership with communities, and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland."

8. The new purpose articulates the Scottish Government's vision for the SFRS focusing on the achievement of better outcomes for the people and communities throughout Scotland, leading to improved safety and wellbeing but also reflecting ways of operating in the 21st century. It reflects the excellent work it carries out in supporting and promoting community safety and well-being, through, for example, community safety initiatives and partnership working with health, education, and local authorities focused on prevention and early intervention, in order to improve

outcomes. The purpose places the new local scrutiny and engagement arrangements to the heart of SFRS core business.

9. This outcome-focused purpose will help to ensure that the delivery of fire and rescue services in Scotland continues to be dynamic, effective and trusted, working in partnership to make communities safer and stronger, through prevention and community engagement.

10. There was broad support for the focus on partnership working amongst those who responded to the draft purpose proposed in the consultation on Reforming Police and Fire and Rescue Services in Scotland (September 2011), with some commenting that it would further enable SFRS to participate fully in the wider public protection and community safety agenda. The emphasis on better outcomes and the focus on prevention were also welcomed. Following specific suggestions from respondents, the wording of the purpose has been adapted to make the purpose more inclusive of people living in (not just of) and across Scotland; to strengthen references to partnership working; and to include an explicit reference to community engagement. This purpose will be delivered through the aims for fire reform and the strategic priorities outlined in this document.

SFRS functions

11. The statutory functions of the fire and rescue service are not changing (although the SFRS will become the fire safety enforcing authority for civil Crown premises). Under the new Purpose, this Framework places those existing statutory functions within a context of improving outcomes, promoting community engagement, prevention and partnership working and public service reform.

12. The existing legislative functions, which were reviewed as recently as 2005, remain, with a continued focus on prevention (reducing the risk of and changing people's perception and behaviour towards fire), protection (mitigating the effects of fire) and flexible response (to incidents). The functions set out in the Fire (Scotland) Act 2005 (the 2005 Act) to be transferred to the new Scottish Fire and Rescue Service include:

- ◆ Promoting fire safety (including providing advice, information, publicity and encouragement to prevent fires and death or injury from fires and to reduce losses);
- ◆ Fire fighting;
- ◆ Responding to road traffic accidents;
- ◆ Enforcing fire safety legislation in relevant premises; and
- ◆ Responding to any other eventualities likely to cause death, injury or illness, or harm to the environment (including buildings).

13. The fire and rescue functions in the Fire (Additional Function) Scotland Order 2005, made under section 11 of the 2005 Act have also been transferred to the SFRS:

- ◆ Responding to chemical, biological, radiological or nuclear incidents;
- ◆ Providing urban search and rescue capability;
- ◆ Responding to serious flooding; and
- ◆ Responding to serious transport incidents.

SFRS values

14. The creation of a single Fire and Rescue Service for Scotland provides an exciting opportunity for the Service to define its core values and ethos in a way which exemplifies a modern, effective public service organisation. Scottish Ministers recognise that defining and delivering those values and ethos, shaped by the Purpose, and driving its approach to the discharge of these statutory functions, is a matter for the Service, but anticipate that they will reflect:

- ◆ a bold vision and outward looking focus, where everything which is done within the Service is challenged on its benefit to the people of Scotland and the stated outcomes and priorities of the organisation;
- ◆ a fundamental commitment to ensuring that services are delivered fairly and in a way which ensure equality and recognises diversity;
- ◆ a commitment to community engagement and local democratic scrutiny;
- ◆ probity and transparency across and within the functions of the Service; and
- ◆ a commitment by the Board, Chief Officer and senior management team to lead by example in the delivery of these values.

Partnership working

15. The new SFRS must not work alone. It should build on the existing partnership work with the other emergency services and category one responders to enhance Scotland's resilience. It should build on existing partnerships with a range of local organisations to drive down risks in the community, and continue to build on its partnerships with a range of other justice sector bodies in its focus on the vulnerable and most at risk. That whole system approach across the justice sector has recently been formalised in the **Strategy for Justice in Scotland**¹, which sets out our approach to making the justice system in Scotland fit for the 21st century and the role each of the key services can play in delivering a safer and stronger Scotland. The justice system is broadly defined to include the many people and organisations who work to keep our communities safe and to administer justice in its various forms; the SFRS is a vital part of this system. **Priority 6** of the strategy focuses on **reducing the harm from fires and other emergencies**, and **priority 8** on **strengthening community engagement and resilience**. The new SFRS shall have regard to the strategy in drawing up its strategic plan.

¹ www.scotland.gov.uk/Publications/2012/09/5924

16. The community safety and resilience landscape in Scotland is dynamic and diverse. In recent years, Fire & Rescue Services have developed strong links with various partners including local authorities, emergency responders, other community planning agencies and businesses to identify and tackle national and local risk-based priorities.

17. The recent context of public service reform is founded on the benefits of working collaboratively towards shared outcomes that are focused on prevention. This is complemented by the formal duties the Service has under section 16 of the **Local Government in Scotland Act 2003** (as amended by the 2012 Act) to participate in the community planning process and to work with partners to prepare for and respond to emergencies effectively under the **Civil Contingencies Act 2004** (and associated regulations).

18. Closer engagement with local communities remains fundamental to service improvements be they in: responding effectively to incidents; integrating risk management processes; building resilience; or enhancing prevention & protection activities. The SFRS must be transparent and accountable to communities for the services it delivers, creating opportunities for de-centralisation and reducing duplication.

Strategic Priorities

- The SFRS should embed partnership working throughout its business, building on the existing partnerships with other emergency responders and local service providers, as well as forging a partnership approach to working with the Scottish Government, the wider justice sector, and with workforce representative bodies.
- The SFRS should work in partnership with a diverse range of communities and stakeholders at all levels (including individual households, businesses, the third sector and other public authorities) in order to improve problem solving and achieve better outcomes.
- The SFRS should build community resilience and cohesion by:
 - empowering communities – making them aware of the risks they face;
 - supporting communities – to take simple steps to improve their own safety (from fires and other risks that can lead to the need for rescue); and
 - harnessing community resources and expertise – so that preparation for, response to and recovery from emergencies is a partnership between the service and the communities themselves.
- To effectively manage and plan a response to foreseeable risks in the community, it is crucial that the SFRS actively collaborates with partners, both at a local and national level.

Equality and Diversity

19. As an essential public service right at the heart of our communities, the SFRS must strive to meet its equalities duties in respect of corporate decision making and

accountability, employment practice, workplace culture and service delivery. The mainstreaming of equality across policy and practice is key to the delivery of services relevant to the needs of communities, and the fostering of a healthy and prosperous workplace. Improving performance across all equality groups and in all that it does as an employer and service provider must remain at the core of the SFRS business objectives.

20. It is an objective that leadership on mainstreaming equality is provided from within the SFRS and that the corporate decision making, planning, approval, scrutiny and accountability mechanisms support this ambition.

21. The Scottish Government recognises that appropriate, effective and responsive public services cannot be developed in isolation of the recipient of those services and that partnership working and appropriate community involvement are essential. By equality impact assessing its policies, practices and functions, the SFRS will need to gather and analyse the evidence relating to different groups of people, including the disabled, minority ethnic communities, the elderly and so on. By assessing the impact of their services, policies and practices against the needs of equality groups, the SFRS will be better equipped to deliver a service that meets the needs of Scotland's diverse communities. Impact assessment is a key tool to support the continuous improvement of public services and to prevent discrimination or barriers to service arising in the first place.

