



PERTH AND KINROSS COUNCIL

Community Safety Committee – 20 August 2014

**SUBJECT: SCOTTISH FIRE AND RESCUE SERVICE ANNUAL PERFORMANCE
REVIEW 2013-2014**

**Report by Area Manager David Stapley, Local Senior Officer, Scottish Fire and
Rescue Service**

Abstract

The Report contains performance information relating to the first year of the Scottish Fire and Rescue Service (2013 – 2014) in support of Member scrutiny of local and national service delivery.

1 PURPOSE OF THE REPORT

To inform the Committee of the first Scottish Fire and Rescue Service (SFRS) Annual Performance Review. This marks the end of the first inaugural year serving the Communities of Scotland as a national service.

The report highlights the progress and achievements that the Service has undertaken in the period from 1 April 2013 to 31 March 2014.

2 RECOMMENDATIONS

It is recommended that members:

Note this report and the attached SFRS Annual Performance Review document attached at Appendix 1.

3 FINANCIAL IMPLICATIONS

There are no financial implications arising from the Annual Performance Review.

4 PERFORMANCE

- 4.1 The SFRS consulted on and published a Strategic Plan 2013-16. This was supported by an annual Operating Plan 2013/14 which focussed on merging the eight antecedent services into one national organisation.
- 4.2 The achievements delivered through the Operating Plan are recorded within this Annual Review document. An Operating Plan for 2014/15 is now in place to begin consolidation of our progress as a single service. This work will be the focus of our second year of business.

5 PERFORMANCE OVERVIEW

5.1 The SFRS has six high-level targets that were set by Scottish Ministers in the Fire and Rescue Framework for Scotland 2013.

- Reducing fire fatalities and casualties by 5% a year
- Reducing special services casualties
- Reducing accidental dwelling fires by 10% each year
- Reducing the number of non-domestic fires
- Reducing firefighter injuries
- Improving attendance

The SFRS have assessed each of the targets using a simple Red, Amber and Green indication of performance.

5.2 There has been a significant reduction in fire fatalities, particularly those associated with accidental dwelling fires, falling to the lowest level recorded in the last five years.

5.3 The total number of special service casualties for the year is 3.2% higher than the target rate, however, it is encouraging that the number of RTCs attended by the SFRS has fallen to a five year low.

5.4 The number of accidental dwelling fires this year is the lowest annual total on record. The reduction of 9% in the rate compared to the three year average is very close to the target of 10%.

5.5 The number of non-domestic building fires has reduced each year over the past 5 years. As the total for 2013-14 is lower than that for 2012-13 we have therefore met the target set.

5.6 The number of RIDDOR – reportable injuries recorded for 2013-14 is lower than for the previous year.

5.7 A target to improve attendance was set to achieve the average of the best four antecedent services. Although this has not been entirely achieved, the actual values for rider shifts lost and other staff absences are within 10% of the target.

5.8 The SFRS report on a number of Key Performance Indicators over a five year period. It is pleasing to note that twenty seven out of the thirty eight indicators are moving in a downward direction.

6 CORPORATE EXPECTATIONS

6.1 The Annual Performance Review reports on the progress of the 11 corporate expectations and 58 strategic priorities that were set to the SFRS through the Fire and Rescue Framework for Scotland 2013.

6.2 An organisational response to the 11 corporate expectations are summarised within Annex 2 of the report.

- 6.3 The one most relevant to this Committee is CE1 – *‘Engage with community planning partners to develop, deliver and monitor progress towards local outcomes in Single Outcome Agreements (SOAs). Local leaders have opportunities to engage with Principal Officers and Board’*.

The role of the Local Senior Officer (LSO) was created with the establishment of the SFRS. These 17 Officers were tasked with forging strong bonds with local authorities, Community Planning Partnerships, partner agencies and communities which will allow us to deliver local outcomes in the most efficient yet imaginative way. LSO guidance has been issued to help officers participate in community planning at local level. The majority of LSO areas now have Local Authority Liaison Officers in place, whose role is to be the point of contact at an operational level for local partners.

- 6.4 Resources are allocated to local areas using risk profiling information and to support the identified local priorities identified through Local Plans. With resources allocated, Local Senior Officers then have flexibility in how these are used to support local outcomes.

7. TRANSFORMATION PROGRAMME

- 7.1 A Transformation Programme has been developed in support of the Fire and Rescue Framework and the SFRS Strategic Plan 2013-16. The programme includes fully developed benefits realisation profiles which are aligned to our four strategic aims. They set out both cashable and non-cashable benefits. We also use a benefits summary table to measure and track progress, captured from evidence at the close of each project, which demonstrates the tangible benefits it has delivered.
- 7.2 A full list of Transformation Programme projects can be found in Annex 4 of the Annual Performance Review.

8 EQUALITY IMPACT ASSESSMENT

- 8.1 There were no equality impacts arising from this report. An equality impact assessment is available by request from Scottish Fire and Rescue Service for the Annual Performance Review.

9 ENVIRONMENTAL ISSUES

- 9.1 There are no environmental issues arising as a consequence of this report.

10 SUMMARY

- 10.1 The Annual Performance Review 2013-14 provides a snapshot of the activities across the country within the SFRS and explains how the service will continue to improve outcomes and community safety.
- 10.2 The publication covers the six high-level targets that were set by Scottish Ministers through the Fire and Rescue Framework for Scotland 2013.

Additionally there are 11 corporate expectations and 58 strategic priorities reported on.

- 10.3 The document sets out the evidence and data that supports the reporting of strong levels of performance across a range of areas, frequently in partnership with colleagues across the rest of the public, private and third sector.

11 BACKGROUND PAPERS

- 11.1 No background papers, as defined in Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

Area Manager David Stapley
Local Senior Officer
Fire and Rescue Headquarters
Blackness Road, Angus
DD1 5PA

**Working together
for a safer Scotland**

Annual Performance Review 2013-2014



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland



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To find out more, visit our website at www.firescotland.gov.uk

Introduction



“One of the things I am most proud of is that as a nationally managed service we can ensure we continue to protect our frontline emergency services”

PAT WATTERS

Chair

Scottish Fire and Rescue Service Board

It gives me great pleasure to introduce the first annual performance review 2013-14 for the Scottish Fire and Rescue Service (SFRS). It documents the breadth and complexity of issues in which we have been engaged since our inception on 1 April 2013.

There have been many significant achievements, delivered through a focus on continuous improvement, following the merger of the eight regional fire and rescue services to form a national organisation.

One of the things I am most proud of is that as a nationally managed service we can ensure we continue to protect our frontline emergency services. At the same time, we have maintained and indeed enhanced our local connection with the public and our partners to ensure we have the flexibility to respond effectively to local risks and needs.

Despite the significant challenges of a major organisational redesign we can also be very satisfied that there has been no interruption to our emergency response or prevention and protection activities. Local firefighters from local stations continue to deliver high quality fire and rescue services to local communities across Scotland.

The past year has seen us build on the excellent reputation and best practice of our predecessor services. Their combined efforts have seen house fire deaths fall to their lowest levels in Scotland for more than 20 years, with the number of people killed in fires down from 113 in 1990 to 24 in 2013/14, a drop of 79%, and house fires falling from 9,811 in 1990 to 5,331 in the last year, a reduction of 45% since those records began.

This trend is testament to the focus on prevention work being carried out by fire and rescue service personnel to reduce fatalities and casualties injured in fires and other emergencies. Prevention remains at the heart of everything we do.

We've made changes to ensure we continue to consolidate and improve on our past successes by extending the access to specialist resources and capabilities such as fire investigation, to deliver a more equitable and consistent level of service throughout the country and to reduce primary fires, casualties and fatalities.

