

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

MINUTE of MEETING of the POLICE, FIRE &
RESCUE AND SAFER COMMUNITIES
BOARD held in the Council Headquarters,
Newtown St. Boswells on Friday, 17 May 2013
at 9.30 a.m.

Present:- Councillors D. Moffat (Chairman), G Logan, R. Stewart, G. Turnbull, S Aitchison (from paragraph 7). Mrs. J. Mulloy - Scottish Borders Housing Network, Mr. G. Higgs - Voluntary Sector; Mr J. Raine - NHS Borders, , Mr. R. Strachan - Lothian & Borders Community Justice Authority.

Apologies:- Councillors B Herd, A Nicol; Mr. G. Bell, Business Sector. LSO P.Heath

In Attendance:- Inspector A. McGregor – British Transport Police, Chief Superintendent J. McDiarmid - Police Scotland, Chief Inspector A. Clark - Police Scotland GC J. Mallin – LBF&R, Chief Inspector K Simpson – Safer Communities Team, D. Scott, Senior Consultant - SBC, Mr N Latimer, Business Sector, L. McGeoch, Democratic Services Team Leader – SBC, P. Bolson, Democratic Services Officer – SBC.

WELCOME

1. The Chairman welcomed everyone to the meeting and introduced Mr Norman Latimer who was representing the Business Sector at this meeting in the absence of Mr Bell and Inspector Angela McGregor of the British Transport Police. The Chairman also noted that “Pathfinder” had been dropped from the title of the Board and that it would now be known as the Police, Fire & Rescue and Safer Communities Board.

MINUTE

2. There had been circulated copies of the Minute of the meeting held on 8 February 2012. With reference to paragraph 12, it was noted that in the first sentence, “Criminal” should read “Community” and that the second sentence should read “reduce” rather than “prevent”.

DECISION

APPROVED the Minute subject to the above amendments.

3. With reference to paragraph 4 of the Minute of 8 February 2013, the Chairman reported that replies had been received from three MSPs, John Lamont, Jim Hume and Paul Wheelhouse in response to the letters about cold calling which had been sent to all 9 MSPs representing the Scottish Borders. It was noted that this issue had been before the Scottish Parliament on two previous occasions. The Board discussed the matter in some detail and it was highlighted that although signage could be used to discourage cold calling, it was not legally enforceable. Mr Latimer confirmed that the Federation of Small Businesses supported control measures in respect of cold calling. Further discussion took place around the possible harm and damage cold calling could cause within communities and it was noted that some research had been carried out by Trading Standards in this respect. Mr Wheelhouse had stated in his letter that he would continue to update the Board as appropriate.

DECISION

NOTED the responses.

4. With reference to paragraph 10 of the Minute of 8 February 2013, a letter had been received from Scottish Minister Mr K Brown regarding minor speeding offences. It was noted that a scheme was in place and that this was to be extended in the future. Discussion took place in respect of exactly what “minor” meant in relation to speeding offences and it was clarified that this referred to a percentage rather than an actual number of miles over the given limit.

**DECISION
NOTED.**

5. With reference to paragraph 11 of the Minute of 8 February 2013, Group Commander Mallin informed members that the Stair Aware project would be re-launched once updated literature was available which reflected the new names for the Police and Fire Services.

**DECISION
NOTED.**

6. With reference to paragraph 16 of the Minute of 8 February 2013, Mr Scott advised that the Scottish Police Authority Strategic Plan had been approved by the Scottish Parliament at the end of March 2013.

**DECISION
NOTED.**

MEMBER

Councillor Aitchison joined the meeting during consideration of the following item.

PROGRESS REPORTS

Police

7. There had been circulated copies of the Police Progress report covering the period April 2012 to March 2013. The report detailed the figures to date and performance against target in respect of a number of areas including antisocial behaviour, theft and dishonesty, road casualties, improving public protection in the Borders and drugs and alcohol. Chief Inspector Clark commented on the various crime groups and advised that 55 less homes had been the victims of theft than in the previous reported year. There had been an increase in the number of road casualties in March 2013 with the year end total being five above the target figure. This was attributed, in part, to March being one of the coldest months on record and the resultant impact of snow and ice on road conditions. It was also reported that there had been a fall in the number of sexual and violent crimes against children, with an increase in the detection of the former and a slight decrease in the detection rate of the latter. Discussion followed and officers present answered Members questions on hate crime, test purchasing, domestic violence and anti-social behaviour. Members were informed that, in terms of overall statistics, the Scottish Borders was the safest place on mainland Scotland. It was noted that statistics relating to Complaints would be included in the report which would be brought to the next meeting of the Board and agreed that the Scottish Borders Council Road Safety Working Group also be invited to make a presentation at the next meeting of the Board scheduled for 2 August 2013.

DECISION

(a) **NOTED the report.**

- (b) **AGREED to invite Scottish Borders Council Road Safety Working Group to make a presentation at the meeting of the Police, Fire & Rescue and Safer Communities Board on 2 August 2013.**

Fire and Rescue

8. There had been circulated copies of the Fire and Rescue Progress report covering the period January to March 2013. Group Commander Mallin highlighted the main points of the report and went on to detail some of the statistics relating to each of the five main objectives within the Local Fire and Rescue Plan for 2012. It was noted that there had been an increase of eight in the number of road traffic incidents attended from nineteen to twenty-seven during the same period in 2012, and an increase of two in the number of Special Service incidents attended. Accidental fires in the home resulting in death and injury also rose by one to twenty-two, with one death being directly related to the injuries sustained during the fire. It was also reported that there had been a reduction in the number of other primary fires from twenty-three to fifteen. The annual trend of unwanted fire signals had risen by forty and this

was attributed, in part, to an increase in the number of single point domestic smoke alarms. There was some concern regarding the number of businesses with inappropriate alarm systems and it was hoped that continued publicity at events such as the Border Union Show would increase awareness of the importance of having the correct systems in place. Discussion followed and officers answered Members' questions.

DECISION

NOTED the report.

Safer Communities

9. There had been circulated copies of the Safer Communities Progress report covering the period April 2012 to March 2013. The report noted that there had been an increase in the number of reported incidents of domestic abuse. Chief Inspector Simpson explained that this was partly due to victims being more confident in the service and therefore being more willing to report incidents. The number of Homeless Assessment Presentations had increased by fifty-six and the report explained that the introduction of new prevention activities, along with service redesign, had been the main reason for this. The number of youth-related antisocial behaviour incidents continued to show an overall decrease over the last 3 years and this was partly attributed to severe weather conditions over the winter months. Chief Inspector Simpson acknowledged that it would be extremely challenging to maintain these numbers given normal reporting conditions. The report noted that there had been an increase of 194 early interventions by Anti-Social Behaviour partners and that a training programme had commenced in May 2013 which would enable staff working within partnership agencies to develop an excellent knowledge base of anti-social legislation and local policies and procedures. Future reports would reflect this knowledge and awareness. Further discussion took place in relation to the alcohol and drugs statistics. It was noted that currently, Scottish Borders Council was the only local authority in Scotland without Bylaws relating to drinking in public places, however, Members were informed that a report was being presented at the Council meeting on 30 May 2013 which would look to consult locally on the introduction of Bylaws Prohibiting the Consumption of Alcohol in Designated Public Places.
10. The Chairman thanked the Police for their assistance in dealing with a recent incident in Gordon.

DECISION

NOTED the report.

MEMBER

Mrs Mulloy left the meeting.

PRESENTATIONS

New Borders Rail Joint Community Safety Group

11. The Chairman welcomed Inspector Angela McGregor of the British Transport Police to the meeting to give a presentation on the new Borders Rail Joint Community Safety Group. Inspector McGregor explained that the Borders Railway came under the jurisdiction of the British Transport Police and that this single force for railways worked within a specific set of Bylaws, operational plans and community engagement plans, had a separate patrol strategy and medical team management. Inspector McGregor explained that partnership working was well established and that the Group had been working with Network Rail and BAM Nutall during the railway project development, with a Police Officer based within the Network Rail offices at Newtongrange. The Borders Joint Community Group was as a cross-agency body operating to engage with local communities and included representation from Scottish Borders, East Lothian and Midlothian Councils, as well as all the member agencies of this Board. The Group maintained a high public profile and attended community events to raise awareness of the law as it related to local communities and to publicise how incidents on the railway sites should be reported. Inspector McGregor answered Members questions, and the Chairman thanked her for a comprehensive presentation.

DECISION

NOTED.

Community Justice Authority Update

12. Mr Strachan gave an update on the work of the Community Justice Authority (CJA). He explained that offending and reoffending were key issues currently being addressed by the CJA and that work was being progressed to ensure that young people leaving Polmont would be fully re-integrated into their local communities. Further work was also being undertaken to develop an Edinburgh-based Community Justice Centre for women leaving prison. Mr Strachan informed Members that further reform of the Community Justice System was scheduled to take place in April 2016 and that there would be challenges to be met. Future updates would be presented to the Board as additional information became available.

**DECISION
NOTED.**

POLICE AND FIRE AND RESCUE REFORM

13. Chief Superintendent McDiarmid provided an update on how the Police Reform had progressed and reported that the transfer to Police Scotland had gone according to plan. Chief Superintendent McDiarmid explained that police officers would be brought into the Scottish Borders from other areas as and when required and noted the Jim Clark Rally as an example of this. Chief Superintendent McDiarmid also noted that within six weeks of the establishment of Police Scotland, additional officers had been drafted into the Borders to assist with critical incidents. Members were informed that a three day motorcyclist campaign had taken place and that further campaigns to address issues of alcohol, drugs and violence were in development. Members were informed that roads policing was a priority, including issues relating to the use of mobile 'phones while driving and appropriate use of seat belts and that work was ongoing to ensure that resources within J Division were in the right place at the right time. Chief Superintendent McDiarmid answered Members' questions.
14. Group Commander Mallin provided an update on the progress of Fire and Rescue Reform and confirmed that LSO Peter Heath had taken up his new post on 1 April 2013, with further post-matching now in progress. GC Mallin confirmed that LSO Heath's new role included the development of the Fire and Rescue Plan for 2014-17 and that a Local Plan would also be developed in conjunction with this. All operating processes had been consolidated and that it had been business as usual for the Scottish Borders. GC Mallin answered questions from Members.

**DECISION
NOTED.**

URGENT BUSINESS

15. Under Section 50B(4)(b) of the Local Government (Scotland) Act 1973, the Chairman was of the opinion that the item dealt with in the following paragraph should be considered at the meeting as a matter of urgency, in view of the need to keep Members informed and make an early decision.
16. There was tabled at the meeting a note from Mr Higgs MBE highlighting a number of issues which were causing concern in local communities. These issues included the removal of age as a criterion for hate crime, remote reporting, the role of Equalities and Diversity officers and a change of role for Locality Officers. Chief Superintendent McDiarmid responded to these concerns and would address Mr Higgs' comments to appropriate officers.

**DECISION
NOTED.**

DATES OF FUTURE MEETINGS

17. It was noted that the next meeting of the Board was due to be held on Friday, 2 August 2013.

**DECISION
NOTED.**

PRIVATE BUSINESS

18. DECISION

AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business detailed in the Appendix to this Minute on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 14 of Part I of Schedule 7A of the Act.

SUMMARY OF PRIVATE BUSINESS

Minute

1. The Board noted the Private section of the Minute of the meeting of 8 February 2013.

The meeting concluded at 12.40 p.m.

Policing Performance

Scottish Borders



REPORTING PERIOD: APRIL 2013 TO JUNE 2013
(unless otherwise indicated)

Scottish Borders Police, Fire and Safer Communities Board

Performance Update 01/04/13 - 30/06/2013					
		YTD 2013/14	YTD 2012/13		% Change
1	Detection Rate: Groups 1 to 5 crimes	54.8%	55.9%		- 1.1%
Priority 1 – Protecting People					
2	Increase detection rates for crimes of domestic abuse	83.1%	80%		+ 3.1%
3	Increase the detection rate for sexual offences (Group 2 crime)	80.6%	77.8%		+ 2.8%
Priority 2 – Reducing Antisocial Behaviour					
4	Reduce the number of antisocial behaviour incidents	1304	1497		-12.9%
5	Increase the detection rate for hate crime	63.2%	50%		+ 13.2%
Priority 3 – Reducing Violence					
6	Reduce the level of violent crime	19	12		+ 58.3%
7	Increase the proportion of positive stop and searches for offensive weapons	8 positive from 70	9 positive from 101		+ 2.5%
Priority 4 - Tackling Substance Misuse					
10	Increase the proportion of positive stop and searches for drugs	125 positive from 572	31 positive from 275		+ 10.6%
11	Increase the number of licensed premises visits	634	708		- 10.4%
Priority 5 – Making Our Roads Safer					
12	Reduce the number of people killed or seriously injured on our roads	16	24		- 33%
	Fatal	0	3		-100%
	Seriously Injured	16	21		-23.8%
	Slightly Injured	46	48		-4.2%
	Children (aged <16) killed	0	0		0.0%
	Children (aged<16) seriously injured	1	2		-59%
13	Increase the number of people detected for drink/drug driving offences	32	30		+ 6.7%
14	Increase the number of people detected for seat belt offences	168	72		+ 133.3%
15	Increase the number of people detected for mobile phone offences	117	72		+ 62.5%
Priority 6 – Tackling Serious Organised Crime					
16	Increase the number of cash seizures and restraints through the Proceeds of Crime Act	£2,899.74	£279,615		- 99%
17	Increase the number of people detected for supplying drugs	10	8		+ 25%

Scottish Borders Police, Fire and Safer Communities Board

Context Report Performance Update 01/04/13 - 30/06/2013																																			
3	Increase the detection rate for sexual offences (Group 2 crime) Sexual crimes are particularly difficult for detection given the sometime historic nature of offences. Bearing this in mind, it is pleasing to see the very high level of detections being achieved, particularly in view of the impact on victims from this crime type.																																		
4	Reduce the number of antisocial behaviour incidents It is satisfying to note the continued reduction of ASB incidents. This is a reflection of the good work being carried out in Scottish Borders by all partner agencies, particularly the early intervention work which is clearly impacting on preventing ASB incidents.																																		
5	Increase the detection rate for hate crime <table border="1" data-bbox="215 728 810 1025"> <thead> <tr> <th>Prejudice Type</th><th>YTD</th><th>LYTD</th><th>+/-</th></tr> </thead> <tbody> <tr> <td>Age</td><td>0</td><td>0</td><td>0</td></tr> <tr> <td>Disability</td><td>1</td><td>0</td><td>1</td></tr> <tr> <td>Gender</td><td>1</td><td>0</td><td>1</td></tr> <tr> <td>Sexuality</td><td>2</td><td>6</td><td>-4</td></tr> <tr> <td>Race</td><td>15</td><td>14</td><td>1</td></tr> <tr> <td>Religion</td><td>0</td><td>0</td><td>0</td></tr> <tr> <td>TOTAL</td><td>19</td><td>20</td><td>-1</td></tr> </tbody> </table> <ul style="list-style-type: none"> - Race crime continues to be the most prevalent hate crime issue, accounting for 70% of all crimes in the year to date. - All crime types continue to be at the lower end of the scale, with the majority being BOP. - Four repeat victims in the year to date. - Three repeat offenders have featured in the year to date. - Four offenders under the age of 16, one of whom is a repeat offender. 			Prejudice Type	YTD	LYTD	+/-	Age	0	0	0	Disability	1	0	1	Gender	1	0	1	Sexuality	2	6	-4	Race	15	14	1	Religion	0	0	0	TOTAL	19	20	-1
Prejudice Type	YTD	LYTD	+/-																																
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Religion	0	0	0																																
TOTAL	19	20	-1																																
6	Reduce the level of violent crime It is disappointing to note that violent crime in Scottish Borders has increased significantly in comparison to the same period last year. However, the increase evidenced includes the recording of two crimes in relation to fatal road traffic collisions that in fact occurred in the previous fiscal year. In addition, three crimes of serious assault recorded was the result of one incident. Taking these anomalies into account would result in 15 crimes in the current year to date against 14 (includes the two road traffic collisions mentioned above) in the previous year to date – an increase of one crime (7%). Analysis shows that there are no hotspots evident and crimes are spread throughout the Scottish Borders.																																		
10	Increase the proportion of positive stop and searches for drugs Increased intelligence in this area has allowed for the proactive targeting of individuals resulting in the increase of the success ratio from 11.3% to 21.9%.																																		
11	Increase the number of licensed premises visits While at first glance the targets here look disappointing, it should be noted that this continues to be a core area of business and premises visits are continuing apace. During the late spring/early summer months of 2012, and in preparation for the start of the rugby 7's and common riding events, a high number of licensed premises visits were undertaken as part of the "Sensible Drinking" campaign. While this campaign continues this year, the emphasis has now been placed more on licensees taking the initiatives within their own premises rather than continued increases in police visits. Going forward licensed premises visits will continue to be undertaken and we are hopeful that targets will fall back in line in due course. In addition, we have noted a 25% reduction in incidents within licensed premises in the current year to date compared to last year.																																		