22. The Scottish Government believes that an employer that recognises and values the diversity of its employees is one most able to provide a modern, efficient and effective public service. The SFRS must therefore foster a workplace culture where all employees are treated with dignity and respect, feel valued for their contribution and are encouraged to develop to reach their full potential. A key component of this objective is the need to demonstrate that individuals are appointed and promoted on the basis of merit from across all of Scotland's communities and that employment practices promote and support a positive working environment.

23. The general public sector equality duty was introduced in the Equality Act 2010 and came into force on 5 April 2011. Under this general duty, the SFRS must have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. The SFRS is on the list of public authorities under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and has to fulfil all the duties therein, demonstrating consideration of equality issues in all corporate decision making. The SFRS is also required to report performance against a set of equality outcomes, and also against the mainstreaming of equality across all functions and all levels of the organisation.

Strategic priorities

- The SFRS should demonstrate a mainstreamed approach to equality and diversity across all levels of the organisation and all functional areas.
- The SFRS must continue to ensure that the decision making processes, services, policies and practices take account of people's different needs and experiences

and meet the requirements of the Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

- The SFRS will take steps to develop the capacity of its workforce to meet its equality obligations at individual, team and corporate level.
- The SFRS must demonstrate that it considers equality issues through its decision making and internal scrutiny arrangements including demonstrating compliance with the Equality Impact Assessment duty.

Environmental responsibility

24. The Climate Change (Scotland) Act 2009 sets out clear and ambitious targets for emissions reductions and other climate change provisions, including adaptation. The public sector has a crucial leadership role in the delivery of Scotland's climate change ambitions in respect of both mitigation and adaptation. In recognition of this, Part 4 of the Act (which came into force on 1 January 2011) places duties on public bodies, (those bodies defined as a Scottish public authority within the meaning of section 3(1)(a) of the Freedom of Information (Scotland) Act 2002, as amended) includes the SFRS.

25. These duties require that a public body must, in exercising its functions, act in the way best calculated to contribute to the delivery of emissions reduction targets, to help deliver any statutory climate change adaptation programme, and in a way that it considers is most sustainable.

26. Part 4 of the Act also requires the publication of guidance by Scottish Ministers to public bodies in relation to their climate change duties, and those bodies must have regard to the guidance.

27. Through the vision of a 'Greener' Scotland the Scottish Government is committed to reducing greenhouse gas emissions through setting annual, interim and long term emission reduction targets. The SFRS has a duty to monitor and, where appropriate, reduce emissions. Waste management, carbon management and sustainability are all environmental issues that the SFRS will have to give consideration to, in order to demonstrate that it is an environmentally conscious organisation. Specific aspects that will require consideration are:

- ◆ Compliance with environmental legislation,
- ◆ Compliance with CRC (Carbon Reduction Commitments),
- ◆ Production of a Carbon Management Plan,
- ◆ Setting targets and achieving reductions in CO₂ emissions,
- ◆ Monitoring and reducing Fuel/Water consumption,
- ◆ Reducing waste production and waste going to landfill,
- ◆ Developing a sustainability strategy,
- ◆ Increased use of renewable energy.

Strategic priorities

- The SFRS should be an environmentally conscious and responsible organisation that complies with its statutory duties under the Climate Change (Scotland) Act 2009.
- The SFRS should develop ambitious waste management and carbon management strategies with sustainability embedded in its core policies and procedures.
- The SFRS must assess the environmental impact of its plans, programmes and policies, to minimise impacts where possible.

The aims of fire reform

28. The aims of reform are:

- ◆ to protect and improve local services, despite financial cuts, by stopping duplication and not cutting frontline outcomes
- ◆ create more equal access to specialist support services and national capacity – like flood rescue – where and when they are needed
- ◆ strengthen the connection between fire services and communities by creating a new formal relationship with all 32 local authorities, creating opportunities for many more locally elected members to have a formal say in fire and rescue services in their areas, and better integration with community planning partnerships.

29. The Scottish Government and representatives of fire and rescue services developed a high level 'blueprint' for the SFRS. The blueprint forms a crucial element in the three pronged programme approach to reform: blueprint; benefits map and profiles; and the suite of SFRS projects. There remain a number of challenges for the SFRS to drive forward business changes in order to realise the benefits of reform whilst meeting the financial challenges. It is important that the SFRS builds on this programme structure to continue to manage and deliver the complex changes of the reform programme.

30. The blueprint sets out the SFRS's high level Day 1 and Final State (2015/16) working practices and processes, the information it requires, and the technology that supports its operations. It supports the strategic priorities of this Framework and should continue to be used as a crucial programme tool to support the SFRS' change programme, and ultimately to realise the benefits of reform. It provides continuity of focus to retain the aims of reform at the heart of SFRS strategic priorities.

Framework structure

31. This Framework sets out the strategic priorities for the SFRS in four chapters covering the new governance and accountability landscape in which the SFRS will operate and the above three aims the SFRS should deliver. Benefits span all business areas, and must be taken into account at all levels of delivery from frontline operations to business support functions.

- ◆ Chapter 1 – the new governance and accountability landscape, including planning, reporting and performance management
- ◆ Chapter 2 – protecting and improving local services and reducing duplication
- ◆ Chapter 3 – more equal access to specialist support services and national capacity
- ◆ Chapter 4 – strengthening the connection with communities