Local Senior Officers were appointed at the inception of the new Service to strengthen the connection between the SFRS and communities. These dedicated officers work closely with local authorities and partners, to better understand local risks and identify how best to respond to them and shape the kind of services the public requires.

So it is against that backdrop that I am delighted to present this annual review, which provides a snapshot of our activities across the country and explains how we will continue to improve outcomes and community safety.

Our success is dependent on the significant efforts of SFRS staff who, despite the challenges of fire reform, have remained focussed on improving the quality and consistency of our services throughout the year, sharing best practice and identifying innovative ways to improve public safety within a reducing budget.

The context in which these achievements have been made continues to create challenges, and will continue to do so for the years ahead. However, as a national service we will be better able to face the financial pressures on this organisation and the wider public sector and achieve safer, stronger local communities.

We know that we cannot reduce fire fatalities and the occurrence of emergencies, which harm people and damage property, without working in partnership with others. We've worked hard to support those most vulnerable in society, who may be at increased risk of a fire in the home. Increasing numbers of people living alone and living longer, many with long-term health conditions including in some cases drug and alcohol dependency, mean the Service must be able to effectively identify those most at risk and support them to be safer.

Developing our links with health boards, police, social care, local authorities and the third sector are crucial if we are to tackle the issues, which mean, at present, you are almost twice as likely to die in a house fire in Scotland as any other part of the UK. Only by working in partnership can we change these worrying statistics.

Innovative initiatives like 'Join Scotland's Fight Against Fire' encourage an integrated approach to addressing these issues with a community 'call to action' a key part of the campaign. This approach, which promotes the public's role in keeping friends, family and neighbours safe from fire, has seen both individuals and partner agencies join together to support and amplify our fire safety advice, and highlight our services, demonstrating the value of working together for a safer Scotland.

The SFRS remains committed to its vision for high quality, best value, public services. That is why I am so pleased to be able to report on the important work carried out in 2013/14 with colleagues across the SFRS to establish a single set of core values of; safety, dignity, excellence, diversity, fairness, integrity, equality and respect.

We will respond to the needs of the people of Scotland, working in partnership with others on prevention, protection and response to improve the safety and wellbeing of the public.

We have demonstrated our willingness to adapt to new, improved ways of delivering our services, and work seamlessly with colleagues and partner organisations. We will continue to modernise the way we work and embrace technology with our aspiration to be a world leading fire and rescue service that others look to because our approach delivers real improvements in community safety. We will do this in a way that lives up to our core values. Together, we can create safer communities by delivering an excellent service, which is among the best in the world.

The chapters that follow set out the evidence and data that supports the reporting of strong levels of performance across a range of areas and I hope that you enjoy reading about what the people in SFRS have achieved, frequently in partnership with our colleagues across the rest of the public, private and third sector in our inaugural year.



Contributing
to **Scotland's**
future

The Scottish Fire and Rescue Service (SFRS) is committed to contributing to Scotland's future to create a safer, stronger country where high quality, efficient public services support people, particularly the vulnerable and disadvantaged in our society, to access services that meet their needs.

Our strategies, plans and policies are designed to demonstrate how SFRS will deliver on the Scottish Government's public service reform agenda.

The Scottish Government is focussed on creating a more productive, equitable and prosperous country, with opportunities for all the people of Scotland to flourish, through increasing sustainable economic growth.

The Scottish Government aims to ensure a relationship between public bodies and Government that achieves both policy alignment (to achieve outcomes in line with Ministers' policy objectives) and corporate alignment (delivering against corporate expectations) to make best use of public resources.

To achieve policy alignment, we contribute to Scotland's 16 National Outcomes. These describe what the Scottish Government wants to achieve for Scotland. We contribute to all 16, but have a particular contribution to make to:

- We live longer and healthier lives (Outcome 6)
- We live our lives free from crime, disorder and danger (Outcome 9)
- We have strong, resilient and supportive communities where people take responsibility for their own actions and the ways in which they affect others (Outcome 11)
- Our public services are high quality, continually improving, efficient and responsive to local needs (Outcome 16)

To achieve corporate alignment, the Service reports on a set of Corporate Expectations. We must report to Scottish Ministers annually on what action we have taken to

support their joint working priorities, including engaging with partners, contributing to youth employment and publishing relevant information. These are identified by red footnotes throughout this review (for example, (CE1)), and summarised in **Annex 2**.

In addition, the Strategy for Justice requires us to contribute to the following:

- Priority 6 'reducing the harm from fires and other emergencies'
- Priority 8 'strengthening community engagement and resilience', Civil Contingencies Act 2004

The Police and Fire Reform (Scotland) Act 2012, a key element of the Scottish Government's public service reform agenda, provided the statutory basis for reform of Scotland's eight former fire and rescue services into a single Service for Scotland.

The aims of reform are to:

- protect and improve local services, despite financial cuts, by removing duplication and improving front line outcomes
- create more equal access to specialist resources and national capacity – like flood rescue – where and when they are needed; and
- strengthen the connection between fire services and communities by creating a new formal relationship with all 32 local authorities, creating opportunities for many more locally elected members to have a formal say in fire and rescue services in their areas, and better integration with community planning partnerships. (CE5)

The Fire and Rescue Framework for Scotland 2013 sets out the purpose and operating arrangements for the SFRS. It gives a detailed structure on which to build our plans to ensure that we meet the standards and objectives required by Scottish Ministers. The Framework provides a matrix of priorities and combines these with high level indicators and targets for the Service to aspire to. SFRS must be able to evidence the progress made towards these objectives and the outcomes we have achieved each year. (CE3) Footnotes in black throughout this Review indicate which priority is being met in the text. A list of priorities is provided in **Annex 3**.

The Scottish Fire and Rescue Service

This review is the first produced by SFRS and marks the end of our inaugural year serving the communities of Scotland as a national service. This year we have worked closely with Scottish Government to ensure we meet Scottish Ministers' expectations. These are set out in the 58 priorities and 6 high level performance targets of the Fire and Rescue Framework (Scotland) 2013 and have been used as the structure for this report.

The SFRS took on its full range of functions on 1 April 2013. The move to combine the eight existing fire and rescue services to form a single, national body brought significant opportunities to build on the successes of previous services but also challenges in terms of the scale and scope of bringing together eight services into one. High standards and best practice had to be maintained and developed whilst capitalising on the chance to increase flexibility, provide more equitable access to specialist resources across Scotland and firmly establish stronger links with local partners and communities to effectively tailor services to their needs. The Service aimed for continuous improvement whilst beginning a programme to implement consistent, standardised policies and procedures nationwide, all of which had to be delivered within a reducing budget.

In order to set a clear course, the SFRS consulted on and published a Strategic Plan 2013-16. This was supported by an annual Operating Plan 2013/14 which focussed on merging the eight antecedent services into one national organisation. The achievements delivered through this Operating Plan are recorded within this Annual Review document. An Operating Plan for 2014/15 is now in place to begin consolidation of our progress as a single service. This work will be the focus of our second year of business. Within the Strategic Plan we describe the principles that guide everything we do:

OUR PURPOSE

“ 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 ”

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. ”

OUR VALUES

- **Safety:** The safety of our communities and our staff is paramount
- **Dignity:** We respect the dignity and worth of every individual
- **Excellence:** We will strive for quality in everything we do and will act reliably and responsibly at all times
- **Diversity:** We recognise and value the diversity of our communities and workforce
- **Fairness:** We will treat people fairly
- **Integrity:** We will be open and honest in all our dealings
- **Equality:** We will remove unlawful discrimination
- **Respect:** We will listen to and respect our communities and each other

OUR STRATEGIC AIMS

- Improved safety of communities and staff
- More equitable access to fire and rescue services
- Improved outcomes through partnership
- Culture of continuous improvement

Performance Scorecard

We assess each of the targets that follow using a simple Red, Amber or Green indication of our performance. **Green** means we have achieved or exceeded the target; **Amber** means we did not achieve the target but we are within 10% of what was set; and **Red** means we have not achieved the target and are more than 10% above or below what was set.