12	<p>Reduce the number of people killed or seriously injured on our roads</p> <p>Targeted prevention activities have increased significantly, and these in turn are having a positive effect on the overall KSIs in the year to date, which is down by a third.</p> <p>Motorcycle accidents have unfortunately increased by two accidents in the current year to date, however, the good news is that these have been influenced by increases in minor injuries rather than KSIs, which have also reduced by a third. While it is disappointing to see an overall increase in these, given the sustained good weather and the increase of biker visitors to the area, we can also take some positive messages from our motorcycle injuries.</p>
14	<p>Increase the number of people detected for seat belt offences</p> <p>The non-wearing of seatbelts is a contributory factor in the extent of injuries when road accidents do occur. As a preventative measure it is encouraging to see the increase in seat belt offences and the contribution this is having on KSIs.</p>
15	<p>Increase the number of people detected for mobile phone offences</p> <p>As a particular contributor towards road accidents occurring, again it is encouraging to note the increases evidenced in mobile phone offences, not least that this is reflected in the KSI targets.</p>
16	<p>Increase the number of cash seizures and restraints through the Proceeds of Crime Act</p> <p>While the target here looks particularly unhealthy, it should be noted that the 2012 figure shown included only two restraints, one of which was for £246k. Work is currently ongoing in relation to specific targets which we are hopeful of achieving success in the coming months.</p> <p>Work is ongoing with partners to ensure that a partnership approach is undertaken to address all aspects of SOCG.</p>



Report to:
**Scottish Borders Council
Police, Fire and Rescue
Safer Communities Board**

SUBJECT: QUARTER 1, 2013-14 PERFORMANCE REPORT

1. INTRODUCTION

- 1.1 The attached report provides an update on performance against the Local Fire and Rescue Plan for The Scottish Borders 2013.

2. QUARTER 1 OUTPUTS

- 2.1 The following identifies the headline Outputs from Quarter 1, 2013-14:

Accidental Dwelling Fires

There were 22 Accidental Dwelling fires during this reporting period, a decrease of 9 incidents when compared to the same period during 2012-13.

Fire Casualties/Fatalities

There was 1 fire casualty from accidental dwelling fires this was a decrease of 4 compared to the same reporting period in 2012-13.

Road Traffic Collisions

The Fire and Rescue Service attended 14 Road Traffic Collisions during this reporting period, an increase of 3 incidents when compared with the same period during 2012-13.

Special Services

The Fire and Rescue Service attended 31 Special Service incidents during this reporting period, a decrease of 3 incidents when compared with the same period during 2012-13.

Other Primary Fires

There were 29 Other Primary fires during this reporting period, an increase of 1 when compared with the same period during 2012-13.

Unwanted Fire Signals

There were 160 Unwanted Fire Signals during this reporting period, an increase of 23 incidents when compared to the same period during 2012-13.

4. RECOMMENDATION

- 3.1 The Scottish Borders Police, Fire and Rescue Safer Communities Board is invited to consider and otherwise to note the contents of the performance report.

PETER HEATH
Local Senior Officer
Scottish Borders

29 July 2013



Quarterly Performance Report

Quarter 1 2013/14 (1st April – 30th June 2013)

Scottish Borders Council



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

INTRODUCTION

This performance report provides information on our prevention, protection and operational response activities within the Scottish Borders over the first quarter of 2013/14.

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 2013 for the Scottish Borders, five objectives for the local Fire and Rescue Service to work towards have been identified for 2013/14.

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;

Summary

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

The Fire and Rescue Service usually only attend the more serious road traffic collisions where a person or persons are trapped within the vehicle due to their injuries or the damage to the vehicle preventing their escape.

During this reporting period, the Fire and Rescue Service attended fourteen Road Traffic Collisions. This is an increase of three incidents compared with the same period during 2012-13.

The Scottish Fire and Rescue Service only attend the most serious Road Traffic Collisions, which is only a fraction of those that actually occur. In order to avoid repetition or confusion, the number and severity of injuries due to road traffic collisions will be reported by our colleagues in Police Scotland.

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

Special Service incidents are non-fire incidents which require the attendance of one or more fire appliance or officer. This type of incident might include; flooding, rescues of persons, animal rescue or making a hazardous situation safe.

The Fire and Rescue Service attended thirty-one Special Service incidents during this reporting period, a decrease of three compared to the corresponding period of 2012-13. This included three lift rescues, five water rescues, one flooding incident and two animal rescues.

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

This does not include hotels, hostels or residential institutions, but does include any non-permanent structure used solely as a dwelling, such as a caravan or houseboats. An accidental dwelling fire where the cause is not known or unspecified is also included.

The Fire and Rescue Service attended twenty-two Accidental Dwelling fires during this reporting period. This was a decrease of nine in the corresponding period of last year.

Fire Casualties/Fatalities

There was only one casualty from dwelling fires during this reporting period and this was the result of a kitchen fire in the Mid Berwickshire ward.

The Scottish Fire and Rescue Service continue to analyse data from accidental dwelling fires in an effort to target our resources more effectively and consequently reduce fires in the home. We also utilise our Community Safety Engagement Toolkit to focus our resources on those most vulnerable from fire.

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

These are fires in Buildings or Caravans not used for domestic purposes as well as Vehicles, Outdoor storage and Agricultural premises. This may also include any other fire involving casualties, rescues, or a fire attended by five or more appliances.

There were twenty-nine fires within this category during the reporting period, this is a slight increase of one incidents compared to the corresponding period of last year. More than a third of these fires involved motor vehicles.

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

A large number of buildings are now fitted with Automatic Fire Detection. The Fire and Rescue Service, when called, respond to all incidents where the Automatic Fire Detection system has activated. This also includes all domestic property with single point fire detection. The vast majority of these activations transpire to be a false alarm.

There were one hundred and sixty Unwanted Fire Signals during this reporting period. Although this is a significant reduction from the final reporting period of last year, it does show an increase of twenty-seven compared with the same reporting period last year.

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- 8. Violence To Crews**
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- 10. Incidents caused by Smoking Materials**
- 11. Non Domestic Audits**
- 12. Home Safety Visits**
- 13. Community Engagement**

John Mallin
Group Commander
Scottish Borders
john.mallin@firescotland.gov.uk

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		2013	
	Q1	Total	Q1	Total	Q1	Total
Road Traffic Collisions	19	19	11	11	14	14
East Berwickshire Ward	1	1	0	0	0	0
Galashiels and District Ward	4	4	1	1	1	1
Hawick and Denholm Ward	0	0	0	0	1	1
Hawick and Hermitage Ward	0	0	0	0	1	1
Jedburgh and District Ward	1	1	1	1	2	2
Kelso and District Ward	0	0	1	1	0	0
Leaderdale and Melrose Ward	2	2	2	2	2	2
Mid Berwickshire Ward	2	2	3	3	2	2
Selkirkshire Ward	2	2	0	0	1	1
Tweeddale East Ward	3	3	0	0	2	2
Tweeddale West Ward	4	4	3	3	2	2

The Fire and Rescue Service attended a total of fourteen Road Traffic Collisions during this reporting period, this an increase of three incidents compared to the same period during 2012-13.

Action:

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

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		2013	
	Q1	Total	Q1	Total	Q1	Total
Other Special Services	19	19	34	34	31	31
East Berwickshire Ward	2	2	3	3	5	5
Galashiels and District Ward	4	4	6	6	4	4
Hawick and Denholm Ward	2	2	1	1	2	2
Hawick and Hermitage Ward	0	0	2	2	4	4
Jedburgh and District Ward	0	0	1	1	3	3
Kelso and District Ward	2	2	2	2	0	0
Leaderdale and Melrose Ward	3	3	5	5	2	2
Mid Berwickshire Ward	3	3	4	4	2	2
Selkirkshire Ward	0	0	1	1	3	3
Tweeddale East Ward	0	0	2	2	4	4
Tweeddale West Ward	3	3	7	7	2	2

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

The Fire and Rescue Service attended thirty-one Special Service incidents during this reporting period, a decrease of three incidents when compared with the same period during 2012-13.

These incidents included three lift rescues, five water rescues, one flooding incident and two animal rescues.

Action:

The Fire and Rescue Service currently working closely with Scottish Borders Council's Emergency Planning Team in promoting the set up voluntary emergency response groups throughout the Scottish Borders and providing facilities.

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		2013	
	Q1	Total	Q1	Total	Q1	Total
Accidental Dwelling Fires	20	20	29	29	22	22
East Berwickshire Ward	4	4	2	2	1	1
Galashiels and District Ward	3	3	5	5	5	5
Hawick and Denholm Ward	1	1	3	3	1	1
Hawick and Hermitage Ward	2	2	2	2	1	1
Jedburgh and District Ward	1	1	3	3	1	1
Kelso and District Ward	2	2	2	2	4	4
Leaderdale and Melrose Ward	3	3	3	3	0	0
Mid Berwickshire Ward	1	1	3	3	4	4
Selkirkshire Ward	0	0	1	1	1	1
Tweeddale East Ward	0	0	3	3	2	2
Tweeddale West Ward	3	3	2	2	2	2

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

The Fire and Rescue Service attended twenty-two Accidental Dwelling fires during this reporting period. This was a decrease of nine in the corresponding period of last year. Whilst the majority of the wards show a downward trend there has been a slight increase in dwelling fires in the Kelso and Mid Berwickshire wards.

Action:

The Scottish Fire and Rescue Service continue to analyse data from accidental dwelling fires in an effort to target our resources more effectively and consequently reduce fires in the home. We also utilise our Community Safety Engagement Toolkit to focus our resources on those most vulnerable from fire.

The Scottish Fire and Rescue Service conduct a Post Domestic Incident Response following all domestic dwelling fires. This involves fire crews offering reassurance and fire safety advice to all households within the vicinity of the incident immediately or soon after the incident.

The Fire and Rescue Service are working closely with the Registered Social Landlords within the Scottish Borders to generate Home Safety visits particularly amongst vulnerable groups living in our communities.

Fire Fatalities as a direct result of Accidental 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		2013	
	Q1	Total	Q1	Total	Q1	Total
Fire Fatalities From Accidental Dwelling Fires	0	0	0	0	0	0
East Berwickshire Ward	0	0	0	0	0	0
Galashiels and District Ward	0	0	0	0	0	0
Hawick and Denholm Ward	0	0	0	0	0	0
Hawick and Hermitage Ward	0	0	0	0	0	0
Jedburgh and District Ward	0	0	0	0	0	0
Kelso and District Ward	0	0	0	0	0	0
Leaderdale and Melrose Ward	0	0	0	0	0	0
Mid Berwickshire Ward	0	0	0	0	0	0
Selkirkshire Ward	0	0	0	0	0	0
Tweeddale East Ward	0	0	0	0	0	0
Tweeddale West Ward	0	0	0	0	0	0

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

Fire Fatalities

There were no fatalities as a result of accidental dwelling fires in the Scottish Borders during this 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. Does not include injuries to fire service personnel.

	2011		2012		2013	
	Q1	Total	Q1	Total	Q1	Total
Non-Fatal Fire Casualties excl. precautionary check-ups	1	1	5	5	1	1
East Berwickshire Ward	0	0	0	0	0	0
Galashiels and District Ward	0	0	0	0	0	0
Hawick and Denholm Ward	0	0	0	0	0	0
Hawick and Hermitage Ward	0	0	1	1	0	0
Jedburgh and District Ward	0	0	1	1	0	0
Kelso and District Ward	0	0	0	0	0	0
Leaderdale and Melrose Ward	1	1	1	1	0	0
Mid Berwickshire Ward	0	0	1	1	1	1
Selkirkshire Ward	0	0	0	0	0	0
Tweeddale East Ward	0	0	1	1	0	0
Tweeddale West Ward	0	0	0	0	0	0

Costs attributed are: Burns injury - £174,354 - Smoke/fumes injury - £44,019 - Precautionary check-up /other - £574 (source: DCLG)

Fire Casualties

There was only one casualty from dwelling fires during this reporting period and this was the result of a kitchen fire in the Mid Berwickshire ward.

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		2013	
	Q1	Total	Q1	Total	Q1	Total
Other Primary Fires Excluding Accidental Dwellings	49	49	28	28	29	29
East Berwickshire Ward	10	10	1	1	4	4
Galashiels and District Ward	6	6	1	1	2	2
Hawick and Denholm Ward	2	2	3	3	2	2
Hawick and Hermitage Ward	2	2	1	1	2	2
Jedburgh and District Ward	8	8	5	5	2	2
Kelso and District Ward	1	1	0	0	4	4
Leaderdale and Melrose Ward	4	4	2	2	5	5
Mid Berwickshire Ward	6	6	3	3	3	3
Selkirkshire Ward	4	4	3	3	2	2
Tweeddale East Ward	3	3	3	3	1	1
Tweeddale West Ward	3	3	6	6	2	2

There were twenty-nine fires within this category during the reporting period. Although this is a slight increase compared to the corresponding period of last year there was a significant increase in the East Berwickshire and Leaderdale / Melrose wards.

Action:

All fires occurring in premises which fall under the Fire (Safety) Scotland Regulations 2006 receive an After the Fire Audit from a Fire and Rescue Service Fire Safety Enforcement Officer.