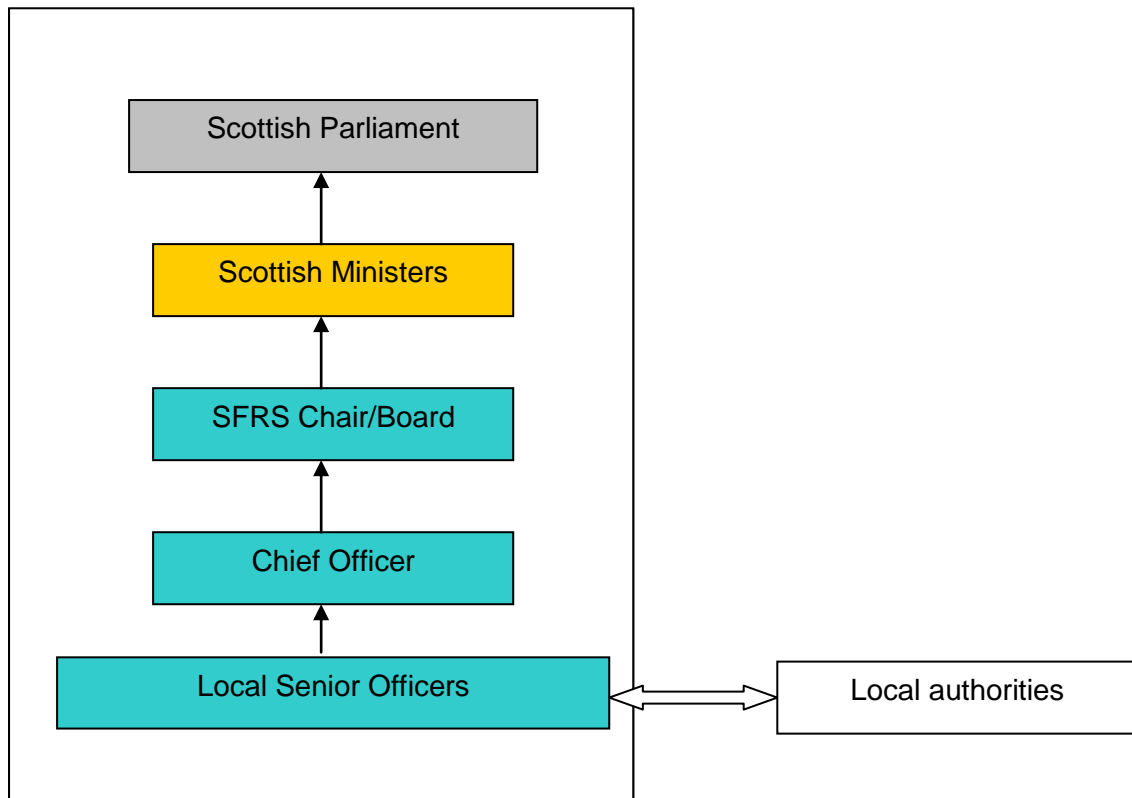
Timescales

32. Scottish Ministers will keep the terms of this Framework under regular review, and consider the need to produce a new Framework from time to time. At the date of coming into effect, it is anticipated that this Framework will see the SFRS achieve 'steady state' as a streamlined and high performing organisation. It is envisaged that future Fire and Rescue Frameworks will be tailored to meet the evolving needs of Scotland's diverse communities, setting out new priorities and ambitions for SFRS as it develops and adapts to meet new challenges.

CHAPTER 1: The New Landscape

Governance and accountability

33. The introduction of the new national body means a significant new relationship between the Scottish Government and the SFRS, as well as a new relationship between the SFRS and all 32 local authorities, with more opportunities for elected members to become involved. There is a clear accountability chain:



34. The **Fire and Rescue Framework** (this document) sets out Ministers' expectations and strategic priorities for the SFRS. It is a statutory document to which the SFRS must have regard, the requirements for which are set out at section 40 of the 2005 Act, as amended.

35. The **SFRS Strategic Plan** sets out how the SFRS will deliver against the priorities set out in the Fire & Rescue Framework and the outcomes against which this delivery can be measured. The 2012 Act requires that the SFRS Strategic Plan be prepared in consultation with representatives of local authorities, SFRS employees, and others SFRS considers appropriate. Building on this requirement, the SFRS should seek to embed stakeholder engagement in its strategic planning process, developing proposals in collaboration and partnership. The Strategic Plan covers a three year period, and can be reviewed at any time, but must be reviewed at least once within the three year period. The date for the first Strategic Plan is set by Order, and is expected to be 1 September 2013. If the Fire & Rescue Framework is revised, an automatic review of the Strategic Plan is triggered. Scottish Ministers approve the Strategic Plan. The SFRS will produce an **Annual Plan**, setting out its priorities for the coming year, in line with the direction set out in the Strategic Plan.

36. **Local Fire & Rescue Plans** flow, in turn, from the SFRS Strategic Plan, and also cover a three year period. They can be reviewed at any time but must be reviewed if there is a new Fire and Rescue Framework or Strategic Plan, or if they have not been revised within the three year period. Local Plans will set out local solutions to local issues and national priorities and detail local activity, linking to the performance management framework and demonstrating how they contribute to national priorities and key performance targets. Local Plans are to be approved by the Local Authority.

37. The formal relationship between the Scottish Government and the SFRS is set out in a **Governance and Accountability Framework Document**, based on the model contained in the Scottish Public Finance Manual. It sets out the key roles and responsibilities of Ministers, Scottish Government staff at senior level and within the SFRS sponsor team, the Chair, Board and Chief Officer. It covers performance and financial management arrangements, and details of financial delegations and controls. The governance framework document complements this Fire and Rescue Framework which covers aims, objectives and targets, and is kept under review.

38. Scottish Ministers will agree a funding settlement which will be paid directly to the SFRS following the Parliamentary budget process. This means that SFRS will be subject to a single system of financial control the same as that which applies to other public services established and funded by central government. The SFRS Board will hold the Chief Officer, as Accountable Officer, to account through the internal delegation of responsibilities for expenditure on fire and rescue services, and will be responsible for preparing annual accounts to be audited by the Auditor General. Scottish Ministers will arrange for a statement of accounts to be placed before the Scottish Parliament.

39. The Scottish Ministers are ultimately accountable to the Scottish Parliament for the activities of the SFRS and its use of resources, although Parliament may also question the SFRS (normally through the Chair, and Chief Officer in their capacity as Accountable Officer) over delivery of their objectives and propriety and stewardship of public funds. In addition, section 124 of the Police and Fire Reform (Scotland) Act 2012 requires the Scottish Parliament to make arrangements for keeping under review the operation of the Act.

40. An Annual Report will be produced by the SFRS each year, and laid before Parliament with the annual accounts. The report will detail progress made towards the delivery of the three year strategic plan and assess SFRS' performance in acting in accordance with the Framework.

41. Scottish Ministers shall hold the SFRS to account for performance against the Fire and Rescue Framework, Performance Management Framework and key performance targets, approving the SFRS Strategic Plan and the use of its allocated budget as set out in the SFRS Annual Plan, and described through the Governance and Accountability Framework.

42. The SFRS Board shall demonstrate clear leadership, and use the Performance Management Framework, Governance and Accountability Framework, and Best Value duties to hold the Chief Officer to account for operational performance and financial spend. Board members are required to act in accordance with principles of good governance, accountability and transparency. The SFRS also has statutory duties to provide public access to its proceedings, papers and reports but must provide a clear statement setting out the exceptions to this general principle. The Board should ensure that SFRS has a clear strategy for engagement with stakeholders and a commitment to partnership.

43. The SFRS will also be subject to a statutory duty of Best Value and subject to examination and inspection by the Auditor General and the Inspectors of the SFRS.

Performance Management and scrutiny

44. The fire and rescue services have a proven track record in performance management. It has been recognised that there is a need for further cohesion of performance management arrangements. The bringing together of eight services provides the opportunity to review data recording and reporting requirements and practices. High level outcome and input key performance indicators (KPIs) across a range of SFRS functions have been developed in partnership between the Scottish Government and services, and were first published as a dataset in February 2012, providing a useful baseline against which to benchmark performance during and after the reform process, and as a basis for measuring benefits realisation. These KPIs are set out at Annex A of this Framework.

Continuous improvement in performance

45. The Scottish Government's response to the Christie Commission, *Renewing Scotland's Public Services*, outlined that reform of public services needed to demonstrate a sharp focus on continuous improvement and the use of reliable improvement methods. The priorities set out in this Framework pave the way for a set of meaningful performance targets across the range of SFRS functions. The purpose of introducing targets is to support and encourage continuous improvement and realisation of the benefits of reform. They should be perceived as providing added value rather than as something which is punitive or an unnecessary burden.

46. Targets should be primarily designed to assess the organisation at national level to demonstrate success in delivering the Fire and Rescue Framework and the realisation of reform benefits, but should be open to adaptation at local level. This allows local delivery solutions for national priorities based on local risk profiles, and allows the SFRS to make performance comparisons between the various subsets of the organisation. There should not be an expectation that all targets would be applicable at local level or indeed within each Local Senior Officer command, given the diversity of Scotland's communities.

47. It is important that targets reflect, as far as possible, the range of activities carried out by the SFRS, without adding a data burden. Areas where Scottish Ministers consider performance should be stretched are:

- ◆ Reducing fire casualties, by 5% each year
- ◆ Reducing special services casualties
- ◆ Reducing accidental dwelling fires, by 10% each year
- ◆ Reducing the number of non-domestic fires
- ◆ Reducing firefighter injuries
- ◆ Reducing staff sick absence, by 10% each year

48. Scottish Ministers may, however, introduce a wider range of ambitious targets in due course, and are interested in exploring the following areas for potential future development:

- ◆ equality and diversity
- ◆ improving the availability of stations and appliances
- ◆ reducing unwanted fire alarm signals.