The figures included in this report are provisional and should not be treated as official statistics. They are internal management information published in the interests of transparency and openness. The Scottish Government's annual Fire Statistics Scotland and Fire and Rescue Service Statistics Scotland publications are produced in line with the UK Statistics Authority Code of Practice and, as such, are the approved source of national and official statistics for this data. Versions of these publications containing data for 2013-14 will be published on the Scottish Government website in October (Fire and Rescue Service Statistics Scotland) and November (Fire Statistics Scotland) 2014. The provisional data featured in this annual review is subject to change following Scottish Government quality assurance. As such, caution should be exercised when drawing inferences from these provisional figures and care should be when comparing with previous years.

Target 1: Reducing fire fatalities and casualties by 5% a year

Target explained:

Fire casualty rates provide an indication of the amount of serious, life-threatening fires. This can indicate not only the success of SFRS in reducing the number of life risk fires through Community Fire Safety and similar activities, but also their success in response activity in saving lives.

AMBER

Performance Explained:

Overall we classify this indicator as amber. The total number of fire casualties for the year is 1,108 (208 casualties per million population). The target rate for achievement of a 5% reduction on the previous three-year average is 1,072 casualties, corresponding to 201.1 per million population. The reduction achieved this year against the previous three-year average rate is 1.8%.

However there has been a significant reduction in fire fatalities, particularly those associated with accidental dwelling fires, falling to the lowest level (24) recorded in the last five years.

The number of fire casualties in the last five years remains fairly static. Fortunately, a significant number of these casualties are minor injuries and the increase in recorded casualties, resulting from accidental dwelling fires, is accounted for by an increase from 312 in 2009-10 to 442 last year in the number of incidents in which first aid was provided on scene by SFRS personnel. This reflects advances in firefighter training to allow immediate assistance to be provided to casualties, and developments in how we record incidents which allow more accurate and consistent recording.

We know that if we can reduce the number of house fires this will have a positive effect in terms of reducing the number of fire casualties. SFRS puts a high priority on preventative activities designed to protect the public from fires and other emergencies including delivering free home fire safety visits to householders across Scotland. The service is working proactively with external partners to identify those most at risk from fire to deliver preventative measures to them to reduce their risk of harm. An example of this is the work done in partnership with Glasgow Housing Association as part of their Improvement Partnership. Another initiative prioritises requests for Home Fire Safety Visits on a points system to identify those at greatest risk of a fire in the home and the potential reduction of risk to the householder through the fitting of smoke detectors.

The Service will be introducing analysis of dwelling fire severity using the Cheshire model. This was one of two models developed to distinguish between accidental dwelling fires which cause severe damage or which result in fatalities from those which are extinguished on arrival, or where there were no casualties and the damage to the property was slight.

Performance Statistics

The table shows all fire fatalities and casualties (excluding precautionary check-ups) listed for all primary fires (significant fires in dwellings, vehicles and on non-domestic premises).

Table 1 - All Fire Casualties

Year	Fatalities	Casualties ¹	Total Casualties	Estimated Population ²	Casualty Rate ³	Target		RAG
						Casualty Rate	Total casualties	
2010-11	52	1,094	1,146	5,222,100	219.5			
2011-12	59	1,099	1,158	5,299,900	218.5			
2012-13	46	1,002	1,048	5,313,600	197.2			
2013-14	33	1,075	1,108	5,327,898	208.0	201.1	1,072	▲

Notes:

1. Excludes precautionary checkups 2. Source: General Registry Office of Scotland/Scottish Government 3. Per million population

Target 2: Reducing special services casualties

Target explained:

This measure covers a range of special services which are made up of:

- Road traffic collisions (RTC)
- Flooding
- Rescue from water
- Other rescues

While much of this risk is outwith SFRS control, how we respond is a key part of our activity, representing a significant proportion of incidents where life is at risk and we are called to attend and provide vital services. The SFRS is committed to working with partners and other stakeholders to drive continuous improvement in this area.

RED

Performance Explained:

Overall we classify this indicator as red. The total number of special service casualties for the year is 1,984 (372.4 casualties per million population). The target rate for achievement of a reduction on the previous three-year average is 1,921 casualties, corresponding to 360.6 per million population. The actual rate is 3.2% higher than the target rate.

It is encouraging that the number of RTCs attended by the SFRS has fallen to a five-year low of 2,136. The comparable figure for 2009-10 was 2979. However, the number of fatalities recorded over that period has stayed fairly static, with 110 fatalities recorded this year against 117 in 2009-10, and the number of casualties has reduced only slightly in the same period from 2,174 in 2009-10 to 1,791 this year.

Whilst it is recognised that reduction in special service incidents is not entirely within the control of SFRS, the Service is focussed on working with partner agencies to deliver education and prevention activities in this area.


Road safety and water safety are high priorities in the Prevention and Protection Strategy of SFRS. The Service is currently developing a framework to manage road safety, which will reflect national arrangements and link directly with the work of other key partner agencies. The Service also responded to Government consultation concerning drug limits for driving and contributed to the Scottish Safety Camera Programme Review.

The Service is currently developing a framework to administer the Service's approach to water safety. In the interim, the community safety educational resource 'Go Safe Scotland' has been produced for children and young people, which focusses on a range of issues including safe practices in or near water.

Performance Statistics

In this table we show the total number of special service casualties recorded. These arise mainly from RTCs.

Table 2 - Special Service Casualties

Year	Fatalities	Casualties	Total Casualties	Estimated Population ¹	Casualty Rate ²	Target		RAG
						Casualty Rate	Total casualties	
2010-11	122	1,852	1,974	5,222,100	378.0			
2011-12	98	1,757	1,855	5,299,900	350.0			
2012-13	90	1,792	1,882	5,313,600	354.2			
2013-14	110	1,874	1,984	5,327,898	372.4	360.6	1,921	

Target 3: Reducing accidental dwelling fires by 10% each year

Target explained:

Accidental fire rates provide an indication of the success of community fire safety activity and risk reduction activities. If a dwelling fire develops into a serious incident the consequences for those affected can be catastrophic. In setting relatively challenging targets for the reduction of accidental dwelling fires the Scottish Government tasks the Service with taking appropriate actions to address high risk behaviour which can be inherently difficult to influence in the short term.

AMBER

Performance Explained:

The number of accidental dwelling fires this year is the lowest annual total on record at 4,682 giving a rate per 1000 households of 1.86 accidental dwelling fires (ADFs). The reduction of 9% in the rate compared to the three year average is very close to the target set by the Scottish Government of 10%. The target was for no more than 4,630 ADFs (1.84 ADFs per 1000 households).

The Service continues to forecast and model the risks that contribute to accidental dwelling fires, taking into account economic and other factors affecting the community. This is supplemented with intelligence sharing with other partner organisations, all of which assists us to target our prevention efforts to best use.

Accordingly, the SFRS has put considerable resources into prevention activities, and in particular into the provision of Home Fire Safety Visits. These are most effective when targeted at groups most at risk. There is a correlation between Home Fire Safety Visits in specific Scottish Index of Multiple Deprivation (SIMD) groupings and the reduction of dwelling fires, and in particular for those in the lowest two SIMD quintiles between safety visits and reductions in accidental dwelling fires. As mentioned for Target 1, the Service has in the past year introduced a points system for Home Fire Safety Visits to reflect the risk involved and the potential reduction of risk to the householder through fitting smoke detectors.