Deaths and Injuries from Other Primary Fires

	2011		2012		2013	
	Q1	Total	Q1	Total	Q1	Total
Deaths & Injuries From Other Primary Fires	8	8	0	0	0	0
Fatality	2	2	0	0	0	0
Injured (inc rescue with injury)	6	6	0	0	0	0

There were no reported fire fatalities or injuries resulting from Other Primary Fires during this 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		2013	
	Q1	Total	Q1	Total	Q1	Total
Unwanted Fire Signals	149	149	137	137	160	160
East Berwickshire Ward	7	7	9	9	5	5
Galashiels and District Ward	30	30	16	16	29	29
Hawick and Denholm Ward	7	7	10	10	17	17
Hawick and Hermitage Ward	14	14	13	13	14	14
Jedburgh and District Ward	7	7	3	3	9	9
Kelso and District Ward	5	5	5	5	7	7
Leaderdale and Melrose Ward	33	33	17	17	24	24
Mid Berwickshire Ward	3	3	3	3	4	4
Selkirkshire Ward	12	12	25	25	18	18
Tweeddale East Ward	8	8	11	11	11	11
Tweeddale West Ward	23	23	25	25	22	22

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

There were one hundred and sixty Unwanted Fire Signals during this reporting period, this an increase of twenty-three compared to the same period during 2012-13, with significant increases shown in the Hawick and Denholm, Galashiels and Leaderdale/Melrose wards.

Action:

The Fire and Rescue Service will continue work with the Federation of Small Businesses and individual occupiers of premises where there are repeat unwanted fire signals in an attempt to reduce the unnecessary disruption this type of incident can cause.

Complaints against FRS Staff

There were no recorded incidents of complaints against LBFRS within the Scottish Borders during this reporting period.

Analysis of Audit Activity

District : [Borders](#)

Period : 1 April to 30 June 2013

FSEC Relative Risk Profile of Area premises as AT CLOSE OF REPORTING PERIOD.													
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	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 abd less than or equal to 6)	Well Above Average (relative risk greater than 6)
A	Hospital	21	21	5	5		5	23.8%			6	14	1
B	Care home	40	39	2	2		2	5.1%		3	16	21	
C	Houses of multiple occupation (HMO), Tenement	131	2		2	3	2			96	30	5	
D	Dwellings	23								2	21		
E	Hostel	29	3							8	18	3	
F	Hotels	185	28	8	8		8	28.6%		17	144	24	
G	House converted to Flat	1									1		
H	Other sleeping accommodation	482	3		6		6		2	76	400	4	
J	Further education	13			5		5		4	8	1		
K	Public building	75	1	1	1		1	100.0%	45	21	9		
L	Licensed premises	323	1		5		5		100	168	54	1	
M	Schools	205							75	126	4		
N	Shops	820	6	2	2		2	33.3%	12	461	346	1	
P	Other premises open to public	421			2		2		192	216	13		
R	Factories or warehouse	212			1		1		188	23	1		
S	Offices	457			2		2		378	79			
T	Other workplace	2,312	1						1,951	357	4		
Total		5,750	105	18	41	3	41	20.0%	2,947	1,661	1,068	73	1

Community Engagement

Home Safety Visit Programme

The Scottish Fire and Rescue Service utilise a Community Safety Engagement Toolkit to assist in identifying those most at risk from fire within our communities. Through a referral / self-referral process households will be given a risk rating following the completion of a focussed questionnaire. Households with high-risk ratings and those referred by our partner agencies will be given priority for a home fire safety visit.

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.

	Low	Medium	High	Total
Full HFSV inc. advice and alarm installation	93	200	115	408

The Home Safety Visit programme continues to reduce risk in the community by making people safer in their homes. 77% of Home Safety Visits completed during this reporting period were in dwellings consider to be medium to high risk of having an Accidental Dwelling fire.

Community Engagement

QUARTER 1 2013: 1st April – 30th June

ACTIVITY	SCOTTISH BORDERS
Enhanced Home Safety Visits (No. of households/occupiers visited)	21
Primary Schools Education Programme (No. of Targeted Schools)	1
Primary Schools Education Programme (No. of Pupils)	190
Firesharp (No. of sessions delivered)	8
Firesharp (No. of Pupils)	241
Nursery Visits	4
Youth Programmes (Cooldown Crew - No. of Programmes)	N/A
Youth Programmes (Cooldown Crew - No. of youths attending)	N/A
Youth Programmes (Phoenix - No. of Programmes)	N/A
Youth Programmes (Phoenix - No. of youths attending)	N/A
Road Safety Education (No. of Programmes)	
Road Safety Education (number of pupils)	
Firesetters Intervention Programme (No. of sessions with youths)	1
The Risk Factory: number of visiting pupils (not Scottish Borders)	N/A
Crucial Crew: number of pupils involved (Scottish Borders Only)	
Community Safety Talks / Attendance at Community Events	58
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



Performance Report July 2013

Period Covered: April 2013 to June 2013

“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	204	209	-2.4%	
Number of reported incidents of domestic abuse where children present	2 Year Average (2010/11-2011/12) 244	68	49	+38.8%	Change in practice, mandatory procedure for Police Scotland to raise a child concern for all incidents.
Percentage of repeat victim incidents dealt with by Police Scotland	2011/12 48%	36	47	-11%	Pleasing to note
Percentage of self referrals to specialist support services	2011/12 30%	18%	-	-	New service commenced 1 October 2012. Performance expected to be lower than baseline for the first 6 months of the service. However, this has been extended due to the limited public marketing based on the higher than expected referral levels.
Number/Percentage of children registered on Child Protection Register (CPR) where domestic abuse has been identified as a risk factor	2011/12 50%	6/(20%)	11/(37%)	-45%/(-17%)	As at 30 June 2013

Total Number of Children on the CPR where domestic abuse has been identified as a risk factor	-	8	11	-27%	
Number/Percentage of Homeless Assessment Presentations due to dispute within household: violent or abusive (% of total Assessments)	3 Year Average (2008/9 -2010/11) 77	24 (14%)	28 (17%)	-14%/(-3%)	
Number of cases on exit from specialist service that have a reduced risk	To Be Established – New Service				Service exit interview surveys have been developed. Implementation delayed due to staff capacity and staff turnover within the service. Additional resources been identified and surveys commenced 23 July.
Service user satisfaction on exit from a specialist service	To Be Established – New Service				Service exit interviews surveys have been developed. Implementation delayed due to staff capacity and staff turnover within the service. Additional resources been identified and surveys commenced 23 July. Anecdotal evidence from the service suggests high levels of client satisfaction.

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	Variance	Comments
Number of calls to national domestic abuse helpline (Female)	3 Year Average (2008/09-2010/11) 230		92		No update obtained.
Number of calls to national domestic abuse helpline (Male)	2010/2011 1	0	0	-	No calls for this period.
Number of people reporting to be more informed about the dynamics of domestic abuse, also expressed as % of total awareness raising/training attendees	Not Available	230 (100%)	n/a	-	Very encouraging results from training.
Number of survey respondents reporting a shift in attitude towards violence against women					A range of indicators have been incorporated into the Scottish Borders Household Survey. This survey was issued to 6,000 households on the 19 April 2013. Initial results report expected mid August.

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	29.3	32.2	-9.0%	Continued decline despite reductions over the previous five years.
Number of youth related incidents	2 Year Average (2010/11 – 2011/12) 2437	576	603	-4.5%	
Percentage of people who think the following is very or fairly common:	2010 Survey				The Scottish Borders Household Survey 2013 was issued to 6,000 households on the 19 April 2013. The initial results report is expected mid August.
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	199	258	-22.9%	Overall ASB down, and hope that training will increase this figure.
Percentage of staff across partnership agencies that have excellent/very good knowledge of antisocial behaviour legislation and local policies/procedures	To Be Established	83%/78%	N/a		Excellent results. 10 sessions held with 108 participants from eight different partners.

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%				The Scottish Borders Household Survey 2013 was issued to 6,000 households on the 19 April 2013. The initial results report is expected mid August.
Percentage of people who have witnessed antisocial behaviour who had reported it	2010 Survey 41.7%				The Scottish Borders Household Survey 2013 was issued to 6,000 households on the 19 April 2013. The initial results report is expected mid August.

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
Number of reported vandalism	3 Year Average (2009/10- 2011/12) 1112	224	244	-8.2%	Very positive figures which are 27.7% down on the five year average.
Percentage of asb incidents which are alcohol related	2 Year Average (2010/11-2011/12) 21%	18	21	-3%	
Number of incidents relating to a licensed premises (ILP)	2 Year Average (2010/11-2011/12) 911	166	222	-25.2%	Very encouraging figures and highlights the positive work of licensed staff.
Number of incidents involving needles/drugs paraphernalia	2 Year Average (2010/11-2011/12) 65	8	9	-11.1%	
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
Number of residents reporting that people being drunk or rowdy in a public place is very common or common in their area	2010 Survey 22%				The Scottish Borders Household Survey 2013 was issued to 6,000 households on the 19 April 2013. The initial results report is expected mid August.
Number of residents stating that drug use or dealing was very common or common in their area	2010 Survey 22%				The Scottish Borders Household Survey 2013 was issued to 6,000 households on the 19 April 2013. The initial results report is expected mid August.

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
Number 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		762		Still awaiting data from NHS.

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
Number 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		314		Still awaiting data from NHS.

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
Number of road users killed	5 year Average (2006/07- 2010/11) 11	0	3	-100%	Extremely positive figures.
Number of road users seriously injured	5 year Average (2006/07- 2010/11) 86	16	21	-24%	As above.
Number of children killed or seriously injured in a road crash	5 year Average (2006/07- 2010/11) 9	1	2	-50%	As above.

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 17 to 25 years killed or seriously injured in road crashes.	5 year Average (2006/07- 2010/11) 9	2	4	-50%	As above
Number of passengers killed or seriously injured in cars driven by young drivers aged between 17 and 25 years of age.	As above 7	0	4	-100%	As above
Number of motorcyclists killed and seriously injured in road crashes.	As above 20	6	10	-40%	As above

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



SCOTTISH FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Scottish Fire and Rescue Service Headquarters
5 Whitefriars Crescent
Perth PH2 0PA

Chief Officer Alasdair Hay

FOR ATTENTION OF:

Strategic Co-ordinating Groups

Direct Line	01738 475260
Fax	
E-mail	alex.clark@firescotland.gov.uk
Our Ref	AC/GMC
Your Ref	
If phoning or calling ask for	Gill Cochrane
Date	4 July 2013

Dear Colleague

The Scottish Fire and Rescue Service is embarking on a process of consultation in relation to its first Strategic Plan. This is a critical milestone in the development of the Service as it will provide us with our direction of travel over the next 3 years.

As a key stakeholder with a keen interest in the Service, we are anxious that you are afforded the opportunity to make observations on the draft Plan. It is important to us that your views are taken on board and that the final version of the Plan reflects your requirements and aspirations for the Service.

The consultation period will run over the summer, and conclude on 31 August 2013. We would encourage you to make a written submission and, if a meeting would help to inform your response, then please contact my Secretary, **Gill Cochrane** on **01738 475271** with available dates and we will make the necessary arrangements. A copy of the Plan can be downloaded from the **News** section at www.firescotland.gov.uk and a hard copy will be available on request.

I look forward to hearing from you.

Yours sincerely

ALEX CLARK
Deputy Chief Officer

Working together for a safer Scotland

STRATEGIC PLAN 2013-2016



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland





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As Chair, it gives me great pleasure to introduce the first strategic plan for the Scottish Fire and Rescue Service.

The 1st of April 2013 was a significant milestone for Scotland's fire and rescue services and the establishment of a single national service provides us with a unique opportunity to build on best practice from the previous eight and, through ambition and innovation, develop into a world leading fire and rescue service.

This first strategic plan sets out how we will develop the service over the 3-year period, at the same time meeting the expectations within the Scottish Government's Fire and Rescue Framework for Scotland.

The plan will be formally reviewed in three years' time; however, we will keep it constantly under review to ensure our strategic aims and activities remain fit for purpose. Whilst this plan sets the strategic direction for the service, this will be complemented by detailed annual operating plans that will focus on our functional and operational priorities for each of the three years.

My colleagues on the board, together with our senior managers and staff, are committed to ensuring that the journey of reform meets all of our aspirations to deliver high quality and cost effective services across Scotland that break down geographical boundaries and reduce the complexity that currently exists. This will enable us to maximise the use of our resources, skills and expertise to better meet the diverse needs of our communities.

Improving the safety of our communities and staff is at the heart of this plan. We will be a modern and outward looking service that will play a leading role in ensuring community safety, working alongside our partners across the public, private and voluntary sectors to make Scotland safer and more secure, to encourage and support resilient communities and to support community safety and well-being. We will work in partnership with our local authorities and community planning partnerships to develop robust and fit for purpose service delivery arrangements that are flexible and adaptable to accommodate changing risk and

demand. We will also take a proactive approach to engaging with the business community to improve safety, minimise the economic impact of fire and support sustainable economic growth.

Finally, through working in partnership with our staff we will embed a culture of continuous improvement. We will benchmark with other services to identify best practice and we will ensure that sound financial and governance arrangements are established. In the current and foreseeable economic landscape this will be critical - as we meet the financial challenges ahead, we can be assured that innovative and effective solutions are being developed and tested to ensure the provision of cost effective and high quality services. The building blocks for this journey are already in place - we have skilled and motivated staff ready to take up the challenge - we need to galvanise their commitment, and support everyone in working to achieve our common aims.

Our overarching purpose is to improve the safety and wellbeing of people throughout Scotland - our strategic plan underpins that purpose and establishes a clear direction of travel for the Scottish Fire and Rescue Service.

Pat Watters CBE
Chair
Scottish Fire and Rescue Service

Introduction



As Chief Officer of the Scottish Fire and Rescue Service, I welcome this, the first strategic plan for the service, and look forward to working with my team and the board to deliver its vision and ambition.

I feel extremely honoured and privileged to have been afforded the opportunity to lead the service through its formative years. This will undoubtedly be a challenging period of change, however I know that the people who work within the service are committed to meeting these challenges and adapting to change in a positive way that has improving our services at the heart of everything they do.

As a strategic leadership team, we are developing a strong working relationship with the board, and

through constructive challenge, I am confident that we will develop a service that will improve outcomes for our communities, at the same time delivering against the expected benefits of reform as set out in the Fire and Rescue Framework for Scotland.

As the chair mentions in his foreword, effective partnership working will be key to delivering improved outcomes for our communities. The service is not alone in facing the financial challenges associated with cuts in public spending. I believe that we can sustain our quality public services if we improve the way we work in partnership, and adopt an approach that shares our people and financial resources. It is not about focussing on the input from service providers, but on the outcomes we want to achieve by targeting our shared resources in a way that realises the improvement we are collectively seeking. Working together for a safer Scotland is much more than simply meeting with partners, it is about true integration of public services to deliver tangible improvements across Scotland.

To enable us to improve outcomes for communities at the local level, we need to develop a better understanding of the diverse needs of our communities. We need to be flexible in our approach to delivering our services that enables us to adapt what we do in order to tailor our services to meet specific local risk and concerns. No two communities are the same so we have structured our delivery model in a way that will better understand the differences.

We have established a connection with all 32 local authorities in Scotland, through our local senior officer arrangements. They will establish strong partnerships at the local level with public, private and third sector colleagues that will collectively focus on improving outcomes.