Performance reporting

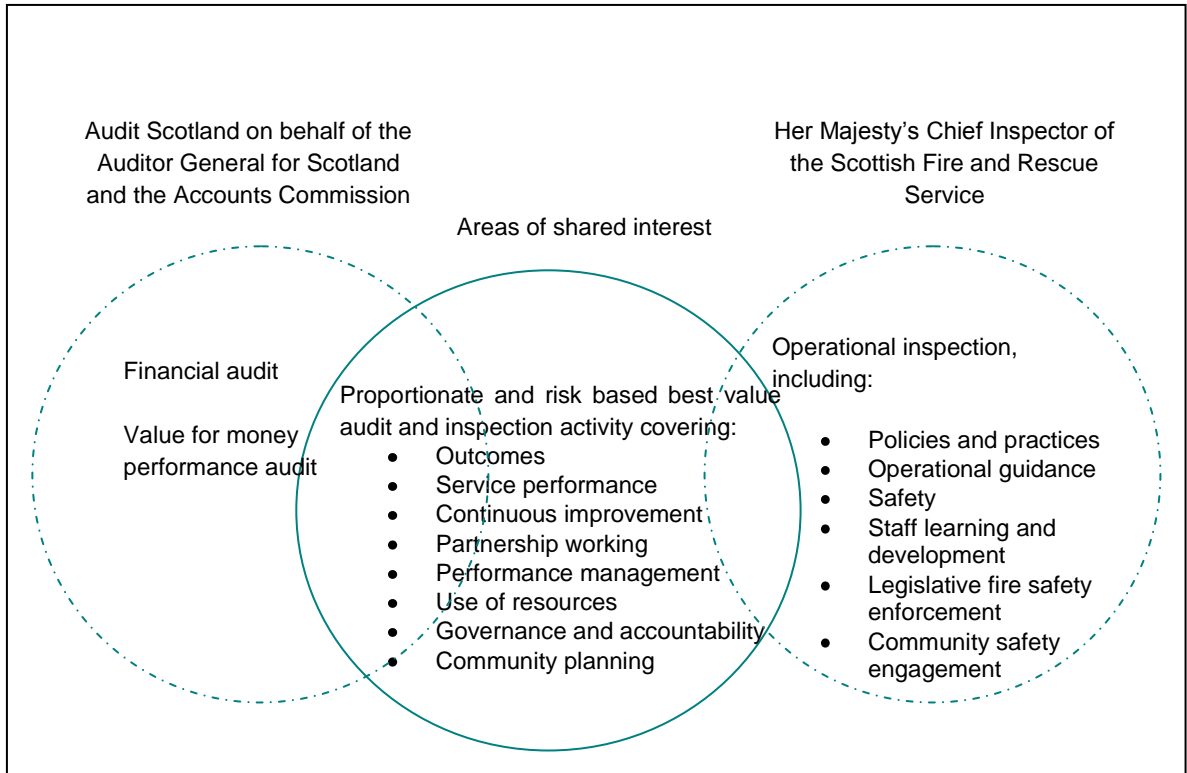
49. Arrangements for performance reporting will be set out in the Governance and Accountability Framework document.

Audit and inspection

50. The Act replaces the posts of Chief Inspector, Inspectors and Assistant Inspectors of Fire and Rescue Authorities with those of Chief Inspector, Inspectors and Assistant Inspectors of the Fire and Rescue Service (Inspectors of SFRS), respectively. The SFRS will be inspected by these Inspectors of the SFRS who may independently initiate inquiries as well as inspecting on direction by the Scottish Ministers.

51. The Act puts the relationship between the Inspectors of the SFRS and the Scottish Parliament on a clear footing by requiring the Inspectors of the SFRS to provide its reports to the Scottish Ministers, and, depending on the circumstances, make reports relating to the state and efficiency of the SFRS available to the Scottish Parliament either directly or through Scottish Ministers. The Inspectors of the SFRS are also required to present its reports to the SFRS.

52. SFRS is required to send statements of accounts to the Auditor General for audit. The Auditor General also has powers to examine the delivery of Best Value in addition to his powers to examine the economy, efficiency and effectiveness of the service under Section 23 of the Public Finance and Accountability (Scotland) Act 2000. The Chief Inspector and the Auditor General have a duty to cooperate and are planning complementary and proportionate scrutiny activity based on the principles outlined in the diagram below.



Complaints

53. The SFRS is a listed authority for the purposes of the Scottish Public Services Ombudsman Act 2002. Hearing and investigating relevant complaints against the SFRS where a person alleges maladministration or service failure is a matter for the SPSO. Where the Chief Inspector is made aware of a complaint, the nature of which might suggest a general inquiry into the 'state and efficiency' of the SFRS or the way in which it is carrying out its functions may be appropriate, the Chief Inspector may decide to carry out such an inquiry.

Strategic priorities

- The SFRS should develop a comprehensive and detailed performance management framework, including a broad suite of indicators for use in robust internal scrutiny arrangements for both local and national delivery, with the high level KPIs at its core. It should ensure that data captured is consistent and quality assured, to facilitate both planning and reporting of local activity based around the varying risk profiles our communities experience.
- In the pursuit of continuous improvement the SFRS will evaluate the use of improvement methodologies, in liaison with the Improvement Service, to assess future benefits to be derived in terms of sector led improvement.
- Scrutiny arrangements must include effective assessment of the benefits realisation required against the aims of reform.

- The SFRS must detail and ensure efficient and effective systems are in place for the Chief Inspector of the SFRS and the Auditor General for Scotland to scrutinise and report on the SFRS.
- A memorandum of understanding should be developed between the SFRS and the Scottish Public Services Ombudsman which includes a description of how the SFRS provides information to the public on how to complain about services provided.

CHAPTER 2: Improved Service Outcomes and Protecting Frontline Services

54. The integration of the eight previous Fire and Rescue Service into the single service for Scotland provides the opportunity for the streamlining of policies and procedures across all areas of operational activity, identifying and rolling out best practice. The SFRS will provide greater resilience for the public, property, economy and environment by reducing harm from fires and other emergencies through improved outcomes, whilst achieving savings.

55. The SFRS will improve the use of public money, generating greater public satisfaction, by reducing costs through efficiently and effectively applying risk based management of resources and increased flexibility, whilst delivering savings. The SFRS will invest in the right skills and culture for staff to deliver high quality, value for money services in a positive environment for everyone.

Risk management

56. The SFRS has a statutory duty to reduce the risks to our communities whilst delivering best value; making certain that the communities we serve receive the best possible service, and at the same time, providing the greatest possible value for money. The management of risk in this context is about:

- ◆ identifying the risks to the community which fall within the scope of responsibility of the SFRS;
- ◆ undertaking a process to prioritise these risks; and
- ◆ ensuring the service has the appropriate blend and distribution of capabilities to address them.

57. In fulfilling its purpose, the SFRS must manage the risk to the community. In doing so it must first understand this risk through a robust national strategic assessment from which national priorities will be identified and plans to address them will be developed. From this will flow the development of appropriate local priorities and solutions which contribute to the delivery of national objectives.

58. The SFRS should use the three main areas of service delivery – prevention, protection and intervention – in a blended approach to provide the most appropriate solution to the identified priorities.