We recognise that there may be barriers to persuading those most at risk householders to accept a Home Fire Safety Visit. The Service is proactive in addressing this issue, for example through our campaign for a community call to action. Through this we seek to encourage the public to persuade vulnerable people to contact us or for members of the public to contact us on their behalf to access a Home Fire Safety Visit. Part of this campaign was the recent TV advert "Join Scotland's Fight Against Fire".

We already work extensively with partner organisations such as the Police, NHS, Social Services, Community Planning Partnerships and others to share information on those most at risk in our communities. We will continue to do this and where possible extend partnership working to reduce the risk to individuals and the community as much as possible. This is a long-term approach and not one that can be classed as completed in any one year.

Directorates within the Service are working with Local Senior Officers at local authority level to develop local risk based targets to support National Outcomes.

Performance Statistics

Table 3 - Accidental Dwelling Fires

Year	Incidents	Estimated Households ¹²	ADF Rate ³	Target		RAG
				ADF Rate	ADF Totals	
2010-11	5,029	2,493,838	2.09			
2011-12	5,121	2,506,062	2.04			
2012-13	5,003	2,518,699	1.99			
2013-14	4,682	2,522,187	1.66	1.84	4,630	▲

Notes:

1. Source - Scottish Neighbourhood Statistics / Scottish Government

2. Household estimate for 2013-14 is projected from previous years

3. Accidental Dwelling Fires (ADFs) per 1,000 households

Target 4: Reducing the number of non-domestic fires

Target explained:

The rate of fires per building, coupled with the average fire size, give an indication of the success of protection (fire safety) activity in both reducing the number of fires and in restricting fire growth. Non-domestic fires are classed as fires which took place in buildings that are not domestic households.

GREEN

Performance Explained:

The number of non-domestic building fires has reduced each year over the past five years, from 2,979 in 2009-10 to 2,333 in 2013-14. As the total for 2013-14 is lower than that for 2012-13 we have met the target and therefore we classify this indicator as green.

The main contribution we can make is through our programme of legislative fire safety audits of commercial premises with enforcement activity where necessary. We give priority to premises such as care homes where people sleep overnight and the occupants may, by reason of age or infirmity, be more at risk in the event of a fire.

The Service also engages with the business community on the Business Engagement Forum (more detail in Section 1, 'Working with Partners') and Prevention and Protection Fire Engineering Teams (Section 2, 'Fire Safety Enforcement') provide technical assistance, with innovative and complex building designs, where a specialist response is needed.

Performance Statistics

Table 4 - Non-Domestic Building Fires

Year	Incidents	Estimated Buildings ^{1,2}	NDBF Rate ³	Target		RAG
				NDBF Rate	NDBF Totals	
2010-11	2,774	157,270	17.64			
2011-12	2,696	143,815	18.75			
2012-13	2,372	142,822	16.61			
2013-14	2,333	141,822	16.45	16.51	2,341	●

Notes:

1. Source - Scottish Government

2. The number of non-domestic buildings for 2013-14 is projected from previous years

3. Non-Domestic Building Fires (NDBFs) per 1,000 households

Target 5: Reducing firefighter injuries

Target explained:

Corporate management undertake monitoring of firefighter injuries which are assessed as reportable injuries as defined by the Health and Safety Executive (HSE). As with other data, an existing definition has been used. In this case injuries are recorded under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995(RIDDOR).

GREEN

Performance Explained:

The number of RIDDOR-reportable injuries recorded for 2013-14 is lower than for the previous year. Accordingly this target is classed as green.

A new single recording system has been introduced which allows monitoring of all safety events. This allows for trend analysis, to identify lessons learned and corrective actions to prevent reoccurrence, which can be acted on quickly. This approach ensures real time information is available throughout Scotland and is a major benefit of a single service.

Adoption of Health and Safety Executive techniques for safety event investigation will result in a methodology that contributes to a learning culture within SFRS to reduce the likelihood of firefighter injuries.

Performance Statistics

Table 5 - RIDDOR - Reportable Injuries

Year	Incidents	Staff Headcount ¹²	Injury Rate ³	Target		RAG
				Injury Rate	Injury Totals	
2010-11	50	7,709	6.49			
2011-12	37	7,669	4.82			
2012-13	55	7,644	7.20			
2013-14	27	7,612	3.55	7.10	54	●

Notes:

1. Source - Scottish Government

2. The headcount total for 2013-14 is projected from previous years

3. Injury rate per 1,000 staff

Target 6: Improving attendance

Target explained:

This indicator tracks staff attendance rates and provides an element of corporate management monitoring of our workforce's performance.

AMBER

Performance Explained:

We classify this indicator as amber. Our target was to achieve the average of the best four of the antecedent services.

Although this has not been entirely achieved the actual values for rider shifts lost and other staff absences are within 10% of the target, hence the amber classification.

Absence management is a normal part of line management for staff. This includes the provision of return to work interviews and monitoring of absences to ensure that adequate staff cover can be maintained at all times.

Performance Statistics

Absence Management PI

2013-14 Quarter 4

	Prev Year Average for Best Four	SFERS Average	North SDA			West SDA		East SDA			Antecedent Service
			Grampian	Tayside	Highlands & Islands	Strathclyde	Dumfries & Galloway	Lothian & Borders	Fife	Central Scotland	
A. Riders Shifts Lost	8.4	9.1	8.9	8.2	8.5	9.0	16.6	9.2	8.8	9.8	Ave days lost per rider shift
B. Other Staff	6.0	6.3	8.4	6.4	7.4	5.2	10.5	8.6	16.4	4.5	Ave days lost per FTE other staff

Note

(A) Average number of rider shifts lost due to sickness and light duties per rider position

(B) Average number of working days lost to sickness per employee for all other staff



Section 1: The **New** Landscape

The SFRS has managed unprecedented change in the past year. We have adopted a new way of working through the amalgamation of our previous policies and structures. We have established critical partnerships, integrated equality and diversity practice throughout our operations and addressed how we will care for our environment. Although year one was dominated by transformation, we also made progress with continuous improvement projects.

ENABLING TRANSFORMATION

The opportunity to create a new Service has enabled us to build on the best practice previously displayed across Scotland and to forge effective new ways of working. However, we recognised from the start that bringing together eight different cultures and structures had potential risks as well as opportunities. It is essential to ensure that new structures, strategies, plans and operating systems are introduced in the right way and at the right time.

The Transformation Programme, flowing from the priorities of the Fire and Rescue Framework and the SFRS Strategic Plan 2013-16, was created to manage how and when we introduce each change. The programme has fully developed benefits realisation profiles which are aligned to our four strategic aims. They set out both cashable and non-cashable benefits. We also use a benefits summary table to measure and track progress, captured from evidence at the close of each project, which demonstrates the tangible benefits it has delivered.

When the programme commenced in April 2013 it consisted of nine work streams and a total of 44 projects. Since then a number of projects have merged or concluded. At present there are 37 projects in play and the full programme is on course to deliver as planned. Managers report quarterly on project progress to the Service Transformation Programme Board which is accountable to the Service Transformation Committee. This year examples of key projects included Strategic Intent (our estates strategy which is detailed under Asset Management later in this Section) and implementation of the new staffing structure. Next year's highest profile projects include the second phase of Strategic Intent, the introduction of a merged HR/Payroll System and a Fire Cover Review. Details of these projects are given within this Annual Review. A full list of Transformation Programme projects can be found in **Annex 4**. (13)

PARTNERSHIP WORKING

Setting our direction and standards

The creation of SFRS gave us the unique opportunity to refresh existing partnerships and develop new ones across the public, private and third sector. The people of Scotland will benefit from a network of joined up services to enhance their safety, ability to access public services and quality of life in a cost-effective way.