I mentioned earlier the key role our people will play in delivering this plan. Our people are our greatest asset, and to ensure their needs are considered we have established a ground breaking industrial relations partnership model that focusses on meeting our shared challenges and developing innovative and shared solutions through engagement. This approach has already contributed to the successful delivery of fire reform to date and I am committed to continuing this partnership approach as we now focus on developing the service to meet the vision.

Whilst partnership will be the key contributor to delivering success, it is absolutely imperative that we never lose focus on what success looks like in the context of this plan. Success is about improving the safety of our communities and staff, and I will ensure that all of the activities we undertake contribute to delivering this success.

Alasdair Hay QFSM
Chief Officer
Scottish Fire and Rescue Service

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.



Section 1: A Scottish Fire and Rescue Service

The Scottish Fire and Rescue Service (SFRS) was established on 31 August 2012 with the appointment of the Chair, and took on its full range of functions on 1 April 2013. It replaces the eight previous fire and rescue authorities and joint fire and rescue boards. This major reform of fire and rescue services in Scotland presents a range of opportunities and challenges for the new single service, bringing together the best from the previous services. We will create a service which continues to respond effectively but with greater flexibility, free from geographical boundaries, and which will provide more equitable access to services and resources across the country.

The primary statutory duties of the service have not changed and our partners and employees will continue to see a service focused on protecting our communities through a strong fire prevention agenda and at the same time one that is equipped and ready to respond to emergencies.

Audit Scotland and HM Fire Service Inspectorate will be responsible for the audit and inspection of the SFRS and the services it provides. A Memorandum of Understanding has been agreed between the two bodies describing their distinct powers and responsibilities and outlining a framework for collaborative working.

A SAFER AND STRONGER SCOTLAND

The Scottish Fire and Rescue Service plays a key role within the range of public, private and voluntary sector organisations that work to make our communities safer and stronger.

The Fire and Rescue Framework

The Fire and Rescue Framework for Scotland 2013¹ sets out Scottish Ministers' priorities and objectives for the service in building a new high performing organisation, building on the four pillars of public service reform as set out by the Christie Commission without having a negative impacting on frontline outcomes.

A new purpose, with partnership at its heart, is set out in the Fire and Rescue Framework for Scotland, aimed at making a real difference to the safety and wellbeing of our communities and, while we will contribute to all of the Government's 16 national outcomes the Framework ensures that our focus is on the contribution we can make to the following four:

- We live our lives free from crime, disorder and danger;
- We have strong resilient and supportive communities where people take responsibility for their own actions and the ways in which they affect others;
- Our public services are high quality, continually improving, efficient and responsive to local needs;

The Framework provides 58 strategic priorities for the service which, in addition to our areas of operational activity, focus us on partnership working, national risk management, specialist rescue, new arrangements for local scrutiny and engagement, and equality and diversity, all in the context of continuous improvement and best value. Our strategic aims and critical activities are aligned to meet those expectations.

¹ Fire and Rescue Framework for Scotland 2013
<http://www.scotland.gov.uk/Resource/0040/00408831.pdf>

Scottish Government Corporate Expectations

Through this plan, the new service will focus on delivering continuous improvement in line with Scottish Government's corporate expectations. Progress towards our strategic aims will be demonstrated through engagement with community planning partners, alignment of activity with the Government's budget priorities, support for the youth employment strategy, adoption of fraud prevention strategies, effective procurement strategies, shared service opportunities, workforce development, effective employee engagement and openness and transparency in our information sharing.

Strategy for Justice

One of the most important principles in The Government's Strategy for Justice is that public service bodies should work in partnership, making the best use of our collective resources to realise the vision of a safe and fair Scotland.

A priority for action within the strategy is to reduce the harm from fires and other emergencies. Our strategic plan demonstrates how we will address that priority.

The Government's strategy places an expectation on public services to adopt the four pillars of public service reform developed by the Commission on the Future Delivery of Public Services (Christie Commission):

- **Greater integration of public services at a local level driven by better partnership, collaboration and effective local delivery;**
- **A decisive shift towards prevention;**
- **Greater investment in the people who deliver services through enhanced workforce development and effective leadership**
- **A sharp focus on improving performance, through greater transparency, innovation and use of digital technology**

These principles of partnership, prevention, people and performance will be evident across the range of our activities, ensuring that the service plays its role in embracing the collaborative culture demanded of all public services in Scotland.

There are many challenges lying ahead of the SFRS during the process of reform but the challenges of meeting increased demand on our services within an ever-tightening financial framework are not unique to fire and rescue. It will be through working together and delivering on the aims of reform that we will reduce the risk to our communities and make Scotland a safer place.



In order to support continuous improvement in all aspects of service delivery, the service needs to understand Scotland's risk profile.



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Section 2: The Scottish operating context

In order to support continuous improvement in all aspects of service delivery, the service needs to understand Scotland's risk profile.

We have carried out a comprehensive strategic assessment of risk using a wide variety of information sources including incident data and trend analysis². This is the first step in the process of integrated risk management planning. It provides critical baseline information upon which the strategic plan and each of the fire and rescue plans for Scotland's 32 local authority areas can develop. From that assessment we describe the operating context for the service as follows:-

Scotland is a country of contrasts, with a diverse culture and geography. A range of features give Scotland its distinctive risk profile as captured in the Scottish Community Fire Safety Study "Scotland Together"³ published in 2009 including:-

The Built Environment

- Densely inhabited towns and cities that present different challenges: a significant proportion of accidental fire deaths occur in single occupancy households and flatted accommodation
- Three major international airports, two operating nuclear power stations, a number of significant petro-chemical complexes, several large sea ports, major road and rail networks, and the home base of the UK's fleet of nuclear submarines offer specific risks

Geography

- Very large expanses of rural countryside and wild land that demand preventative land management actions, developing knowledge of environmental factors and employing and developing retained and volunteer firefighters
- A long coastline, with many inhabited islands that also demands a tailored approach to risk management and an appropriate emergency response

Industry

- Major industries making a significant contribution to the economy of Scotland where the impact of fire can have immediate and long term consequences for the local and national economy

²Strategic Assessment of Scotland

³Scotland Together (http://www.strathclydefire.org/media/42937/Scotland_Together_07_09_09.)

Communities

- Our population is diverse in its makeup and widely geographically spread, albeit 70% of our people live in the 'central belt'. There are also large areas of Scotland that are remote and rural, and these locations pose their own challenges in terms of risk and the provision of effective fire and rescue services.

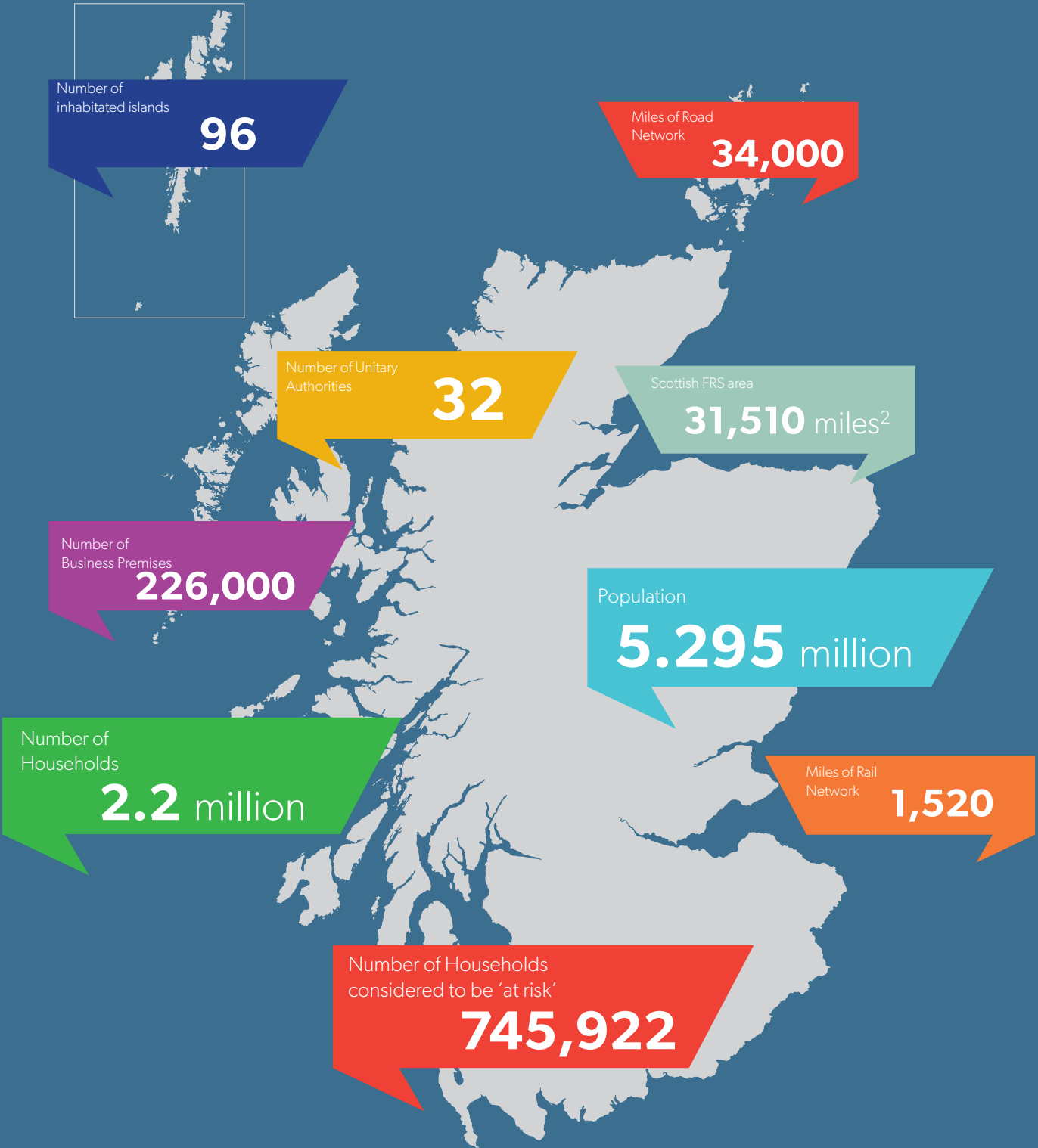
The Government's Scottish Index of Multiple Deprivation (SIMD) allows us to analyse which geographic areas are the most deprived in the country, in terms of employment levels, average income, health, education, crime levels and a number of other indicators. Using SIMD alongside other information sources will enable us to

comprehensively assess the risk to target our most vulnerable people within any area.

The population of Scotland is growing due to both improved longevity and immigration trends. An increase in age does not in itself increase the risk from fire, but other contributing factors do; for example, mobility problems, disability, mental health issues and alcohol dependence. In addition, Scotland has an increasing number of people living alone, and levels of drug and alcohol misuse are high in comparison to neighbouring countries. These are all factors that may have a bearing on the number of fire deaths and injuries we experience in Scotland.

Tourism

- Because Scotland is an important tourist destination, we must consider the safety of a significant transient population of visitors throughout the year, but especially at seasonal peak times. The country has numerous buildings of both political and cultural significance and also hosts large sporting and cultural events. Along with other agencies we play a critical part in protecting our heritage and in preparing for large scale events, ensuring that we can respond effectively to any emergency incident if required.



Number of
inhabited islands

96

Miles of Road
Network

34,000

Number of Unitary
Authorities

32

Scottish FRS area

31,510 miles²

Number of
Business Premises

226,000

Population

5.295 million

Number of
Households

2.2 million

Miles of Rail
Network

1,520

Number of Households
considered to be 'at risk'

745,922

We will be a world leading Fire and Rescue Service that others look to because our approach of **working together for a safer Scotland** is delivering real improvements in our communities. As a valued partner we will work with the communities of Scotland to make them safer and stronger; helping them to help themselves; continuously improving our services to meet local needs and responding when required.



Section 3: **Our vision**

Our vision is bold and aspirational. The journey of reform gives us the opportunity to build on best practice and enable the delivery, through our partnerships, of real improvements to the health, safety and well-being of Scotland's communities.

A world leading service

Our aim is to deliver the best service we can 24 hours a day, 7 days a week and to keep challenging ourselves to continuously improve it. Our firefighters are trained to very high standards and we continually scan new approaches to firefighter training so that we can adopt best practice in order to maintain those standards.

We will be innovative and creative in looking for better ways to do things, in challenging our own thinking and in challenging the thinking of our partners. We will work in partnership with our communities to develop services and, by removing geographical boundaries and reducing complexity we will make sure we have the right resources in the right places to manage risk effectively.

We will strive for excellence and explore all available technology, skills and resources to develop a fire and rescue service that is recognised as a world leader.

OUR VALUES

We will develop a values framework which fully aligns with our aspirations for the new service. This work will be progressed in collaboration with staff and our partners. Our values will reflect our role as a modern 21st century public service and, with our supporting behaviours, will define how we will work to achieve our vision. For the purposes of this first SFRS strategic plan, we have identified what we believe to be important from the predecessor services' values statements – values that have been consistently demonstrated and constantly reinforced.

Safety

The safety of the communities we serve is at the core of our values. We will do our utmost to enhance and preserve it. In doing so, firefighters must often work in dangerous conditions. We also place a very high value on their safety.

Dignity

We will respect the dignity and worth of every individual within both the communities we serve and in our workplaces. We will be sensitive to individuals' circumstances, particularly those who are most vulnerable in our society, and we will treat others as we would expect to be treated ourselves.

Excellence

We will strive for quality in everything we do and will act reliably and responsibly at all times. We will behave professionally and take pride and ownership in everything we say and do. We will be a learning organisation.

Diversity

We recognise and value the diversity of our workforce and Scotland's communities. We will implement working practices that will be attractive to and meet the needs of those diverse groups. We will take steps to ensure equality of access to our community safety and fire prevention services and equality of impact in the delivery of emergency response. We will encourage participation in public life by engaging with diverse community groups and their representatives.

Fairness

We will treat people fairly and not prejudice any individual or situation. We will be consistent and considerate in the development and implementation of our policies and practices.

Equality

We will remove unlawful discrimination, harassment, victimisation and other conduct prohibited in the Equality Act 2010. We will promote equality of opportunity through our employment practices, service delivery and engagement activities. We will ensure that our corporate decision making processes are used to identify and remove barriers and bias that would prevent equitable access and quality of service.

Integrity

We will be open and honest in our dealings with colleagues and with the public. We will not compromise on our commitment to act professionally and deliver greater safety and security to the communities we serve.

Respect

We will listen to and respect the communities we serve as well as each other. Criticism will be dealt with constructively and we will respect and value each other's contributions. We will respect the views of partners and members of the public, endeavouring to understand their perspectives in order to improve our quality of service.



During 2012 we worked closely with the Scottish Government to establish the SFRS and to develop structures and plans for the reform of the service.



Section 4: Our aims for the development of the service

The Scottish Government has identified three benefits of reform for the SFRS to deliver going forward:

- To safeguard and improve local services, despite budget reductions, by reducing duplication and maintaining frontline outcomes
- To create more equal access to specialist support services and national expertise and equipment wherever and whenever they are needed
- To strengthen the connection between the fire service and the communities it serves by creating a new formal relationship with all 32 local authorities, creating opportunities for many more councillors to have a formal say in fire and rescue services in their areas and for better integration with community planning partnerships

In order to deliver our vision, the benefits of reform and meet the expectations set out within the Fire and Rescue Framework the service has developed four strategic aims:-

1. Improved safety of communities and staff
2. More equitable access to fire and rescue services
3. Improved outcomes through partnership
4. Develop a culture of continuous improvement

Strategic aims

Safety of our communities is the single most important strategic aim of the service, and our three further strategic aims help to ensure we deliver this in an efficient, effective and equitable manner.