Strategic priorities

- Risk information should be effectively managed at a national level and co-ordinated through all community partners, encouraging appropriate information/data sharing and joint analytical work. The SFRS should continue to build upon existing arrangements that capture accurate and complete statistical information including that held by relevant partners, to provide a sound evidence base to underpin risk management.

- The national approach to risk management should be to prioritise and target resource based on identification and evaluation of community risk (in particular in vulnerable communities and/or individuals) and Best Value. This strategic management of risk will help develop a consistent approach to, and identify the correct balance between, prevention and response, to enable improved outcomes.
- The SFRS must ensure its approach recognises that the nature of risk can be transient and dynamic, and build flexibility into its approach to the risk management to respond to this.
- The SFRS should ensure it uses the learning outcomes from Fire Investigation (as set out in more detail in Chapter 3).
- The SFRS must articulate the relevant connections between local planning and its contribution towards national strategic risk management.

Prevention and protection

Community Safety

59. The SFRS has a statutory duty to promote fire safety under Part 2 (section 8) of the Fire (Scotland) Act 2005 to include provision of information and publicity aimed at preventing fire and reducing deaths and injuries, restricting fire spread and advising on means of escape from buildings. It also has a duty under section 16 of the Local Government in Scotland Act 2003 to participate in the community planning process, which must be delegated to the Local Senior Officer to undertake in each local authority area. Fire prevention and protection activity over recent years has been key to reducing the number of fires, casualties and losses in Scotland thus minimising loss of life and the economic and social impact of fire on communities.

60. For the first time, the SFRS will bring together responsibility for both national campaigns previously run by the Scottish Government and local campaigns run by the previous eight services, and will continue to have balance the level of resources committed to providing publicity to allow people to reduce their own risk with more direct intervention such as home fire safety visits.

Fire safety in non-domestic buildings

61. The SFRS is responsible for enforcing the Chapter 1 fire safety duties in Part 3 of the Fire (Scotland) Act 2005 and the Fire Safety (Scotland) Regulations 2006, for the majority of relevant premises (as defined in section 78). The Service also enforces some other pieces of fire safety legislation. When carrying out enforcement, the SFRS should have regard to separate guidance issued by Scottish Ministers.

62. Enforcement activity includes carrying out fire safety audits of premises and providing advice and, when necessary, carrying out enforcement action. Fire safety enforcement activities should be informed by risk and thus targeted at those premises where the risk to life is greatest. The aim of enforcement is to offer support and check that employers and other duty holders are ensuring the safety of persons

in the event of fire. Whilst the main focus of fire safety promotion has up till now tended to be on activity to prevent dwelling fires and related casualties, a greater focus on *enabling* duty holders to comply with fire safety legislation along with enforcement lends itself to promotion and education activities being targeted also at the non-domestic sector.

Strategic priorities

Prevention

- The SFRS should build on the progress achieved in community fire safety activity through partnership working, and should take into account the specific and unique risks facing Scotland that are outwith its direct control. In particular, Local Senior Officers must ensure that there is a clear process for working with partners to identify the most vulnerable communities, and most vulnerable individuals within communities, to target activity where it is most needed.
- The SFRS should have a corporate public engagement and communications strategy to direct all education, information and advice provided to promote fire safety nationally and locally. The publicity strategy must focus resources, via appropriate channels, on continual performance improvement and be led by a risk-based methodology targeting business and local communities as appropriate, using the interventions evidenced to work best in practice. The SFRS should continue to engage with the SG to ensure linkages with other national campaigns and Ministerial interests.
- The public engagement and communications strategy should provide the basis for accessible and inclusive community safety interventions designed to meet the needs of Scotland's diverse communities.
- The SFRS should work with partners to formulate a communications strategy for safety advice in relation to areas of specialist rescue. This provides the opportunity to ensure proper integrated public safety campaigns for relevant areas of activity.

Protection

- The SFRS should have resources and procedures to meet its legislative fire safety enforcement responsibilities including those under chapter 1 fire safety duties in part 3 of the Fire (Scotland) Act 2005 (as amended) and the Fire Safety (Scotland) Regulations 2006.
- The SFRS should produce a risk based strategy for 'enabling compliance and enforcement' which ensures a consistent and risk proportionate approach to fire safety legislation, promoting economic growth in Scotland. The service should do this through partnership work and engagement with stakeholders including the business sector.

Evaluation

- Effective, transparent and robust evaluation, which identifies and shares best practice, must underpin all prevention and protection activities in order to demonstrate public value. The SFRS should set out clear guidelines for how and when the results of such evaluations will be made public.

Response and resilience

63. The SFRS has a statutory duty under Part 2 of the Fire (Scotland) Act 2005 to respond to fires, road traffic accidents and a power to respond to other events and situations. Similarly, the Fire (Additional Function) (Scotland) Order 2005 sets out other situations or events that the SFRS has a statutory duty to respond to, including: chemical, biological, radiological and nuclear (CBRN) incidents; serious transport incidents; serious flooding; and search and rescue.

64. The Civil Contingencies Act 2004 requires the SFRS to work with the other emergency services and responders in producing comprehensive plans for major and catastrophic incidents. This includes emergency planning and response to widespread threats and incidents involving, for example, terrorism and environmental disasters. The SFRS, working with the Scottish Government and other responders, makes a key contribution to a multi-agency national capability to respond to a CBRN attack in Scotland, through the provision of specialist equipment, appropriate training, mutual aid arrangements and ongoing collaboration with other emergency responders. In addition, the SFRS plays a key role in the protection and resilience of both Scottish and UK critical infrastructure assets including critical SFRS assets.

Strategic priorities

- The SFRS must establish and maintain close links with other agencies to ensure that responders are provided with appropriate, relevant and timely risk information, to ensure community and firefighter safety.
- The SFRS must support effective multi-agency emergency planning and response by contributing fully to the work of Strategic Co-ordinating Groups in assessing risk, preparing and planning for, responding to and recovering from major and catastrophic incidents.
- The SFRS must plan its operational response in a way which reflects national and local risk across Scotland and the UK and in doing so ensure that its arrangements for operational command are designed in the simplest possible form.
- When planning and managing a response to foreseeable risks in the community, the SFRS should seek to develop a shared understanding with both local and national partners of their relative roles, responsibilities and capabilities, to ensure that when emergencies do occur, they are responded to and concluded as effectively and efficiently as possible, and in an interoperable manner.

- The SFRS must ensure that arrangements are in place so that communities can access fire and rescue services, through a robust and resilient command, control and communications provision.
- The SFRS will continue to identify, advise on and respond to emerging and established risks, keeping its capability under review with reference to the National Risk assessment and other relevant sources.
- The SFRS should develop an appropriate mechanism for the provision of strategic assurance to Government that agreed capabilities and interoperability arrangements are in place and fit for purpose.
- The SFRS must establish and maintain close links with relevant critical infrastructure stakeholders to ensure that Scotland's critical fire assets are protected and resilient.

The workforce

65. The Scottish Government's public service reform agenda recognises the importance of an expert and committed workforce. The most valuable asset of the SFRS is its workforce and, through its leaders and employees, the SFRS has a direct responsibility to the people of Scotland for the delivery of a modern, fit-for-purpose fire and rescue service. A highly skilled workforce is an essential component of a well developed modern public service and crucial to deliver the aims of reform and the outcomes outlined in the blueprint.

66. The SFRS also has a responsibility to its employees, when delivering on this promise to our communities, that it complies fully with the requirements of employment legislation and builds a brand which is widely regarded as an employer of choice.