Our Prevention and Protection Strategy 2013-16 clearly sets out a commitment to partnership working. The Strategy is supported by an Implementation Plan and a collection of frameworks. In the past year alone, frameworks for Fire Safety Enforcement, Community Safety Engagement, Fire Investigation and Fire Engineering have been produced. Guidance for Local Senior Officers (LSOs) on Community Safety, Community Planning and Community Engagement arrangements have also been in place since July 2013. The guidance will assist in standardising the approach to community safety engagement and related issues across the SFRS, including community planning, contribution to single outcome agreements, local scrutiny and engagement and community empowerment. (1) The guidance provides information about the Board of the SFRS, Community Safety Engagement, equality and diversity and general information about wider public sector reform issues. The range of information provides LSOs with a useful reference facility for personnel as they develop relationships with local authorities and Community Planning Partnerships. This allows LSOs to connect with their local communities and so contribute to achieving the aims of reform. (CE1)(CE5)

Core supporting policies and procedures for the Community Safety Engagement Framework have been developed and published for staff use. Current examples include a Home Fire Safety Visit policy and procedure, Post Domestic Incident Response procedure, a Case Study and Conference policy and a safeguarding policy and procedure for the Protection of Children and Adults at Risk of Harm, all of which are supported by guidance for staff. There is a schedule in place for the development and issue of further guidance during 2014/15.

Case Studies are undertaken to look at the circumstances around fire casualties in the home, while Case Conferences are convened to review the circumstances surrounding all fatal fires. However, the processes may also be used for incidents involving serious casualties or multiple injuries, where there is evidence of a chaotic lifestyle, or where lessons can be learned for ourselves and for our partner agencies. These arrangements aim to put in place a multi-agency programme to prevent reoccurrence of the incident, where possible. A new database went live on 1 April 2014 to administer and manage all Case Studies across the Service.

During the SFRS's first year, this policy was live in the west Service Delivery Area (SDA). 7 case conferences were completed, 12 are currently ongoing and a further 35 are planned, in connection with 13 fire deaths and 41 non-fatal casualties. Cases this year have included people living alone with mobility, mental health, alcohol and drug problems. These cases are tackled through partnership working with Social Work and Housing departments of the local authority, the NHS and Police Scotland, amongst others. Sharing information is a key element in resolving these situations. Case conferences result in strengthened relationships with key partner agencies, as well as improved outcomes for people in our communities.



Arrangements have been made to provide each Local Senior Officer Area with a Community Action Team consisting of Community Safety Advocates, Community Firefighters and Local Area Liaison Officers (LALOs). Team composition and specific skills will be determined by the priorities of each Local Fire Plan, socio-demographics, statistical information and predictive trends. Other crucial elements now in place are the Community Safety Partnership Unit, and the work of LSOs in building invaluable partnerships at a local level. There is more information on these later on within this document.

Building community resilience and cohesion

The Service employs people who live and work at the heart of our local communities through the Retained and Voluntary Duty systems. This connection with communities is invaluable in providing a fire and rescue service and spreading our fire safety messages through community engagement to build respect and trust. We also ensure we use every means available to get our safety information to the right people. A hard-hitting campaign aimed at householders and communities right across Scotland was launched in November 2013. 'Join Scotland's Fight Against Fire' aimed to reduce accidental house fires, preventable fire deaths and injuries. The ability to produce one campaign for Scotland capitalised on the benefits of reform and used a blend of TV, radio, print press and social media to get our messages across.

Selected themes, based on evidence, reminded people of the importance of having at least one working smoke alarm in each level of their house, and warned of the dangers of cooking and smoking when combined with excessive use of alcohol. There was an additional focus on keeping older people fire-safe. The campaign reflected the key issues currently facing Prevention and Protection.



A key element of the programme was a community 'call to action' which promoted the public's role in keeping family members, friends and neighbours safe from fire. It encouraged them to contact the Service for advice or make a referral on someone else's behalf. In this way the campaign sought to strike a balance between the resources committed to providing publicity – which allowed people to reduce their own risk – and more direct interventions such as Home Fire Safety Visits. The effect of the campaign is being evaluated from April 2014. This will be both qualitative and quantitative and will be shared with the Scottish Government and other partners, with a view to improving community safety and wellbeing and outcomes for local people. (3)

Working with partners

The Service contributes to the Scottish Government's Building Safer Communities Programme (BSCP), a national programme to reduce crime and increase community safety in Scotland. It seeks to promote resilient communities, so that families and individuals can live safely and free from crime. The programme has been designed to develop innovative practice through capacity building, learning from existing approaches and enhanced communication. The Director of Prevention and Protection is a member of the BSCP Board and leads on its priority to reduce unintentional injury. This includes such injuries as those resulting from falls in the home, road traffic collisions and dwelling fires. The strategy to reduce preventable injuries is being developed with a number of key partners, notably the Royal Society for the Prevention of Accidents (RoSPA), Road Safety Scotland and the Child Accident Prevention Trust. The Service is represented at all Scottish Government Learning Network events, which contribute towards the Programme. (1)

Some examples of our active partnership working include the option to explore sharing premises and other resources with Police Scotland. A number of shared premises were in place prior to April 2013. These include Greenock Fire Station, where the Police and Maritime Coastguard Agency have accommodation. There are also shared vehicle maintenance facilities with Police Scotland through accommodation within our workshop at Newbridge. In the West of Scotland non-core vehicles are maintained by both services – for example, Police Scotland heavy vehicles are maintained

at the SFRS workshop and SFRS light vehicles are maintained at the Police Scotland workshop. Work has been ongoing during 2013/14 to deliver a tri-partite facility (Police/Fire/Ambulance) at Tomintoul in Moray. We also continue to work closely with colleagues in Police Scotland, the Scottish Ambulance Service and Scottish Government to ensure effective management of the Airwave communications system and to inform effective preparation for successor capability. Workforce development has benefitted from membership of the Public Services Collaborative Learning Partnership, a sub group of the Justice Board which explores shared approaches in this field, and we are working closely with the Scottish Public Pensions Agency and Police Scotland on shared pensions administration. (1)

A Business Engagement Forum (BEF) was established by the Chief Fire Officers Association Scotland in 2011. BEF is a national group which comprises membership from the Scottish business community and statutory bodies alike. The Forum provides a conduit for better informed and structured engagement between the Fire and Rescue Service in Scotland and the business sector. BEF acts as a central repository for good practice and assists in promoting sustainable economic growth through enabling legislative compliance and promoting a supportive and consistent approach to the regulation of fire law across Scotland. BEF is forming a Deliberate Fire Reduction Group, which Neighbourhood Watch will be invited to join in the coming year. (2)

The Service is a member of the Scottish Business Resilience Centre. The Centre was created in 1996 under the Business Crime Reduction Strategy for Scotland, to establish a partnership approach initially between the Police, the business community and Scottish Government. The SFRS has seconded a member of staff to the Centre and work is underway to provide quality, bespoke advice to the business community to improve fire safety across Scotland's built environment.

We also contribute to 'Scotland's Home Safety Equipment Scheme', a Scottish Government and RoSPA joint initiative aimed at delivering resources to at-risk families (Section 2, Prevention and Protection). A framework to specifically meet the demands of our increasingly elderly population and, conversely, a plan for youth engagement are both key projects we will progress during 2014/15. (2)

Working with Trades Unions

Work with representative bodies has been productive. The threat of industrial action over pensions in late 2013 has not detracted from the establishment of constructive working relationships between the Fire Brigades Union, Scottish Government and our Service. Soon after the dispute, we formally entered into a 'Working Together' partnership with representative bodies. A Partnership Advisory Group and Employee Partnership Forum are in place to support this new way of working. These in turn have led to the formation of the Resource Working Group, which examines the standardisation of various elements of our Service to realise savings. This group will make a strong contribution to the 2014-16 budget strategy.(1)

The challenges facing the Service have been the subject of robust discussion within the Resource Working Group. An initial priority, for example, was to reduce levels of overtime which were occurring as a result of crewing shortfalls. The group agreed what SFRS operational arrangements should be and set these out within a resource based crewing model which will replace the current legacy arrangements. This will allow for the early identification of priority areas with a crewing shortfall and allow for these to be addressed using voluntary transfers, redistribution of posts and targeted recruitment.