This period of reform also presents many large scale and exciting challenges which we will have to meet if we are to deliver a more equitable fire and rescue service, develop partnerships for improved outcomes and develop our new service based on best value principles.

As a result, we have established strategic aims in each of these areas to acknowledge the importance of the work involved and the significant part each will play in realising our vision.

Strategic aim 1

Improved safety of our communities and staff

We will focus on understanding the diverse needs of our communities through aligning national and local plans with those of key partners. By ensuring a commitment to share information and establish agreements for joint working with partners, we will tailor our approaches in preventing, protecting and responding to drive down risk nationally and locally, deliver improved services and reduce complexity. It is also important for us to help communities to help themselves. We will support the development of robust approaches to community resilience through education, empowerment and accessible, inclusive community safety interventions. We will continue to focus our education and marketing activities to change behaviours, through effective public safety campaigns, including linking with national campaigns for safer communities and through targeted interventions, where appropriate.

There is also more work to be done to ensure the safety of our communities and staff when responding to emergency incidents. Our emergency response capabilities will be deployed in a manner that reflects

the risk profile of Scotland, managing our resources based on risk and allowing us to offer increased flexibility for a more effective response to our communities. We will learn from incidents, model the risk of emergencies and use all of the information available to us nationally and internationally to develop a risk based audit strategy and a risk based incident planning programme that focus on life safety and protect Scotland's critical assets and heritage.

Additionally, we need to establish national approaches for crewing, mobilising emergency vehicles and resolving emergency incidents. These national approaches will ensure that when we are called upon to respond to incidents, we can offer the best possible response across the country.

More detailed information on how we will work to enhance Scotland's abilities to prevent and protect itself from fires and to respond more effectively when they occur as well as making us more resilient against them will be contained in specific "Prevention and Protection" and "Response and Resilience" strategies

for the service currently under development and due for publication in October 2013.

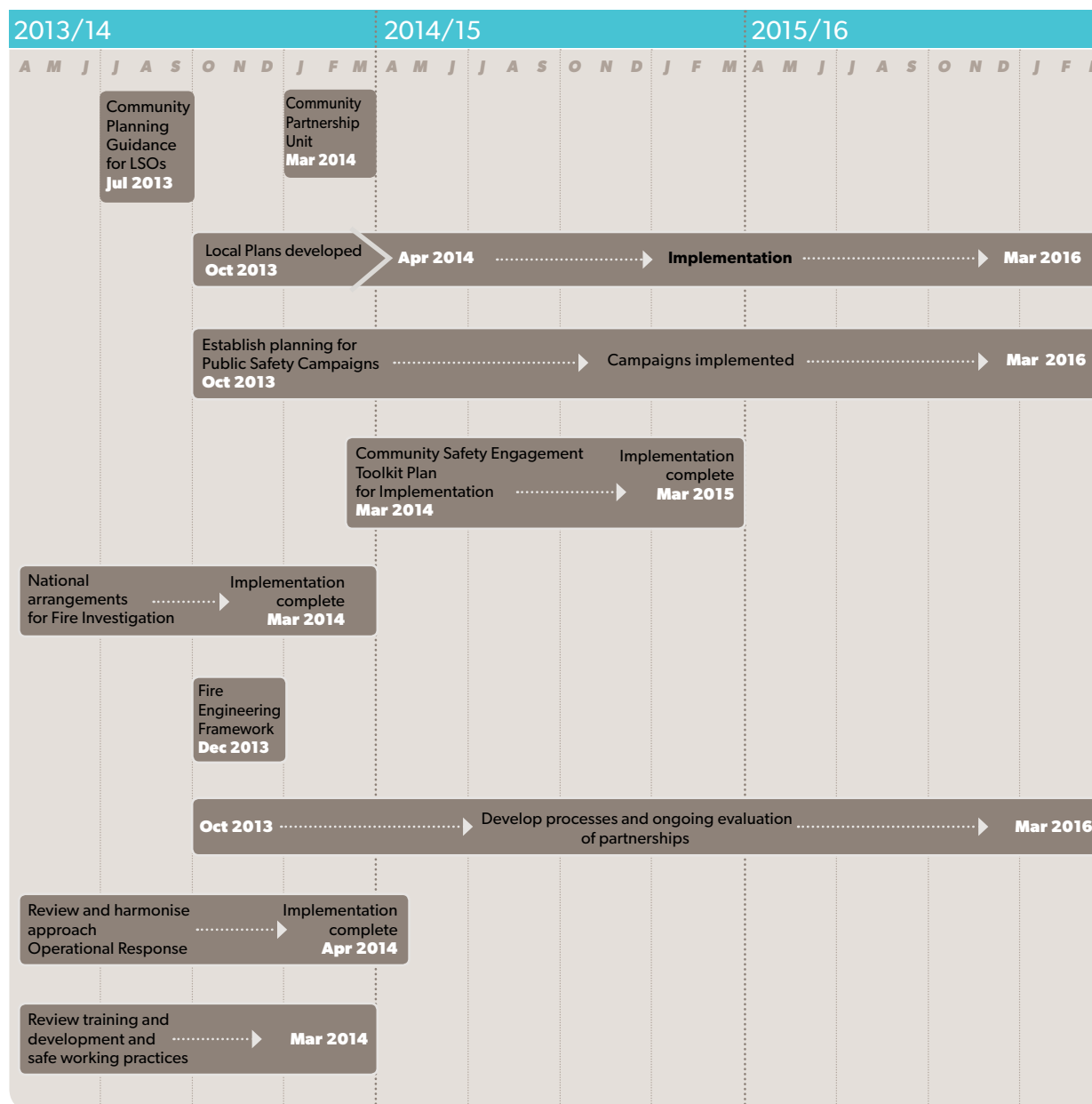
A highly motivated workforce will allow us to service the needs of our communities better. We will ensure that staff are trained to high standards and will continuously work to improve those standards and develop and maintain competence. We will actively encourage a culture of continued professional learning and offer clear pathways for career progression where possible. A development programme will ensure our leaders and managers are capable and confident.

We will continue to develop and enhance our world class training facilities and ensure they are aligned to our changing needs so that they remain valuable assets to the service. Our performance management and appraisal approaches will recognise and reward good performance and deal fairly and consistently with poor performance. Additionally, we will continue to work to improve the health, safety and wellbeing of our staff.

What we will do:

- Work with our partners in developing safer communities and improved outcomes
- Educate and empower our diverse communities
- Fire Safety Legislation and Investigation
- Evaluate partnerships
- Ensure a safe and effective response to incidents
- Develop a highly motivated workforce

How we will do it:



Contribution to targets:

- Reduce fire casualties, by 5% each year
- Reduce special services casualties (non-fire)
- Reduce accidental dwelling fires, by 10% each year
- Reduce the number of non-domestic fires
- Reduce firefighter injuries
- Improve attendance

Strategic aim 2

More equitable access to fire and rescue services

We will ensure effective operational arrangements for fire and rescue services in all 32 local authority areas. The Local Senior Officer (LSO) will take a lead role in working with partners, including Community Planning Partnerships to share and gather knowledge for an evidence-based understanding of community requirements. A more extensive description of the LSO role is provided under Strategic Aim 3 below. A local plan will be developed to service local needs and take advantage of local opportunities to improve community safety.

Importantly, this information will be combined with the risk profile of Scotland and our own risk information to determine the optimum location of resources and services.

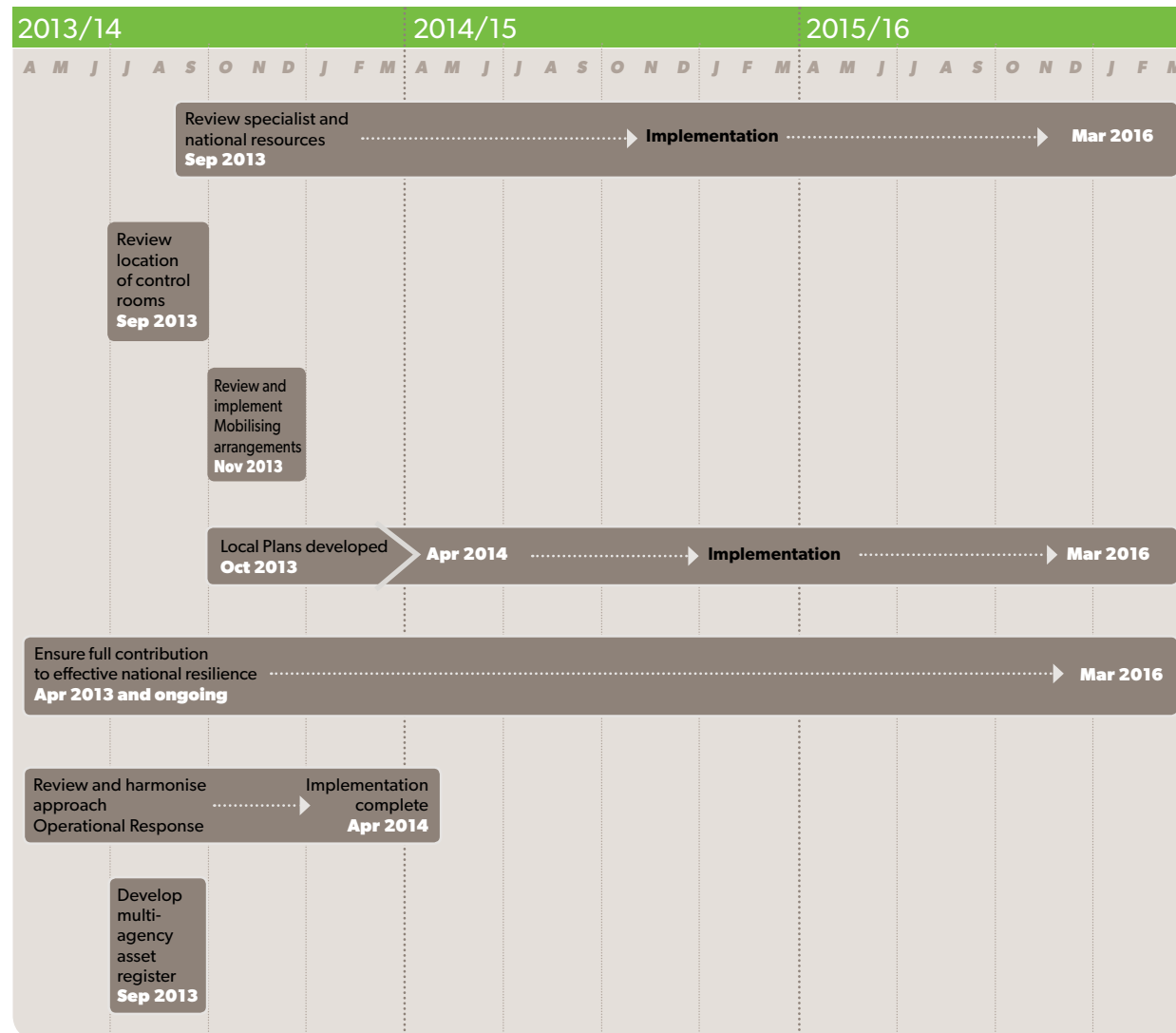
Working with the other emergency services and voluntary groups with an interest in specialist rescue, we will identify resources available nationally and take a lead role in co-ordinating and managing access to specialist rescue capability.

This work will ensure we can maximise the use of available resources to provide an effective and equitable standard of response and recovery from emergencies and incidents across the country, driving down risk and improving the quality of our services for successful outcomes.

What we will do:

- Enable access to the right resources based on community risk profile
- Work with our partners for safer communities and improved outcomes
- Work to drive down risk nationally
- Ensure a safe and effective response to incidents

How we will do it:



Contribution to targets:

- Reduce fire casualties, by 5% each year
- Reduce special services casualties (non-fire)
- Reduce accidental dwelling fires, by 10% each year
- Reduce the number of non-domestic fires
- Reduce firefighter injuries
- Improve attendance

Strategic aim 3

Improved outcomes through partnership

Sitting at the heart of our vision for the service is a focus on adding real value for our communities, with tailored approaches for fire safety locally and working with our communities to explore and develop options for improved outcomes.

The role of the LSO is critical in this regard. The LSO will work in a way that adds true value in the local area and will explore opportunities to work with partners across all sectors. Uniquely in the public sector, each LSO will be supported in partnership working by members of the Scottish Fire and Rescue Service Board. This joint approach will ensure that the contribution of the fire and rescue service makes a real difference to community outcomes. We will build on the new formal relationship with local authorities and actively seek better integration with Community Planning Partnerships. We expect to be held to account through our local planning mechanisms for our contribution

to CPPs and for the delivery and development of new Single Outcome Agreements.

We will involve our communities in the design, delivery and evaluation of services through neighbourhood surveys, public meetings, and we will respond positively to ideas from local communities on how the service can better meet their needs.

We will work with the national Business Engagement Forum which has been established to support the business community in complying with fire safety law as well as ensuring that their concerns are understood in the formulation of our strategies and plans, reducing the demand on the fire and rescue service and promoting fire safety awareness. LSO's will support this work on the ground working with businesses in their area to support economic growth through minimising the economic impact of fire.