67. Learning and development (L&D) plays a critical role in enabling the Service to meet both its statutory obligations and duty of care to the workforce through investment in the development of the capabilities, competencies and skills requirement to support sustainable and continuously improving public services. Services across Scotland have worked to continuously improve and build on a national strategic approach to learning and development since the publication of the first national L&D strategy in 2003. Although the commitment to learning and development has remained consistent, the breadth, methods and understanding of both L&D and the environment within which the sector operates have evolved significantly.

68. For reform to be successful, as well as harmonisation and consolidation of existing good practice in new structures and working practices, the people and cultural issues surrounding the changes must be addressed.

Strategic priorities:

- The SFRS should develop an innovative structure that enables high value and effective services while delivering all necessary efficiencies.
- The SFRS should demonstrate progress on meeting the obligations set out in the Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
- To deliver a highly skilled and motivated workforce, the SFRS should develop an integrated suite of people strategies, policies and procedures which align individual contributions with the SFRS vision, values, strategic objectives and Strategic Plan.
- The SFRS should seek to foster harmonious industrial relations with all representative bodies.
- A SFRS workforce strategy should be developed, which:
 - captures the diverse range of staff (full-time, retained duty system (RDS), volunteer and non-uniformed) involved in delivering the business
 - considers sustainability of current systems
 - builds leadership and management capacity, embeds Service values and supports the provision of open and transparent governance arrangements;
 - supports the delivery of a suitable response capability taking into account the local risks and needs of rural and island communities and
 - specifically articulates a new vision for the future of service delivery in remote and rural areas.
- The SFRS should ensure effective business continuity arrangements are in place which maintain service delivery at all times.
- An effective pay and conditions negotiating framework is required, which allows negotiations to complement the broad principles of the Scottish Government's Public Sector Pay Policy.
- The SFRS should consider the most efficient and cost effective way of administering and managing pay and pensions for uniformed officers and support staff post April 2013, taking into account the likely impacts of the proposed Public Sector Pension Reforms due for implementation in April 2015.
- The SFRS should secure arrangements for promoting and ensuring the health, safety and wellbeing of all staff, ensuring that a collaborative approach to participation and involvement of employees and their representatives is undertaken when identifying, resolving and improving policy and related practice.
- The SFRS is expected to demonstrate ongoing commitment to strategically driven, high quality L&D, designed to integrate seamlessly with other workforce management strategies.

- The SFRS shall behave as a learning organisation. It will ensure:
 - effective knowledge management arrangements are in place to learn from opportunities, enabling all employees to contribute, with the aim of improving standards of service delivery and across other areas of the SFRS (including learning points and innovation from operational incidents); and
 - that these arrangements are sufficiently robust to ensure that, where appropriate, they challenge or affect existing policies or procedures, as well as feeding future policy development, thus ensuring an organisation that is fit-for-purpose and continuously improving.
- The SFRS should develop and maintain the competence of all staff through ensuring a comprehensive L&D strategy is in place, with appropriate supporting strategies and implementation plans balancing operational, emergency response and resilience requirements with the prevention and community protection agenda, and the development of leadership, management and corporate skills capabilities.
- The L&D strategy should also:
 - support transition to the SFRS, the effective management of change and reform, and the delivery of public value;
 - support interoperability between UK Services and between the SFRS and partner organisations through the collaborative development and alignment of learning frameworks and the creation of opportunities for joint learning and development of partnership working skills.
- The Scottish Fire Services College of the future should be a centre for excellence in L&D strategic development and implementation; knowledge management; L&D development and delivery; assessment of competency and standard setting; and quality assurance and e-systems.

CHAPTER 3: More Equal Access to Specialist Resources and National Capacity

69. In addition to the statutory duties set out in Chapter 2, section 13 of the Fire (Scotland) Act 2005 enables the SFRS to respond to other eventualities where there is a threat to life or the environment (for example incidents involving rope and water rescue). The SFRS should continue to work in partnership with the Scottish Government and other key stakeholders to ensure that national arrangements for the continued response to fires and other emergencies as set out above is coordinated nationally and delivers locally to meet the needs and expectations of the communities of Scotland. The rigorous application of risk management, as set out in Chapter 2, will identify opportunities to create more equal access to specialist resource and national capacity.

70. The fire and rescue services have exercised their discretionary function under section 13 of the 2005 Act to provide a wide range of humanitarian services to their communities. These range from rescuing persons trapped in lifts, providing support to the ambulance service in the transport of bariatric patients and assisting the NHS with the removal or detachment of objects from patients, to animal rescues and making safe buildings or structures. Scottish firefighters also have a long and proud tradition of contributing to rescues internationally through the relevant United Nations arrangements.

71. The SFRS has a highly-trained workforce with specialist skills and equipment, which might be reasonably adapted to deal with unusual and hard to define situations. Nothing in this Framework should be read as seeking to limit the Service's contribution to the communities it serves. The SFRS has the discretion to act, beyond its core functions, to respond to those events it considers appropriate because of a risk of harm to individuals or the environment. It is therefore vital that the SFRS's partners both locally and nationally, and those in our communities, know when and how the SFRS can be called on to assist in tasks of this nature.

Strategic priorities

- The SFRS must clarify and communicate the parameters of its operational functions, whilst explicitly recognising the need to adapt and improvise in unusual and difficult to define circumstances. All of this should fall within the scope of the community risk planning which the SFRS undertakes. In doing so the service should take other reforms into account.
- When considering the risk management priorities set out in Chapter 2, the SFRS should aim to create more equal access to national capacity, which an expectation that areas with similar risk profiles should normally have similar provision.
- The SFRS should actively develop a role as a champion and coordinator of specialist rescue. The SFRS should engage with the other emergency services and relevant voluntary groups to understand and manage the risk across Scotland, and, in doing so, create more equal access to specialist support based on community risk.

- The SFRS should consider a national register of assets to cover areas of specialist rescue, setting out the criteria for their registration, such as availability, procedures, equipment and training.
- Through its involvement in multi-agency risk assessment, emergency planning and response (through the Strategic Co-ordinating Groups) the SFRS should ensure that its resources and capabilities are used, where possible, to help prevent and to respond to and recover from emergencies and major incidents, as effectively as possible. These incidents could be unpredictable, novel and could result from a wide range of causes including CBRN, terrorist activity and the effects of climate change. Further details on risk and resilience can be found in Chapter 2 of the framework.

Fire Investigation

72. The SFRS has specific powers in relation to investigating fires. These powers are detailed in Section 29 (Powers of authorised employees in relation to investigating fires) of the Fire (Scotland) Act 2005, as amended. These powers allow authorised employees of SFRS to enter premises where there has been a fire so as to investigate what caused it and why it progressed as it did. Authorised employees can also remove documents, samples and articles for the purpose of investigation.

73. The investigation of fires affords the SFRS the opportunity to gather information in relation to their cause and development. The SFRS should make full use of this opportunity so that the information gathered by fire investigation can be used to enhance community and firefighter safety. This information can either be combined or used on a case-by-case basis to influence Community Safety Engagement initiatives. Where investigations are undertaken at non-domestic premises the intelligence gathered can be used to inform Fire Safety Enforcement strategies. The outcomes of investigations can also be used to provide important safety information to firefighters in respect of the behaviour of fire and its interaction with building materials.