EQUALITY AND DIVERSITY

Our values reflect the importance of equality and diversity to the SFRS. There has been a determination from our inception to tailor our Service so that our communities and staff feel valued, and to ensure that their diverse needs are met.

Significant changes to the legislative landscape governing Equality and Diversity were introduced a few weeks after the formation of the SFRS. The Equality Act 2010 amalgamated and revised all previous legislation in this field. However, strong preparatory work forged a clear path for the Service, enabling us to comply fully with the Act's requirements. The Equality and Human Rights Commission's report, 'Measuring up?', identifies the SFRS as being amongst the top performing public authorities in terms of meeting the specific duties underpinning the Act. (5) (6)

Within a month of the organisation's launch the Service had published evidence based Equality Outcomes. These were seen as key components in providing the conditions for effective mainstreaming of equality. These outcomes provide a strong direction of travel for our equalities work based on what our communities and staff told us they needed from us, and enabled us to build our equality aspirations into strategies and plans across all our functions. We also published our Mainstreaming Report, which retrospectively set out the steps the Service had taken to make equality an integral part of all we do. (5) (6)

Following this initial compliance phase in April 2013, the Equality and Diversity Team focussed on embedding equality across the new Service. Equality and Human Rights Impact Assessment is the principal means by which we ensure that our strategies, policies and plans – the basis for all we do – have equality considerations at their core. The assessments are a compulsory step in decision making and internal scrutiny arrangements. (4) (6) (7)

Mainstreaming is being further progressed by the Equality and Diversity Team through a 'business partner' model. This model has enabled them to work with colleagues to embed equality elements into role specific training, induction and electronic refresher training packages, all of which will be rolled out in 2014/15. Development sessions were held for Local Senior Officers to guide them in incorporating national Equality Outcomes into Local Plans, enabling them to design these to benefit communities across the diversity spectrum. (4)

The Prevention and Protection Directorate has fully embraced the mainstreamed approach to equality and the partnership arrangements with the Equality and Diversity Team using the business partner model. The Prevention and Protection Directorate has worked closely with the Equality and Diversity Team on key corporate policies with a view to identifying and addressing equality issues at early stages of policy development. An example of this in practice is the recognition within the community engagement suite of policies that different community groups will require tailored methods of intervention dependent on their specific risk profile and needs. The partnership arrangement is further enhanced by inclusion of Equality and Diversity representation on the national Prevention and Protection Regional Co-ordinators group which allows direct interaction between all Service Delivery Areas, corporate Prevention and Protection and the Equality and Diversity Team.

Within this monthly group the performance reporting of activities by Service Delivery Areas provides the Equality and Diversity Team with access to equality performance information relating to targeted community engagement initiatives, issues that have arisen relating to specific protected characteristics and notable practice that can be shared with other Service Delivery Areas and directorates. (4) (6)

The coming year brings the opportunity to define our approach to Equality and Diversity further. A clear direction will be set through the introduction of an Equality and Diversity Charter and Strategic Framework, which aligns to the Audit Commission's Best Value 2 Equalities Toolkit. Equality and Human Rights Impact Assessment will be further developed through training and monitoring processes, and the Equality and Diversity team will work with Local Senior Officers to embed equality within Local Plan performance reports as they are produced. (5)(7)

ENVIRONMENTAL RESPONSIBILITY

The effects of this year's wildfires in the north and flooding across Scotland were mitigated by the swift and dedicated response from our crews, but these events are a sharp reminder that climate change has the potential to directly affect the way we provide our service and to impact on the wellbeing of our communities.

All antecedent Services had environmental policies and procedures in place at the point of reform. These have remained in place while draft strategies and a raft of

supporting policies were developed. An Environmental and Energy Officer was appointed to begin work in May 2014. This officer will review, consult on and implement a new Environmental Strategy, bringing it to the Board in September 2014. They will also progress our Waste and Carbon Management Strategies and will refine, consult on and progress a range of policies and procedures which currently exist in draft, including our contribution to the Government's Carbon Reduction Commitment Energy Efficiency Scheme. The review of Waste Management Strategy has offered us the opportunity for a shared service solution in association with Police Scotland and the Scottish Ambulance Service. This will be progressed during 2014/15. (8)(9)(10)(CE5)

All Scottish procurement contracts awarded this year have Environmental Impact Assessments incorporated within the tender process. Environmental Impact Assessments continue to be maintained through on-going legacy systems. Refinement and development of these assessments forms part of the remit of the new Environmental and Energy Officer.(10)



CONTINUOUS IMPROVEMENT

Managing Performance

A Planning and Performance Framework, aligned to the SFRS Governance and Accountability Framework, was approved by the Board in March 2014. The Framework defines an operating context for the Service to support the achievement of the strategic priorities and targets within the Fire and Rescue Framework for Scotland 2013. (11) (CE3)

A sub group of the Board has been formed to determine how best to monitor and report on our performance on a wide range of measures, including how to give greater emphasis to the six high level targets set for us. Analysis has been carried out against the underlying trends of these targets. This allows us to consider the measures we can take which will have the most effective impact on community outcomes such as reducing dwelling fires, fire fatalities and casualties.

In the coming year, we will conduct a research and scoping exercise into the development of a Knowledge Management Framework. This will formalise a structure to link key policies, systems and ways of working to provide reliable knowledge pathways for the Service and establish us as a Learning Organisation. It will ensure that information is turned into meaningful, accessible and transferable knowledge that can enable effective performance management, accountability and decision making. (45)

The SFRS fully embraced and supported the inspection by Her Majesty's Fire Service Inspectorate in the summer of 2013 which resulted in 'An Overview of the SFRS', produced in November 2013. The outcome report acknowledged the early stage our Service is at in the complex reform process but credited the SFRS Board and Strategic Leadership Team with progress made and with the likelihood that we will end our first year of business within our allocated budget. One significant finding was that there had been no adverse effect on operational response. (14)

Her Majesty's Fire Service Inspectorate presently advises our Audit and Risk Assurance Committee of their findings following inspections. The Strategic Leadership Team has completed a gap analysis based on these findings.

Actions required have been captured and will be progressed through normal reporting lines. An early draft of this analysis has been shared with Her Majesty's Chief Inspector and a report will be provided to the Audit and Risk Assurance Committee in due course.

The Audit and Risk Assurance Committee consider the contents of each report as well as providing scrutiny and challenge to the executive members of the Service prior to reporting to the SFRS Board. This relationship between HMFSI and the SFRS Board and Chief Officer supports robust arrangements to scrutinise and report on the Service's performance.