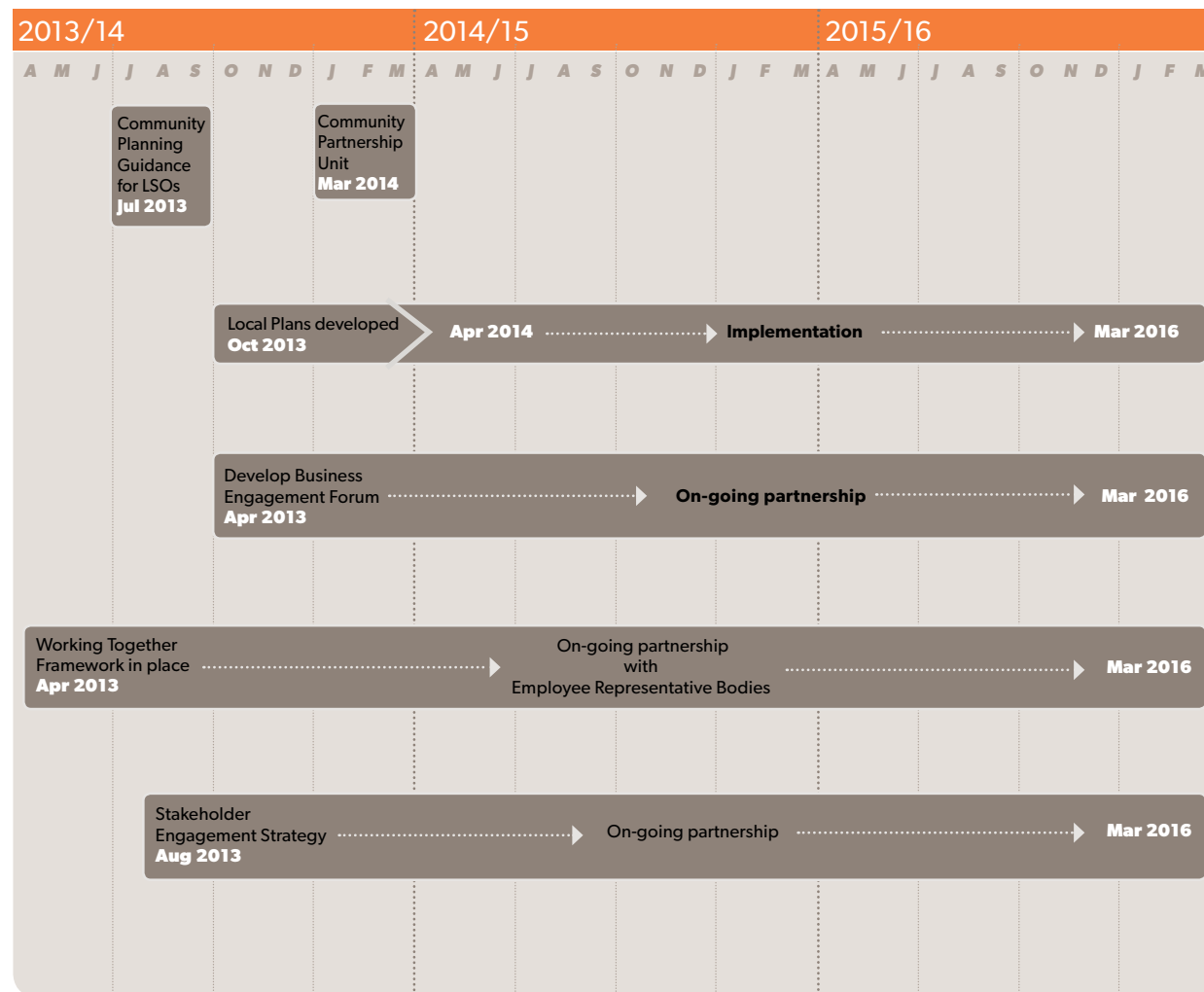
Working in partnership also extends to our staff and we will inform, consult and involve our people in issues that affect them. Adopting a partnership approach to employee relations has made a crucial contribution to the reform process and we will continue to build on our partnership work with employee representative bodies.

We will continue to build on our close working relationships with the other emergency services, including developing mutual support arrangements with the rest of the UK. Opportunities to share services and assets for improved delivery and outcomes, will also be explored further. We will work with other emergency responders and public agencies in ensuring that emergency planning and response arrangements continue to operate effectively, have the capacity to support each other during incidents, to act flexibly and to communicate quickly.

What we will do:

- Work in partnership with communities
- Embed partnership working across all our business
- Develop our approaches and capacity in public engagement and stakeholder communications

How we will do it:



Contribution to targets:

- Reduce fire casualties, by 5% each year
- Reduce special services casualties (non-fire)
- Reduce accidental dwelling fires, by 10% each year
- Reduce the number of non-domestic fires
- Reduce firefighter injuries
- Improve attendance

Strategic aim 4

Develop a culture of continuous improvement

The new national Scottish Fire and Rescue Service inherits a well-established track record of strong performance from the predecessor services. However, the financial pressures facing the service are likely to lead to the need for significant service change in the years ahead. It is, therefore, essential that the service establishes a strong platform for governance, management of resources, management of change and effective engagement with communities and staff to ensure that strategic and operational change not only delivers the necessary efficiencies, but results in high value, effective services for our communities.

We will maximise the use of our resources by further developing good practice in financial governance and performance management, reducing complexity and duplication in our systems and processes. In doing so, we will embed processes for research and benchmarking models of best practice to draw on the best practice available. We will analyse risk, identifying options for change and improvement, developing

appropriate and sound business cases in support of any change.

We will create an inclusive workplace, valuing equality and diversity and demonstrating progress to meet our statutory obligations. To deliver a highly skilled and motivated workforce, we will develop an integrated suite of people, policies and procedures which align to our vision.

Our workforce strategy will cater for the range of staff roles and working patterns including whole time, retained duty, volunteer and non-uniformed staff involved in delivering our services. It will be the vehicle for building leadership and management capacity and embedding values and open and transparent governance arrangements. Importantly, our workforce strategy will set out a new vision for the future of service delivery in remote and rural areas.

A consistent approach to health, safety and wellbeing of all staff will be managed through the development of a health and safety policy and associated processes. We will investigate options for the provision of an occupational health & fitness service for all staff.

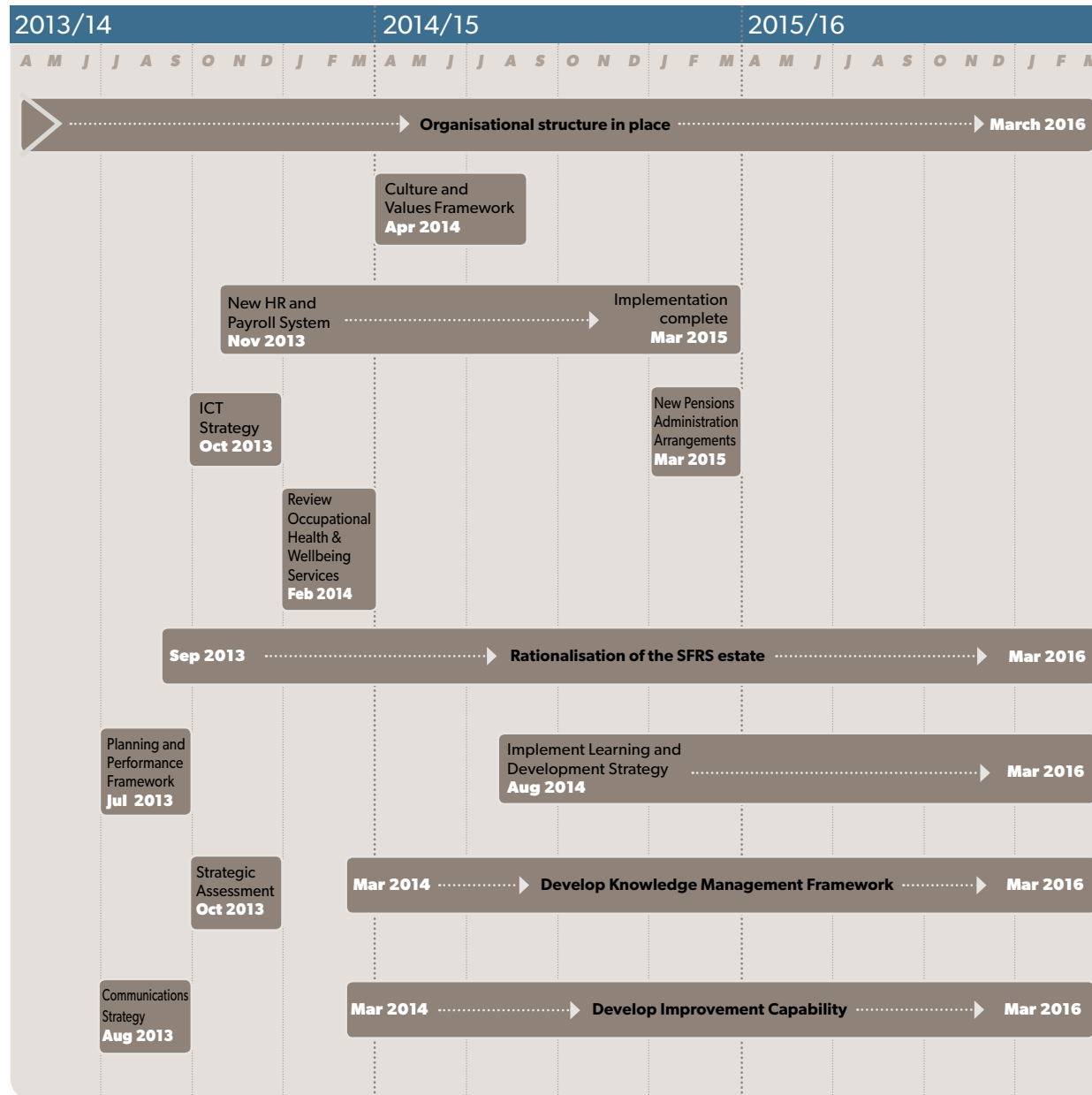
We will develop a comprehensive learning & development strategy which is integrated with our workforce strategy and which will demonstrate our commitment to strategically driven, high quality learning and development for staff.

We will also develop as a learning organisation, ensuring effective knowledge management arrangements are in place to learn from opportunities, enabling contribution and improving standards of service delivery across the service.

What we will do:

- Develop an innovative structure that enables high value and effective services
- Deliver a high performing workforce
- Ensure equal opportunities for our staff and communities
- Improve the quality of our services for successful outcomes
- Minimise the impact of our activities on the environment

How we will do it:



Contribution to targets:

- Reduce fire casualties, by 5% each year
- Reduce special services casualties (non-fire)
- Reduce accidental dwelling fires, by 10% each year
- Reduce the number of non-domestic fires
- Reduce firefighter injuries
- Improve attendance

Section 5: Meeting our targets

Targets have been agreed in the following areas, to reflect the range of activities carried out by the service:

- Reduce fire casualties, by 5% each year
- Reduce “special services casualties”- i.e. casualties arising from non fire incidents to which we respond (see below)
- Reduce accidental dwelling fires, by 10% each year
- Reduce the number of non-domestic fires
- Reduce firefighter injuries
- Improve attendance

Reducing fire casualties

Since 2004, real progress has been made in reducing the number of fires and casualties in Scotland. Integrated Risk Management Planning (IRMP) has provided a structured approach to identifying community risks and prioritising the use of resources. This has helped drive an increasing focus on fire prevention. Much of this has been carried out in partnership with other public sector bodies, such as police, housing services, and schools. Over this period, there has been a reduction in the number of fires and casualties, with around 23 per cent fewer house fires and 33 per cent fewer casualties than a decade ago. As a result, around 30 fewer people die in fires each year.

However, Scotland still experiences a higher rate of dwelling house fires compared to other areas in the UK, and a high number of casualties occur as a result of fire in the home⁵. There is a need to further improve our understanding of precisely why this is still the case. We need to further analyse the risk and incident profile of Scotland as a whole to help us understand the cause and effect of these incidents. We can then focus our efforts in working with communities through

programmes of increased awareness, education and tailored intervention, where required, to drive down risk and reduce casualties and deaths. Through continual monitoring and realising opportunities to promote community safety we will strive to maintain an appropriate balance of resources between prevention and intervention.

Reducing special services casualties

Special services is the term we employ to describe the services we provide at the non-fire related incidents the service attends. These include road traffic collisions (RTCs), trapped persons, rope rescue and water incidents. Trends over the last three years demonstrate that the rate of casualties and deaths from RTCs and water incidents is going down. Although there are no reported fatalities from flooding, the number of incidents is on the increase and will require our attention to reduce the impact on individuals, communities and the economy.

Our priority over the next three years will be to maintain the downward trend in special services incidents and casualties through joint campaigns and education

⁵SFRS Strategic Plan Section 2: The Scottish operating context

initiatives with partner organisations and ensuring our staff have the specialist skills, as required, to deal with these incidents effectively.

We will work with our communities to develop tailored solutions for community resilience, ensuring access to information and resources where needed.

Reducing accidental dwelling fires

The number of accidental dwelling fires in Scotland has been steadily decreasing over the last ten years. However dealing with dwelling fires is still a significant area of work for the service. And as a result, reducing the numbers of accidental dwelling fires and the adverse impact on communities year on year will continue to be a high priority area. We will further develop our education activity in communities and set ambitious targets for the completion of home fire safety visits across the country.

Reducing the number of non-domestic fires

The Scottish Government has recently started working to develop a greater understanding of the economic cost of fire. Although this work is still in the early stages of development and we do not yet have reliable data on financial losses, the service will ensure an ongoing commitment to work with the business community to reduce the number of non-domestic fires in workplaces and public buildings, with the aim of reducing the adverse impact on the business community and the economy. Our focus will be on the extended provision of a fire advisory service for business and we will work proactively to promote fire safety in the business community.

Reducing firefighter injuries

The number of firefighter injuries is - thankfully - currently low. We ensure our firefighters receive

high quality training and development throughout their career and that they are issued with very high quality personal protective equipment and specialist equipment as required. We will continue to develop our training and development programmes to maintain consistently high levels of knowledge and skills for staff across the country. We will place a constant focus on firefighter safety and we will work toward reducing firefighter injuries further.

Improving attendance

The number of days lost to sickness absence has been reducing significantly over the last three years. We aim to reduce absence through sickness even further by maximising the use of our staff resources through proactive absence management and support for staff, including development of an Occupational Health, Wellbeing & Fitness Service.

We aim to be a world leading fire and rescue service delivering real improvements in our communities. We begin our journey as a modern, forward-looking organisation with highly skilled staff and will aim to develop and improve to provide the people of Scotland with the best possible fire and rescue service.



Section 6: Developing and improving the service

We aim to have the best staff, equipment, systems and technology serving our communities and we will continue to build on our strengths and develop our learning as an organisation, building and using our knowledge and information to help us develop our services for improved community safety.

The current financial climate will require us to make significant savings whilst protecting our frontline outcomes. This will focus our attention on delivering efficiencies and savings and making the best use of our resources for improved outcomes for service users.

We will work in collaboration with communities and stakeholders through a process of consultation and engagement, led by the LSO's, with support from SFRS board members. This will focus on developing an understanding of community priorities and result in the development of local plans for delivery of services. Along with the risk profile information, this will help us identify the skills and resources required for prevention, protection, resilience and response in each

area. This will also help us to identify other areas within communities where we can potentially add value.

Additionally, in looking to improve our services, we will develop our capacity in research and development to take cognisance of the work of others to help benchmark best practice.

Our immediate priorities in Year 1 will be to continue the merger and harmonisation of the previous eight services into one, developing a strong foundation for efficiencies and improved practice going forward.

In Year 2, we will continue to bring about change and improvement to the service, through innovative approaches and removing complexity and duplication in our services and processes. Year 3 will bring a focus on adding value to our improved service.

Reform of the service will be executed and managed through a cross-cutting service transformation programme overseen by the SFRS board through its Service Transformation Committee (see below), which will encompass the whole service in delivering the improvements required to achieve the benefits of reform.

Organisational development

Improved outcomes in our service delivery and for our communities will be achieved through engagement with, investment in and involvement of our people.

To achieve our goals, an Organisational Development Framework will be developed to show:

- how we will develop and support a climate of continuous improvement through modern and creative approaches to staff development
- how we will develop and ensure we always act in accordance with a common set of values across the new single service
- how we will develop our organisation to increase capacity, capability and accountability

The best systems and technology

We already operate with some of the best technology available to us and over the next few years technology will continue to play a significant part in supporting our services as we continue the journey from eight services into one single service. To achieve our goals, an information and communications technology (ICT) strategy will be developed to show how we will develop our ICT systems to support continuous improvement in our services.