74. The SFRS also has an important role to play in the investigation of fires that are suspected to be deliberate in nature. Where this is the case the investigation lead will fall to the Police, directed by the Procurator Fiscal. Although the Police lead in such circumstances, the SFRS contribute to joint investigations that are undertaken. To support this, the SFRS should ensure that appropriate protocols are developed with the Police for such joint working.

75. Fire investigation has an important role to play internally in SFRS and in support of the criminal justice system. To acknowledge this importance SFRS must ensure an appropriate and consistent approach to providing fire investigation across Scotland.

Strategic Priorities

- In order to improve prevention and protection and fire-fighter safety outcomes, the SFRS must ensure an appropriate and consistent approach to providing risk based fire investigation across Scotland for different categories of incident.
- The SFRS must continue to develop effective links with relevant elements of the criminal justice system. Fire Investigation and Incident research, including incident study and multi agency case conferences, must contribute to the SFRS as a learning organisation by informing enforcement and engagement initiatives and identifying emerging trends in other areas.

CHAPTER 4: Strengthened connection between the SFRS and communities

76. The connection between the Scottish Fire and Rescue Service and communities shall be strengthened by creating a new formal relationship with all 32 local authorities, providing opportunities for many more locally elected members to become involved and offering better integration with community planning partnerships. This will serve to support the designing and delivering of excellent services which meet and are more responsive to the needs of local people and underpin more meaningful engagement with community issues.

77. Within the national governance structures for the SFRS, the 2012 Act ensures an enhanced focus on local delivery of fire and rescue functions. The SFRS is under a statutory duty to ensure adequate arrangements for fire and rescue services in all 32 of Scotland's local authority areas. The SFRS strategic plan should set out how the service intends to discharge this function, demonstrating that its operational arrangements for each area will be adequate and proportionate to the local risk profile.

78. After consulting with the relevant local authority, the Chief Officer must designate a Local Senior Officer for each local authority area, who will be accountable for local service delivery through the Chief Officer to the SFRS board. The Local Senior Officer is a new statutory role for a designated employee of SFRS, to whom the key local functions of the SFRS are to be delegated. In order to discharge those functions effectively and provide leadership locally, the Local Senior Officer must have sufficient delegated authority and the requisite skills and training. They will be the main point of contact and lead partner, representing the SFRS in local partnerships and submitting to local authority scrutiny. It is incumbent upon the Chief Officer to ensure that the officers designated to carry out this role are adequately equipped, supported and empowered to do so.

Role for local government at national and local level

79. Scottish Ministers have a statutory duty to consult local authority representative bodies when preparing the Fire and Rescue Framework (this document). Local authorities will therefore have the right to have a say in the national strategic direction of the new services. In addition, the SFRS has a statutory duty to consult such representative bodies and all local authorities on their Strategic Plan. Building on these legislative requirements, the SFRS should develop an engagement strategy which sets out how it proposes to work in partnership with local authorities, engaging with them and their representative bodies in its planning and across the range of its functions, to identify and deliver/improve shared outcomes for communities across Scotland.

80. For the first time, each local authority in Scotland will directly influence the delivery of fire and rescue functions in their areas. The Local Senior Officer has a statutory duty to work with the local authority to set priorities and objectives for fire and rescue services in the local area, and is required to prepare the local plan for fire

and rescue, that meets the needs of the local area for approval by the local authority. The SFRS engagement strategy should set out its corporate expectations and clear guidelines for Local Senior Officers to support them in working with their respective local authorities.

81. Partnership and engagement are central to this relationship, as is local democratic scrutiny. The local authority has statutory powers to monitor the delivery of fire and rescue functions in the area, and to provide feedback to the Local Senior Officer and make recommendations for improvements. It is for each local authority to determine how to structure its engagement with and scrutiny of Local Senior Officers, but within that flexible framework, the SFRS should provide guidance to its staff on the legislative parameters that underpin that relationship, as well as its own policies and procedures for dealing with any issues arising. While emphasising and fostering positive local partnership working, SFRS guidance should provide clarity on the accountability of Local Senior Officers as employees through the Chief Officer to the SFRS board.

82. The Local Senior Officer is also required to provide such information and reports, relating to the carrying out of its functions, as the local authority may reasonably request. The SFRS should set out how it intends to meet these demands and ensure that Local Senior Officers are adequately supported, in order to respond to such requests and work with local authorities and their representative bodies to agree a shared understanding of what would constitute a “reasonable request”.

Integration with Community Planning Partnerships

83. The 2012 Act also ensures that the structures for local delivery of fire and rescue functions are better integrated with Community Planning. The SFRS has statutory duties in relation to Community Planning, which must be *delegated* to Local Senior Officers, who will be the key partner in Community Planning at local authority level; but, as with all functions, these duties are placed on the SFRS corporately. The SFRS board and the Chief Officer will provide national leadership and oversight of SFRS participation in community planning across Scotland, as Community Planning is taken forward in line with the Scottish Government and CoSLA’s [Statement of Ambition](#)² arising from the Review of Community Planning.

84. There is a statutory requirement on the Local Senior Officer to include information on Community Planning in the local fire and rescue plan, specifically to set out how it will contribute to outcomes identified through Community Planning. Building on this requirement, local fire and rescue plans should tie in to existing local planning arrangements, clearly demonstrating how the local SFRS priorities will link to the priorities, outcomes and approaches expressed in single outcome agreements.

² <http://www.scotland.gov.uk/Topics/Government/local-government/CP/soa>

Local fire and rescue plans

85. The Local Senior Officer has a statutory duty to prepare a fire and rescue plan for the local authority area. The local plan is first and foremost an SFRS plan and must have regard to this Framework and the national priorities set out in the SFRS Strategic Plan. The legislation requires that it be prepared in consultation with the staff representatives and other interested parties, which could include other community planning partners, as well as local communities themselves. In preparing its engagement strategy, the SFRS should seek to identify and promote models of best practice in community engagement, ensuring that local partnership working is not regarded as an end in itself, but is connected to and driven by the communities it serves.

86. Drawing on national priorities set out in the SFRS Strategic Plan, the local fire and rescue plan must include priorities and objectives, developed with the local authority, and set out the proposed local arrangements for delivery of those priorities and objectives. It will identify outcomes against which the achievement of priorities and objectives may be measured (where practicable), and make clear how the arrangements for local service delivery will contribute to the outcomes identified through community planning. It may also include such other matters relating to the carrying out of SFRS functions as the service considers appropriate. This provides scope for local plans to go beyond the broad parameters set out in legislation and the SFRS engagement strategy should explore this, setting out a clear vision for local planning, to strengthen the existing bonds with local communities.

87. The Local Senior Officer is required to submit the local fire and rescue plan to the local authority for approval. The SFRS engagement strategy should set out broad expectations that Local Senior Officers will work closely with local authorities and other relevant partners on the development of local plans, with a view to producing documents which embody a joint approach to local service design, with shared outcomes and, thus, to which local authorities can provide approval. The SFRS should also develop and publish policies and procedures for dealing with any unresolved issues and work in partnership with local authorities to seek their swift resolution, whilst ensuring that local service delivery is maintained.

Strategic priorities

- The SFRS Strategic Plan should set out how its operational arrangements for each area will be adequate and proportionate to the local risk profile, to ensure the appropriate targeting of resources to deliver strategic outcomes for the SFRS and key partners.
- The SFRS board and Chief Officer will provide national leadership and oversight of SFRS participation in community planning across Scotland, as it is taken forward in line with the Scottish Government and CoSLA's [Statement of Ambition](#) arising from the Review of Community Planning.