Our appointed external auditor, Grant Thornton, attends the Audit and Risk Assurance Committee, along with our Head of Internal Audit, a service which is provided by Scottish Government on a shared basis. Internal audit has undertaken a number of projects during 2013/14, aimed at reviewing key financial systems which are generally recognised as a strategic risk during a transitional period – for example, Making Payments, Budget Setting, Monitoring and Reporting, Payroll Processing, as well as reviewing Governance Arrangements. In all cases the auditors have found we can demonstrate at least "reasonable" assurance, and in relation to budgeting the report concluded the highest rating of "substantial" assurance. External audit will be able to build on this assurance as they undertake their review of our financial management arrangements and financial statements over the next few months. (14)

Managing Information and Complaints

Effective management of complaints feeds directly into our Service's continuous improvement. This year we published a Complaints Policy and Publication Scheme to make sure people can contact us confidently when things go wrong, or access the information they need. These have been drawn up in liaison with the Scottish Public Service Ombudsman. We have worked closely with them over the past year to ensure information governance and compliance are in order, with the result that they have advised a formal Memorandum of Understanding - initially recommended within the Fire and Rescue Framework - will not be required as we move forward. (15)

A total of 158 compliments and 91 complaints were received this year. Of those, 39 complaints were resolved on receipt, while the remaining 52 were progressed to investigation. Of these, 20 were upheld, but there was no discernible common thread or trend to these. (15)

An approved suite of strategies and policies are in place to record the processes by which the Service plans and conducts its information management activities. These include Access to Information and Data Protection policies, a privacy statement and the implementation of a File Classification Scheme (to ensure compliance with the Public Records (Scotland) Act 2011). Key policies have been published on our website. In the past year, the Service received 1,225 Freedom of Information requests, 17 Environmental Requests and 22 Data Protection requests.

A new application for tracking Freedom of Information, Data Protection and Complaints has been developed. This will enable stronger system security and the collation of performance statistics. We have a Publication Scheme in place to ensure open and proactive publication of relevant information consistent with the Scottish Government's transparency agenda. Data protection training seminars for managers have been arranged for the three Service Delivery Areas and an e-learning tool for 'Protecting Information' will be launched soon to ensure all personnel have received adequate awareness training to comply with the law. (CE11)

Continuous Improvement Projects

Within the last year, SFRS has conducted a self-assessment pilot using the Public Sector Improvement Framework (PSIF) to check on performance in three selected Local Senior Officer areas in the West Service Delivery Area. The pilot broke new ground by involving our Community Planning Partnership partners (CPPs) in the process. We have received strong support from our staff and key partners during the project and its success has led to the SFRS winning a European Foundation for Quality Management 'Committed to Excellence' Award. (12)

Through facilitated self-assessment by qualified assessors, staff and partners were asked to identify how the Service is performing, identifying both strengths and weaknesses. The outcomes of the self-assessments were captured in Local Outcome Reports and forwarded to the Assistant Chief Officer/Local Senior Officers for the development of an action plan to address the areas identified for improvement. . The learning from this pilot will inform the future direction of self-assessment and the development of a Corporate Improvement Strategy within the SFRS, thus enhancing our commitment to continuous improvement. (12)

RESOURCING AND SUPPORTING STRUCTURES

Finance and Procurement

In seeking to deliver upon ministerial expectations and meet the provisions of the Fire and Rescue Framework, the Service has been required to operate within a reduced financial budget. This reflects budget reductions, on which the business case for reform was based, as well as material cost pressures. Most significant of these are the additional cost of VAT (due to the loss of local authority VAT status, which was in place for the eight antecedent services) and a pay increase for our staff of 1%, in line with other public services. To meet our resource budget for 2013/14 it was necessary to reduce expenditure by £13.5million in comparison to the previous year under the antecedent services. However, taking account of the additional costs, which totalled £8.5million, this meant we had to identify opportunities to save £22million from our previous budgets.

Our single financial system, through which all financial transactions are processed, went live on 1 April 2013. During the year we have established the necessary financial management arrangements including devolved budgets, delegated authority limits, and reporting and forecasting arrangements, many of which have now been reviewed by our internal auditors, receiving either reasonable or substantial assurance. We have had to overcome some challenges in relation to budget monitoring and management, for example lack of comparative data, different levels of budget management experience among budget holders, and the need to embed the new financial system. The Finance Team and budget holders have addressed these challenges together which, along with strong support from senior leadership for financial management, has enabled us to live within our budget. While we are still in the process of preparing our annual financial statements, current forecasts suggest that we have achieved approximately £4m of further savings from both employee and non-employee cost areas of the budget, through streamlining processes and reducing duplication. Details of the actual savings achieved will be reported to the Board and Ministers in due course, alongside the 2013/14 annual accounts. This gives the Service a sound base from which to address future funding challenges.

The capital budget allocation of £18m has been fully utilised to invest in our physical and ICT assets and was supplemented by a further £1.5m in January from Scottish Government. This allowed for earlier delivery of a number of new fire appliances, which are being allocated across Scotland, thereby providing more equal access to frontline resources. Work remains ongoing to fully assess the condition and suitability of our asset base to provide robust data which will inform future investment plans.

We have also had access to a transitional funding budget of £7m which has been used to fund projects which will facilitate the development of the new service. £2.5m was allocated to our voluntary severance/early retirement (VSER) scheme enabling around 60 people to voluntarily leave the Service on mutually agreeable terms, with an overall payback period of approximately 1.2 years. The balance of funds has been primarily used to fund ICT integration projects, for example the flexi officer rostering system and HR/Payroll system, alongside addressing backlog maintenance issues with some inherited assets, to achieve a single minimum acceptable standard. The process of developing a single integrated ICT infrastructure will take a number of years to achieve, however it will enable our staff to work more efficiently, focussing on core business.

Prompt payment of our suppliers is a key target for the Service and during this first year we have been able to pay 84% of the 80,000 invoices received within their 30-day payment terms; a significant achievement bearing in mind the challenges of getting invoices to the correct location and having them electronically authorised by a wide range of new system users. We are now well placed to address the Government target of 10-day payment during 2014/15.

A single Charging Policy has been developed and adopted by the Board which will enable the Service to apply a consistent approach, based on cost recovery, when providing non-core services to external bodies.

We have had strong early engagement with our external auditor, Grant Thornton, developing a positive working relationship, which we are confident will benefit both parties as we work towards our first full set of accounts.

Looking ahead to 2014/15 and beyond, the Service must continue the process of reform and integration within the context of a reducing budget. Many of the structural changes required will take time to deliver, for example Strategic Intent (covered later in Section 1) which over the next 3-5 years will enable us to develop a more fit for purpose property estate, while at the same time saving approximately £4.7m per annum in running costs. Introducing a single HR/Payroll system for Scotland, for which the business case was approved by the Board in September 2013, will enable significant process efficiencies and deliver savings of £0.4m per annum at the end of the two year project. A key aspect of our medium term financial strategy is to realign our people within new staffing structures to deliver our service, both in operational and support areas. In order to achieve these changes we will need to work closely with the Trades Unions, facilitated by our Partnership Agreement. (CE2)(CE5)

Financial policies are being applied, supported by the single Finance system, including an Anti-Fraud Policy which was approved and adopted this year. The Audit and Risk Assurance Committee takes an active interest in its application. A key focus for 2014/15 in this area will be to raise employee awareness of the risk of fraud and corruption and to provide training in its prevention and detection. All financial policies and procedures should be amalgamated by March 2015. (CE6)

Despite an acute shortage of resources within Procurement, those available have been targeted to support key operational requirements and projects supported by transitional funding. In March the Board approved a strategy for breathing apparatus replacement, which will enable the provision of a single standard and design of modern breathing apparatus across Scotland, a key piece of life-saving personal protective equipment for our firefighters. A Scottish Government shared

service for procurement is expected to be available from May 2014 to provide access to additional capacity and expertise. When fully resourced the Procurement Team will enable us to benefit from strategic sourcing and contract rationalisation. We will present our Procurement Strategy to the Board in January 2015. In the meantime, we are working towards contract rationalisation on a priority basis. (CE7)