Communications and stakeholder engagement

Strengthening our relationships with and working in partnership to add value to our communities is critical to the success of our strategy. A communications strategy and a stakeholder engagement strategy will be developed to set out:

- how we will engage with our partners and communities
- how our communications will be established and managed

- how we will raise awareness and keep staff, partners, communities and other stakeholders informed of our messages, plans and progress towards achieving the benefits of our strategic programme
- how we will actively encourage two-way communication with our staff, partners, communities and other stakeholders
- how we will use the comments and feedback we receive from staff, partners, communities and other stakeholders
- how we will deliver our prevention message

Finance

Sound financial and asset management are key operating principles for the SFRS and our financial systems and processes will be developed in a manner which contributes to best value. A finance strategy will be developed to show:

- how we will ensure sound financial and asset management arrangements are in place
- how we will make best use of our resources in support of our strategic aims
- how we will ensure best practice procurement systems and practices

In order to set the financial context for the service, the budgetary position for the next 3 years is outlined as follows:-

Resource

2013/14

The revenue budgets of the predecessor organisations totalled £291m. The equivalent budget for SFRS in 2013/14 is £277m. The service has also had to absorb key cost increases notably £6.5m in relation to the

additional cost of VAT arising from the loss of local authority VAT status, £1.7m to cover a 1% pay award which is anticipated for all staff during the year, and £0.2m in contractual pay increments for staff. The net impact of these factors is that the service has required to reduce its combined cost base by £22m from the previous year.

2014/15 and 2015/16

In 2014/15 the resource budget is set to fall by at least a further £12m to £265m and by a further £7m in 2015/16.

Over the initial 3-year period of the SFRS, resource funding is set to reduce by over 10%. Taking account of foreseeable, unavoidable cost increases, it is currently anticipated that there will require to be a cumulative cost base reduction of £43.5million (c.15%).

Capital

2013/14

The combined capital budgets of the predecessor services amounted to £22.million in 2012/13,

including capital grant of £16.4m. The capital budget for 2013/14 of £15.3m represents a reduction of £1.1m on the capital grant, albeit this is supplemented by committed reserves (£2.64m) carried forward from the predecessor authorities for projects which had commenced but were not complete by 31 March 2013.

2014/15 and 2015/16

The capital budget is set to rise by £6.9m to £22.2m for 2014/15, which is line with the Scottish Government's commitment to infrastructure investment and a further increase of £1.8m is anticipated for 2015/16 to £24m.

Governance

The Governance and Accountability Framework sets out the broad governance structures within which the SFRS will operate and defines the key roles and responsibilities which underpin the accountability relationships between the SFRS and the Scottish Government including the respective roles of Scottish Ministers, the SFRS board the Chief Officer and the LSO's.

The board, in exercising its governance responsibilities for the service, has established four standing committees:-

- **Audit and Risk Assurance**
- **Local and Stakeholder Engagement**
- **Service Transformation**
- **Employee Partnership Forum.**

A further ad hoc committee dealing with staffing issues has also been established.

Agreed standing orders and an interim scheme of delegation will respectively govern the operation and conduct of meetings and outline the powers, duties and authorisations delegated to specific employees.

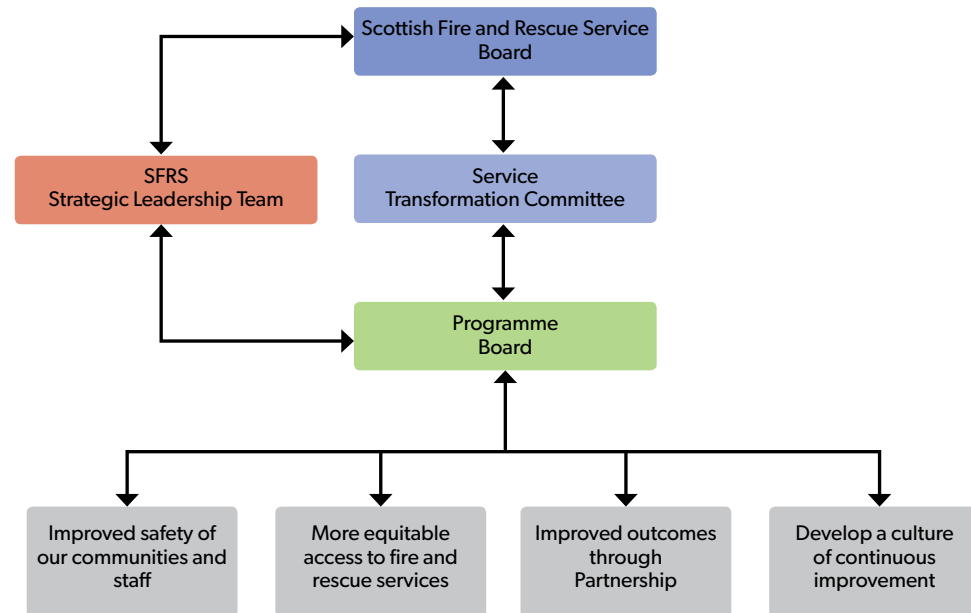
Service Transformation Programme

The service transformation programme will be established to manage delivery of the crucial improvements required to the service and will be the means by which we will ensure realisation of the benefits of reform. The programme will be delivered over the next three years and will facilitate the delivery of four workstreams aligned to our strategic aims:

- Improved safety of our communities and staff
- More equitable access to fire and rescue services
- Improved outcomes through partnership
- Develop a culture of continuous improvement

A Programme Board with multi-disciplinary and partner representation will manage the delivery of the Programme. The Programme Board will report on progress, risk and issues to the Service Transformation Committee, which will ensure oversight and good governance of the Programme.

- The Service Transformation Committee will make recommendations to the SFRS Board, which will ensure reporting to the Scottish Government via the Governance and Accountability Framework⁶
- Stakeholders will be involved throughout the delivery and a comprehensive plan for communication and engagement with stakeholders will be developed



⁶SFRS Governance and Accountability Framework
<http://www.scotland.gov.uk/Publications/2013/03/2213>

Audit and Scrutiny

Audit Scotland and HM Fire Service Inspectorate in Scotland (HMFSI) have developed a Memorandum of Understanding in order to co-ordinate their audit and inspection activity of the SFRS. HMFSI has advised that it will carry out an inspection in 2013 to:-

- Assess the impact of transition on service delivery;
- Assess the effectiveness and capacity of the new management and supervision arrangements in relation to monitoring performance and providing quality assurance;
- Gauge the extent and with what degree of clarity the service has set out its plans to deliver the agreed benefits of reform

Although this is very early in the life of the new service the service transformation programme will seek to demonstrate that the right structures and processes are in place to track progress towards realising the benefits of reform.

In addition, Audit Scotland conducted a Best Value Review of the previous eight services and has presented a number of challenges to the SFRS to consider including:-

- how we will address the issues raised by their observations that Scotland's fire and rescue provision is relatively expensive compared to the rest of the UK
- Standardising approaches to the deployment of resources
- Sharing services with other emergency responders
- Better public engagement with local communities and the workforce
- Better targeted preventative work

Each of these challenges features in the strategic plan and will be considered in the context of potential areas for service improvement by the SFRS.



Section 7: Delivering our strategic aims

Delivering our strategic aims will require us to have robust national and local plans in place, which ensure partners and everyone in the service understands how we will work together on the delivery of agreed goals and managing our performance effectively.

The strategic plan will inform the development of the SFRS annual operating plan, as well as of individual business unit plans and local plans. These will specify delivery targets in more detail, stating how we will achieve them, the timescales for delivery and how we will monitor and review our performance.

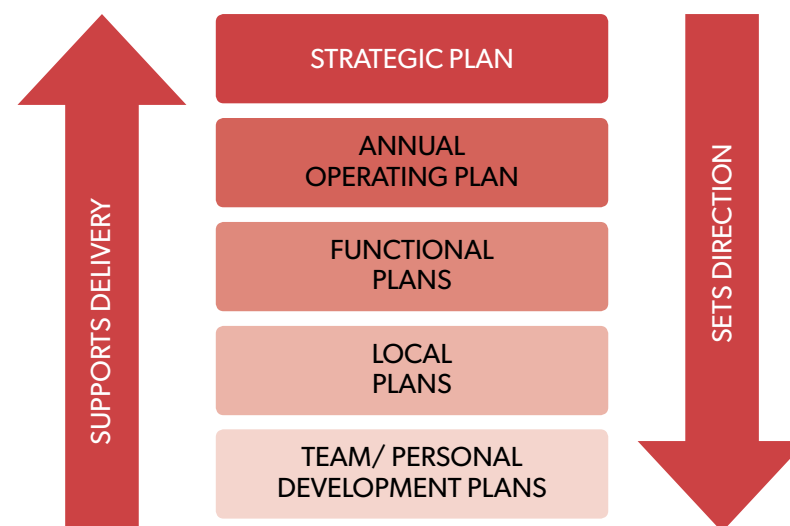
Our Planning & Performance Management Framework will set out:

- how the strategic plan will inform the development of local plans
- how we will monitor and manage plans from year to year
- how we will ensure there is a link with team and personal development plans

- how we will continue to improve organisational performance and effectiveness through using our approaches to performance management
- how we will further develop management information systems to support effective performance management, planning and service development

A Performance Map will be developed linking our

strategic aims and delivery targets with expected outcomes setting out the key performance indicators to monitor performance.



Contact us

This Strategic Plan supports the work of the Scottish Fire and Rescue Service in providing the best possible service for our communities and for the people of Scotland. We know that the way in which we deliver our services can have a great impact on the local community, and we value every opinion in striving to achieve the highest of standards.

If you have something to tell us, no matter how important or trivial it may seem, please do not hesitate to get in touch using any of the lines of communication below:

- Use the electronic feedback form on our website.
- Contact your local community fire station. You will find details listed on our website or in your local telephone directory.
- Contact our HQ by telephone or letter at the address below:

Scottish Fire and Rescue Service HQ
5 Whitefriars Crescent,
Perth,
PH2 0PA
Tel: 01738 475260
Email: strategicplan@firescotland.gov.uk

- Our website can be found at
www.firescotland.gov.uk

Contact details:

If you would like a copy of this document in a different format or a version in another language please contact:

Scottish Fire and Rescue Service HQ
5 Whitefriars Crescent,
Perth,
PH2 0PA
Tel: 01738 475260
Email: strategicplan@firescotland.gov.uk

SCOTTISH FIRE AND RESCUE SERVICE





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SUMMARY OF OUR STRATEGIC PLAN



The Scottish Fire and Rescue Service is Scotland's new, single fire and rescue service.

This publication summarises our strategic plan 2013-2016. It explains who we are, what we are setting out to do and what this means to people and communities across Scotland.

If you would like to read the strategic plan in full, please contact us at SFRS HQ, 5 Whitefriars Crescent, Perth, PH2 0PA, telephone - 01738 475260 email - strategicplan@firescotland.gov.uk

The summary also invites people, groups and organisations to give us their views of this plan. It has the following parts:

1. About us
2. About our service in Scotland
3. Our vision and values
4. How we plan to improve our services
5. Our targets and how we plan to meet them
6. Our initial focus, finances and who scrutinises us
7. Why this strategic plan matters
8. Tell us what you think

1. About us

This part of the strategy explains who we are, what changes people can expect, and what will not change. It explains how we contribute to the Scottish Government's aims for public services. This part also summarises Section 1 of our strategic plan 2013-2016.

We, the Scottish Fire and Rescue Service (SFRS), have replaced Scotland's eight previous fire and rescue services, and joint fire and rescue boards. These ceased to exist on 31 March 2013.

What remains the same

Our primary duties are the same as those of our predecessors. We continue to focus on protecting communities through fire prevention, and we remain equipped and ready to respond to emergencies.

Our role remains that of improving the safety and wellbeing of people throughout Scotland.

Because our day-to-day activities remain business as usual, some people may not have immediately realised that the former eight Scottish fire and rescue services had merged into one new service.

What is changing

As a single Scottish fire and rescue service, we can also provide services more flexibly and free from geographical boundaries.

A strong, local focus

A major part of our role is to ensure that communities across Scotland benefit from the creation of a single fire and rescue service. These benefits are as follows.

- To safeguard and improve local services, while spending less money, by reducing duplication and maintaining services where and when they are needed.
- To provide access to specialist services, national expertise and equipment wherever and whenever they are needed.
- To strengthen the connection between the fire service and the communities we serve by creating a new, formal relationship with Scotland's 32 local authorities.

This creates opportunities for many more councillors to have a say in fire and rescue services in their areas.

It also enables us to work effectively with Scotland's community planning partnerships, which bring together councils and other public bodies such as the police and NHS boards.

We are establishing a new role of Local Senior Officer (LSOs). Across Scotland we have 17 LSOs.

They will have a crucial role in working with local people, communities and organisations to identify local priorities and needs.

Our LSOs will develop a total of 32 local plans designed to help us respond to and meet these local priorities and needs.

We play an important role within the public, private and voluntary sector organisations that work to make Scotland's communities safer and stronger.

How we contribute to the Scottish Government's aims for public services

The Scottish Government publication 'The Fire and Rescue Framework for Scotland 2013' sets out Scottish ministers' expectations for us. It sets out how we should bring together the best from the former eight fire and rescue services, to create a modern, effective and efficient fire service.

It also stresses that this is a continual process.

The Framework sets out 58 priorities for us. These include areas such as:

- working in partnership with local communities and organisations
- prevention: for example, identifying people at particular risk of fire and targeting activities to tackle the risk
- protection: for example protecting communities by enforcing fire safety laws and standards
- response: for example, working with other agencies to assess the risk of major incidents and how to prepare, plan for, respond to and recover from these.

Our activities also contribute to the following Scottish Government priorities and strategies:

- **Scotland's 16 national outcomes:** These describe what the Scottish Government wants to achieve for Scotland. Examples include "We live our lives free from crime, disorder and danger" and "We live longer, healthier lives".
- **Corporate expectations:** These set out how Scottish Ministers expect public bodies to continue improving the services they deliver.
- **Strategy for Justice:** This stresses how public services should work in partnership to continue improving the services they deliver.

2. About our service in Scotland

This part explains how we have assessed areas of greatest risk in Scotland. We can use this information along with information about specific local communities to plan the services we provide. This summarises Section 2 of the strategic plan.

We have carried out a detailed assessment of risk across all of Scotland. This provides the information we need to develop our 32 local fire and rescue plans: one for each local authority area in Scotland.

Understanding the areas of greatest risk also enables us to improve the services we deliver. Our assessment covers the particular risks associated with the following.

- **Towns and cities:** for example identifying groups of people and households particularly at risk of accidental fire, and measures that we can promote to prevent fires, such as encouraging householders to fit and maintain smoke alarms.

Our analysis shows that, of 2.2 million households in Scotland, 745,922 are at risk from fire.

- Scotland's airports, power stations, petro-chemical complexes, industry, ports, road and rail networks and the home base of the UK's fleet of nuclear submarines.
- Remote and rural communities and Scotland's 96 inhabited islands.
- Wilderness areas and Scotland's long coastline.
- The impact of tourism: with large numbers of visitors at certain times of the year, and large events in particular areas at various times.



Our vision

We will be a world-leading fire and rescue service that others look to because our approach of **working together for a safer Scotland** is delivering real improvements in our communities. As a valued partner we will work with the communities of Scotland to make them Safer and Stronger; helping them to help themselves; continuously improving our services to meet local needs and responding when required.

3. Our vision and values

This part explains what our vision means, and the values that define how we will work to achieve the vision. This part summarises Section 3 of our strategic plan.