- Building on legislative requirements for local scrutiny and community planning, the SFRS should develop an engagement strategy which should:
 - set out a clear vision for partnership-working with local authorities, community planning partners and others, to identify and improve shared outcomes for communities across Scotland;
 - demonstrate how it will embed local service planning and delivery into community planning arrangements, ensuring that local fire and rescue plans tie in to single outcome agreements;
 - set out its corporate expectations and clear guidelines for Local Senior Officers, detailing policies and arrangements for responding to Local Authority requests for reports and information;
 - provide a clear route of access and procedures for local authorities to engage with the SFRS at a national level;
 - clarify the interaction between national and local priority setting and establish corporate policies for dealing with issues arising from the development of local fire and rescue plans.

- The SFRS and, specifically, its Chief Officer should ensure that Local Senior Officers are adequately equipped, supported and empowered to fulfil their statutory duties and build productive relationships with local authorities and others, describing how they will work with partners using the lessons from the Pathfinder Projects to prepare their Local Plans, based on the SFRS Strategic Plan.

Table of Performance Indicators

Primary indicators demonstrate outcomes, while secondary indicators tell more about the inputs by the SFRS.

PRIMARY INDICATORS	
Indicator	Purpose
Fires	
1. Deliberate – all (per 10,000 population)	<p>The rate of fires per head of population allows comparison across Scotland.</p> <p>Deliberate fire rates provide an indication of the degree of deliberate fire setting, what type it is and where it occurs. They can provide an indication of the success of engagement strategies or other risk reduction activities. The sub-division of fire types can be used to identify, on a national basis, the relative size of the problem in an area.</p>
a. All fires	
b. Primary fires	
i. Dwelling fires	
ii. Other building fires	
iii. Vehicle fires	
iv. Other primary fires	
c. Secondary fires	
i. Refuse	
ii. Other	
2. Accidental – all (per 10,000 population)	<p>The rate of fires per head of population allows comparison across Scotland.</p> <p>Accidental fire rates provide an indication of the success of CFS and risk reduction campaigns. The sub-division of fire types can be used to identify, on a national basis, the relative size of the problem in an area.</p>
a. All fires	
b. Primary fires	
i. Dwelling fires	
ii. Other building fires	
iii. Vehicle fires	
iv. Other primary fires	
c. Secondary fires	
i. Refuse	
ii. Other	
3. Fire Casualties – all per million population	<p>Fire casualty rates provide an indication of the amount of serious, life-threatening fires. This can indicate not only the success of SFRS in reducing the number of life risk fires through CFS and similar activities, but also their success in the response activity in saving lives. Fire fatalities per head of population are shown in the suite of indicators, though there are thankfully relatively few of these and so they are too volatile to be a reliable measure on their own.</p>
a. All fires	
i. Fatal	
ii. Nonfatal	
Non fatal casualties including precautionary checks	
Non fatal casualties excluding precautionary checks	

PRIMARY INDICATORS	
Indicator	Purpose
b. Accidental dwelling fires	
i. Fatal	
ii. Non-fatal	
Non fatal casualties including precautionary checks	
Non fatal casualties excluding precautionary checks	
4. Non-domestic Fires	The rate of fires per building, coupled with the average fire size, give an indication of the success of protection (fire safety) activity in both reducing the number of fires, and also in restricting fire growth through regulation of measures such as compartmentation.
a. Number of fires in other buildings (all occupancy types) per other building	
b. Average (median) fire size in other buildings fires	

5. Special services	This shows the size and type of special service risk and activity.
All Special service incidents attended (per 10,000 population)	
a. RTCs	
b. Flooding	
c. Extrication	
d. All others	
6. All RTCs attended by the SFRS per 100 km	This shows the size of RTC risk, plus RTC incident outcomes which provide an indication of the success of response activities. While much of the RTC risk is outwith SFRS control, the response to RTCs is an important part of SFRS activity, representing a large proportion of life risk incidents attended by services. The rate of casualties per incident provides an indication of the success of response activities at rescuing people from RTCs. Although RTC fatalities per incident are shown in the suite of indicators, there are thankfully relatively few of these and so they are too volatile to be a reliable measure on their own.
a. Casualties per incident	
b. Fatalities per incident	

SECONDARY INDICATORS	
Indicator	Purpose
<p>7. Health and Safety –</p> <p>a. Incidents where there was an attack on a firefighter(s) i.e. Number of reported incidents where there was an attack (verbal or physical) reported in IRS as a percentage of the number of incidents</p> <p>b. Injury rate. Number of RIDDOR reportable injuries reported by the same categories as the workforce records, divided by FRS workforce in each category.</p>	<p>Provides an element of corporate management monitoring. As with other data, an existing definition has been used, in this case injuries are RIDDOR reportable injuries as defined by HSE and Violence to staff is taken from IRS reports, although IRS only includes attacks on operational crews at an incident and the number of incidents is reported not the number of staff attacked.</p>
<p>8. Fire safety audits</p> <p>a. Rate of audits per 1,000 other buildings</p> <p>b. Proportion of audits conducted in FSEC high or very high risk premises</p> <p>c. Hours per audit</p>	
<p>9. CFS Activity– rate per 1,000 households</p> <p>a. Home Fire Safety Visits</p> <p>i. Full visit including advice and smoke alarm installation</p> <p>ii. HFSV – advice only</p> <p>iii. Leaflet drop</p> <p>b. Rate of HFSV conducted per 1,000 households in FSEC high or very high risk dwelling fire risk areas</p> <p>c. Percentage where the referral came from another agency</p>	<p>Shows the SFRS input into prevention activities. The targetting of CFS towards higher risk households is also monitored, FSEC risk levels are used for this purpose as a consistent and accepted risk measure.</p>
<p>10. False alarms – as a percentage of all incidents attended</p> <p>a. All false alarms</p> <p>b. False alarm – good intent</p> <p>c. False alarms - malicious</p> <p>d. False alarm – equipment failure</p>	

SECONDARY INDICATORS	
Indicator	Purpose
11. Work force Monitoring	Provides an element of corporate management monitoring.
a. Percentage of gender within each type of staffing	
b. Percentage of ethnic minority staff within each type of staffing	
c. Percentage of staff recorded as disabled within each type of staffing	
12. SFRS Costs	Provides an element of financial management monitoring.
a. Cost per head of population	
b. Cost per hectare	

Targets
Fire casualties
Reduce the rate of fire fatalities and casualties (excluding precautionary checks) per million population by 5% a year based on the previous 3 year rolling average
Special services
Based on a 3 year rolling average, reduce the rate of casualties and fatalities per million population, each year. Special services to be included <ul style="list-style-type: none"> ◆ RTC, ◆ Other Transport incident, ◆ Flooding, ◆ Rescue or evacuation from water, ◆ Other rescue/release of persons
Accidental dwelling fires
Comparing a three year rolling average against the previous three-year average, reduce the rate of accidental dwelling fires per 1,000 households by 10% each year. Support the target with a measure of 'life risk accidental dwelling fires' – i.e. accidental dwelling fires where there was a casualty or fatality to show how the SFRS impacts the fires that matter.
Non-domestic fires
Reduce the rate of non-domestic fires per 1,000 other buildings from the previous year. [Aim to develop this target on the basis of the economic cost of fire work that is starting in autumn 2012. Also, aim to develop the rate of fires to be based on a 3 year rolling average, as the data becomes available]
Firefighter Safety and Attendance Management
Reduce the rate of injuries per staff member (headcount, including volunteers) each year Staff sickness – reduce the rate of sickness per staff member by 10% each year.



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