Our vision expresses what we want to achieve for the communities we serve and what we want to be as an organisation

We are developing the values that express how we wish to develop as a service. They are:

- | | |
|--------------|-------------|
| • Safety | • Fairness |
| • Dignity | • Integrity |
| • Excellence | • Equality |
| • Diversity | • Respect |

They set out how we will behave as an organisation, both to the communities we serve and to our employees.

Together, our values define how we will work to achieve our vision.



4. How we plan to improve our services

This part sets out four strategic aims that we have set out to achieve between now and 2016. It explains why we have developed these aims, and what each means. This part summarises Section 4 of our strategic plan.

We have developed four strategic aims, to help us:

- make our vision a reality
- deliver the benefits of setting up a single fire and rescue service, including the strong, local focus we explained in the first part of this summary
- meet the expectations set out for us in the Scottish Government publication 'The Fire and Rescue Framework for Scotland 2013', which we explained in the first part of this summary.

Our four strategic aims are as follows:

1. Improved safety of our communities and staff

Safety of our communities is the most important of our strategic aims. The remaining three aims help make sure we achieve this efficiently, effectively and fairly.

We will focus on local needs. We will work closely with local people and organisations, and work with communities to help them help themselves.

We will continue work to encourage people to change their behaviour, for example through public safety campaigns.

We will ensure our staff are trained to the highest standards and encourage a culture of continued professional learning and career development in which our people feel motivated. We will recognise and reward good performance and deal fairly and consistently with poor performance.

2. More equitable access to fire and rescue services

By equitable access we mean that, as a single fire and rescue service, we can provide communities with access to skills and services that may not previously have been readily available to them.

For example, we can quickly and efficiently move people, specialists and equipment from one part of Scotland if they are needed in another part of the country.

In all 32 local authority areas our Local Senior Officers will take a lead role in working with local people, communities and organisations.

They will share and gather knowledge to give us a clear understanding of the needs of the communities they serve. They will develop local plans to meet these needs.

We will also work with other emergency services and voluntary groups involved in specialist rescue. This will enable us to identify skills and equipment available nationally, and manage how we provide specialist rescue services.

We will combine local plans with our own wider assessment of risks across Scotland. These will enable us to plan how best to:

- **deploy local services using the people and equipment available to us**
- **provide an effective, fair and impartial standard of response across Scotland.**



3. Improved outcomes through partnership

Improved outcomes describe the impact that our work has on communities. By sharing information with partners such as local authorities about, for example vulnerable people living in communities, we can target our services and help make people safer in their homes. This would be an example of an improved outcome.

The role of our Local Senior Officers is critical to working in partnership with local people, groups and organisations. In this part of their work, our LSOs will have input and advice from members of our Board.

This arrangement is unique in the public sector and is designed to ensure our role makes a real difference to improving outcomes.

Working together, local partners can work towards common goals and reduce duplication. They can identify potential problems and take action before the problems arise.

We will involve communities through local surveys and public meetings. We will respond positively to ideas from local communities and businesses about how we can better meet their needs.

Partnership working also extends to our staff. We will inform, consult and involve our people in issues that affect them.

We will also work closely with other emergency services, including putting arrangements in place to help them when needed, and ask for their help if we need it.



4. Develop a culture of continuous improvement

We face greater financial pressures than our predecessors. This is likely to lead to significant changes in our services in the longer term.

So we must have arrangements in place to manage our people and finances most efficiently, while providing high quality, effective services to the communities we serve.

We aim to do this by:

- **managing the resources available to us – people, money and equipment – to best effect**
- **reducing complexity and duplication in systems and processes, for example having single financial and HR systems**
- **looking at what works best and implementing it**
- **creating a workplace that values equality and diversity**
- **ensuring our people have the skills they need and are motivated.**

For our staff we will develop:

- **a workforce strategy that caters for the range of staff roles and working patterns involved in delivering our services**
- **a health and safety policy and processes to ensure a consistent approach to health, safety and wellbeing of all staff**
- **a learning and development strategy that provides for high quality learning and development for all staff.**

We will also be a learning organisation, ensuring arrangements are in place to learn from our own practices and from other fire and rescue services to improve the services we provide.

5. Our targets and how we plan to meet them

This part lists six targets we have set ourselves between now and 2016. It summarises each target and how we plan to meet it. This part summarises Section 5 of our strategic plan.

We have set six targets to meet over the next three years. They reflect the range of our activities. Each of the four strategic aims we explained in part 4 of the summary also contributes to meeting these targets.

Our targets are as follows.

Reduce fire casualties by 5% each year

Since 2004, Scotland's former fire and rescue services made significant progress in cutting the number of fires and casualties.

Much of this work has involved working closely with other public bodies, such as the police, housing services and schools.

However Scotland has a higher rate of dwelling house fires than other areas of the UK. More people are injured in fires in the home.

We will continue to build up our understanding of why this is the case, and work with communities to reduce the risk of fire casualties, and to reduce casualties and deaths.

Reduce special services casualties

Special services means the incidents we attend that are not linked to fire. Examples include road traffic collisions, rescuing people who have become trapped, and dealing with flooding.

We aim to maintain the current downward trend in special services incidents and casualties. We will do this by:

- **working closely with communities and partner organisations**
- **making sure our staff have the specialist skills they need to deal with these incidents effectively.**

Reduce accidental dwelling fires

The number of accidental dwelling fires has decreased steadily over the last ten years. We will work closely with communities to educate people about what they can do to reduce the risk of these fires.

We will also set ambitious targets to perform home fire safety visits across Scotland.

Reduce the number of non-domestic fires

Non-domestic premises include businesses and schools. We will work with businesses to reduce fires in workplaces and public buildings.

We will focus on providing a fire advisory service for business, and on promoting fire safety in businesses.

Reduce firefighter injuries

We ensure our firefighters receive high quality training and development throughout their career, and have the protective and specialist equipment they need.

We will continue to provide high quality training and development programmes, focus on firefighter safety and work towards further reducing firefighter injuries.

Improve attendance

This target is about the number of days lost to sickness absence by staff. This number has been falling significantly over the last three years.

We aim to reduce it further, for example by developing an Occupational Health, Wellbeing and Fitness service for staff.



6. Our initial focus, finances and who scrutinises us

This part explains:

- what we wish to focus on in our first three years
- our financial targets
- how we are run
- who scrutinises us

This part summarises Section 6 of our strategic plan.

We aim to be a world-leading fire and rescue service, with the best staff, equipment, systems and technology serving our communities.

We will continue to build on our strengths and develop our learning as an organisation. We will build and use this to develop our services, so that these improve community safety.

The current financial climate requires us to make significant savings while maintaining the effectiveness of the services we provide.

We will consult with and listen to communities to identify local priorities. This work will be led by our Local Senior Officers, backed by members of our Board, enabling them to develop local plans.

We can combine these with the information we have gathered about risk in Scotland, which we explain in part 2 of this summary. All of this information will help us identify the skills and other resources, such as equipment, that we need to serve each community.

We can also identify areas within communities where we can improve the level of service they have had previously. An example would be our new Scotland-wide fire and investigations team which analyses the causes of fires and identifies trends that we can use to improve our services.

To do all of this, we have set out what we want to focus on in our first three years.

- **In year 1** we will continue the merger and harmonisation of the former eight services, developing a strong foundation for efficiencies and improved practice.
- **In year 2** we will introduce innovations and remove complexity in our processes. This will enable us to continue to change and improve the service we provide.
- **In year 3** we will focus on how we can continue to deliver improved services and make best use of our money, people, skills and equipment.

To deliver the improvements needed to achieve the benefits of a single fire and rescue service we will:

- implement a programme to transform our services
- invest in and involve our people
- develop a strategy for how to use information and communication (ICT) systems to help us achieve our goals.

We will also strengthen our relationships with the individuals, communities and organisations with whom we will work in partnership.

We will develop strategies for how we communicate most effectively with our partners. This is about how we:

- raise awareness of our activities and keep people informed
- encourage people, including our staff, to give us their views
- use the feedback that people give us
- get across vital messages on fire prevention.

What are our financial targets?

We have two types of budget. The first, our resource budget (known in some organisations as revenue budgets) covers our day-to-day operations.

Our 2013/14 resource budget is £277m. The equivalent for our predecessors was £291m. In addition, we have to pay an extra £6.5m in value added tax (VAT) and just under £2m as a pay award. So we need to cut our costs by £22m from the previous year.

In 2014/15 we expect our resource budget to fall by £12m, and by a further £7m in 2015/16.

Our second budget is our capital budget. We use this to buy equipment such as fire appliances.

Our 2013/14 capital budget is £15.3m. The equivalent for our predecessors was £22m. However we have an additional £2.64m in capital that was already committed by our predecessors for projects that had started before we were set up but had not been completed.

We expect our capital budget to increase to £22.2m in 2014/15, and to £24m in 2015/16.

How we are run

With the Scottish Government, we have developed a Governance and Accountability Framework that sets out:

- how we must operate as an organisation
- the main roles and responsibilities, including those of our Board, Chief Officers and Local Senior Officers.
- how we are held accountable.

The Scottish Fire and Rescue Service Board

Our Board directs our strategy. It ensures that the service is operating effectively and is implementing the Scottish Government's priorities. Board members are accountable for the Board's actions and decisions. They also scrutinise plans and proposals and hold the Chief Officer and Senior Leadership Team to account.

We are developing arrangements for:

- **regular board meetings**
- **how and where to hold board papers, minutes and other documents such as financial regulations and a register of interests**
- **policies, procedures and practices.**

We will set up a Programme Board to manage how we deliver on the targets and in the areas we describe in part 4 of this summary. The Programme Board will include members drawn from our partners and will report to a committee of our own Board.

Our Board, in turn, will report to the Scottish Government.

We will publish an annual operating plan with detailed actions and regular reports on how we are performing.

Who scrutinises us?

Audit Scotland and HM Fire Service Inspectorate in Scotland will scrutinise how we perform. They have agreed to co-ordinate their auditing and inspections. They will look at areas such as:

- **how the transition to a single service is affecting the services we provide**
- **how well we are meeting the aims we have set out to meet**
- **how well we are delivering the benefits of moving from eight fire and rescue services to one.**

Audit Scotland previously reviewed aspects of how our predecessors were performing. We are taking forward the findings and recommendations from that review.

7. Why this strategic plan matters

This part summarises how this strategic plan influences the business, operational and local plans that we need to provide services to communities. This part summarises Section 7 of our strategic plan.

We are striving to put in place clear, effective national and local plans. These are to make sure that everyone we work with, and who works for us, understands how we can work together to:

- deliver agreed goals
- manage effectively how we perform.

Our strategic plan will help us develop an annual operating plan, business plans and local plans. These, in turn, describe in more detail:

- how we will achieve our targets
- the timescale for achieving them
- how we will monitor how well we are doing.

Development plans for both teams and individual members of staff will also reflect our targets, ensuring a direct link to our strategic, operating, business and local plans.



8. Tell us what you think

We want individuals, groups, businesses and organisations to give us their views on our strategic plan.

Our Local Senior Officers would also be pleased to talk to local groups about what the Scottish Fire and Rescue Service is doing in their area.

To tell us what you think of our strategic plan, please contact us at:
Scottish Fire and Rescue Service HQ,
5 Whitefriars Crescent,
Perth,
PH2 0PA
Tel: 01738 475260
Email: strategicplan@firescotland.gov.uk

If you would like to arrange a talk by a Local Senior Officer, please contact Lynne.dickson@firescotland.gov.uk

This document is a summary of our strategic plan.
The full plan can be viewed at our website www.firescotland.gov.uk





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Scottish Borders Police, Fire and Rescue and Safer Communities Board

Proposed Response to Consultation Questions on the Scottish Fire and Rescue Service's Strategic Plan

Vision

1. Does our vision clearly set out what the Scottish Fire and Rescue Service is trying to achieve?

The vision is strong emphasising the importance of working in partnership and working with communities. A stronger ambition might be for the Scottish Fire and Rescue Service to be in the leading group of world fire and rescue services (which would need to be defined). The Service could benchmark itself with this leading group.

2. Would you have expected to see anything different?

No apart from the point made in Question 1, the vision is comprehensive.

Values

3. Do the values meet your expectations of a modern public service?

The values of Safety, Dignity, Excellence, Diversity, Fairness, Equality, Integrity and Respect as set out in the strategic plan are strong and in our view meet the expectations of a modern public service.

4. Would you have expected to see anything else that is not reflected in this values set?

No, the values are comprehensive and strong.

Our aims for the development of the service

5. Would you have expected to see different/additional strategic aims?

The four strategic aims i.e.:

- Improved safety of our communities and staff
- More equitable access to fire and rescue services
- Improved outcomes through partnership
- Develop a culture of continuous improvement.

These strategic aims together with the description of each set out in the Strategic Plan provide in our view a rational, comprehensive and reasonable approach to the requirements of the Scottish Fire and Rescue Service.

6. Is it clear how our activities can achieve our four strategic aims and targets?

Yes, the descriptions for each of the strategic aims as set in the Strategic Plan are clear.

7. Would you expect the service to be engaging in different activities to achieve those aims?

It is critical that in taking forward these strategic aims that the opportunities for partnership working are fully taken into account, particularly at the local level. For example the programme of consultation with communities on local plans needs to be coordinated with other Community Planning partners particularly Police Scotland who will be consulting on their local plans at the same time. Also opportunities should be taken at an early stage to share service transformation challenges with Community Planning partners particularly in relation to changes to properties, customer/office opening hours, IT, communications etc. These will allow possible joint and innovative solutions to be appraised.

Strategic Aim 1: Improved safety of our communities and staff

8. Do our aims in this section meet your expectations of the service – if not why not?

Yes, the section is comprehensive covering the need to work with local partners and communities and emphasising the importance of working together to enhance the resilience of local communities, and community safety. It also emphasises the importance of having a highly skilled, innovative and motivated workforce.

Strategic Aim 2: More equitable access to fire and rescue services

9. Do our aims in this section meet your expectations of the service – if not why not?

Yes, this section is strong emphasising the importance of partnership working. It is vital that the local strategic assessments carried out by the Scottish Fire and Rescue Service link closely to local Community Planning strategic assessments. Also it is important that local strategic assessments carried out by the Service takes account of future trends in relation to climate change and changes in the local economy, society and the environment.

Strategic Aim 3: Improved outcomes through partnership

10. Do our aims in this section meet your expectations of the service – if not why not?

Yes, this section is robust and highlights the importance of the Scottish Fire and Rescue service working with local Community Planning partnerships in the context of local Single Outcome Agreements.

Strategic Aim 4: Culture of continuous improvement

11. Do our aims in this section meet your expectations of the service – if not why not?

Yes, this section is strong. It is important that the Scottish Fire and Rescue Service shares service transformation issues affecting local areas with local Community Planning partners at an early stage to ensure options for local and innovative solutions are fully appraised.

Additional Comments

Section 2 which sets out the risk profile arising from the strategic assessment is comprehensive but as part of its forward look the Scottish Fire and Rescue Service could have highlighted the challenges arising from changes in climate with its increasing risks of river, surface and coastal flooding; grass and forest fires; and heavy snow and other bad weather leading to the problems of fire crews accessing more rural and remote areas.