Information Communication and Technology

Having the right technological systems and support in place is essential if we are to maintain and improve on services. An ICT Strategy will go to the Board in June 2014 for approval. The Service is currently in discussion with Scottish Government about a shared ICT disaster recovery data centre. Implementation and rationalisation of our ICT infrastructure will take several years to accomplish. However, good progress has been made in this first year with the move to a single email system, single financial system, new website and intranet, as well supporting the development of strategic service-wide business systems. These include management of Home Fire Safety Visits, HR/Payroll, Retained Duty System (RDS) availability management and Freedom of Information (FOI)/Data Protection (DP) management. Where new systems are delivered the Service benefits from a wealth of data that was previously unavailable, and saves on time-consuming manual processes. The achievements of ICT have been recognised by Holyrood Connect, which shortlisted both the Head of ICT and the FOI/DP case management project for their Public Sector ICT Awards. Work is ongoing on a range of projects, both core infrastructure and business systems, to connect the Service and consolidate our ICT assets. This is resourced through transitional funding and is being closely managed to ensure that they are delivered on time, on budget and to the standard required. (CE5) (CE8)

Asset Management

This year, the Service has addressed several key elements of Asset Management whilst a national policy and supporting suite of procedures are produced. We have Asset Management Recording Systems for Single National Fleet and for Property in place. The property system will be fully live from 1 April 2014 whilst the fleet system is being rolled out across the service for the end of April. Both of these systems will provide a comprehensive database of assets, and information about their condition, suitability and usage to inform investment decisions. A gap analysis on legal compliance for Property Assets has been completed. There is now an Action Plan in place to address the gaps identified. One of the key achievements of the past year has been the Strategic Intent review of our property estate. A comprehensive Asset Management Strategy will be presented to the Board in September 2014. (CE7)

Strategic Intent

The Strategic Intent Report, approved by the Board in October 2013, set out a significant element of the Board's Asset Management Strategy. It consists of a programme of property rationalisation and investment to create a fit for purpose, cost effective support estate which is strategically located across our communities, giving the Service a robust platform from which to deliver its strategic aims.

The review looks specifically at property requirements in relation to national training facilities, control rooms, vehicle and equipment workshops, ICT data centres, office accommodation and the possible location of our national headquarters. The preferred options from the review were identified and an options appraisal process carried out. The resulting support estate will include a single national training facility, the reduction of control rooms from eight to three (based in Dundee, Johnstone and Edinburgh), four strategically located asset resource centres, one data centre, a rationalised office estate, three Service Delivery Headquarters and a suitably sized and presented national headquarters building located in the area bounded by Perth, Glasgow and Edinburgh. Projects have been initiated to look at the detail of these proposals and to produce an implementation plan.

The financial implications of the Strategic Intent report are significant, including £18m in anticipated capital receipts which we have Ministerial permission to retain and reinvest in our new estate. It should also generate anticipated revenue savings of £4.7m per annum. (32)



Section 2:
Improved Service Outcomes
and **Protecting**
Frontline Services



In order to protect our frontline services we must have a clear understanding of the risks we face. This then provides a prioritised framework we can use to design smarter service delivery, enabling us to provide – and ultimately improve on – the high standard of service the people of Scotland have come to expect.

RISK MANAGEMENT

Corporate Risk Management

As a significant public body the SFRS faces a diverse range of risks that have the potential to impact upon the Service's ability to discharge its statutory duties and disrupt the achievement of its strategic aims and objectives.

The management of risk is an integral part of the organisation's system of internal control and has a key role to play in the Service's approach to Corporate Governance. The Service's risk management process provides assurance to the Board, the Scottish Government and other key stakeholders that we are managing our business in an efficient and effective manner.

The Service has developed a risk management policy, agreed by the Board, and integrated within the business processes of the Service. The policy reflects the principles of risk management outlined within the Scottish Public Finance Manual (SPFM) and also follows recognised Risk Management standards published through the Institute of Risk Management (IRM) and the Public Risk Management Association (ALARM).

The risk policy provides a framework through which Directorates will identify, assess, control and monitor risk. A Corporate Risk Register has been produced to record the significant risks impacting upon the corporate body.

The register:

- Defines the significant risks impacting upon the Service;
- Considers the consequences that could be experienced if the risk impacts upon the Service;
- Assesses the risk in terms of its likelihood of occurrence and impact;
- Identifies the controls already deployed and those still required to manage the risk; and
- Identifies a risk owner to manage and report on the process.

The process is monitored through, and provides assurance to, the Audit and Risk Assurance Committee and through them to the SFRS Board.

The SFRS will continue to develop its risk management arrangements further embedding the principles of risk management within the core business processes of the Service. This will include:

- Alignment of the Corporate Risk Register with the strategic aims of the Service;
- Integration of risk within the Service Planning and Performance Framework of the Service; and
- Development of operational risk registers linked to Directorate plans.

Reports and training will be delivered to Board Members and SFRS Officers to develop awareness and skills within the organisation, further enhancing and integrating the management of risk within the SFRS. (20)

Business Continuity Plans were in place for all antecedent services. These remained in place as we moved to a national Service while a common template was produced and embedded, starting in the West to ensure resilience for the Glasgow Commonwealth Games. These new standardised Business Continuity Plans are now in place for all fire stations across Scotland. (41)

Gathering and Sharing Risk Information

In order to accurately determine risk at a community level, we need the right information at our fingertips. To support the wealth of information we can access through the Fire Service Emergency Risk Modelling Tool (FSEC), a Management Information System has been commissioned which will capture all relevant Prevention and Protection activity to enable sharing of and learning from data. The Community Safety Engagement Toolkit, known as CSET, was launched with a Home Fire Safety Visit module which has been in use across the Service since the outset of the SFRS. Since then, modules have been developed for Partnerships, Activities and Initiatives. Training has been undertaken on these modules, which went live nationally on 1 April 2014. A CSET Users Group has been created to enable end users to influence future developments. The information we accumulate from these tools forms the basis for risk profiles which inform both national and local planning. (17)(20)

Where there is a recognised increase in fires, with a trend in contributory factors and circumstances, a Serious Fires Reduction Group is formed. This is composed of experienced personnel from across the Service and skilled professionals from relevant partner agencies with the aim of determining the underlying causes and putting in place strategic solutions to support the Service to reduce risk. This group met in January 2014 to consider the recent trend of fatal fires involving older people. A report with recommendations will be produced later this year. (17)(20)

We operate a system of strategic and tactical assessments and Tasking and Coordinating procedures to help us manage risk on a day to day basis. Information Sharing Protocols with partners are being developed, with guidance due to be published later this year. SFRS personnel provide incident statistics for local authority or multi-member electoral ward levels through strategic and tactical assessments. This information is included within wider analysis of incident activity across areas and provides an evidence base to determine future resource deployment.

The Service is also fully committed to a number of 'Total Place' initiatives and Hubs across Scotland. 'Total Place' is a national initiative that looks at how a 'whole area' approach to public services can lead to better services at less cost. It seeks to identify and avoid overlap and duplication between organisations. These arrangements provide a very effective medium to develop and support partnerships, and to refine practices such as Joint Tasking and Co-ordinating, ultimately delivering better, joined up services. These processes are currently used by most Local Authority Community Safety Partnerships to support joint decision making about the management of risks, setting of priorities and allocation of resources. (16)

The Fire Safety Enforcement Framework incorporates a national risk based programme. This was issued throughout the SFRS as the new Service began, in April 2013. High risk premises are targeted, and this is tracked through monitoring reports. Training is provided to all of Scotland's Fire Safety Enforcement Officers and Auditing Officers in the application of the Framework and in how to identify which premises should be targeted. National template letters, notices and audit forms have been issued to standardise formal engagement with duty holders, supported by training in their appropriate use. (27)

The Service is working to create a Fire Safety Enforcement element as part of our Prevention and Protection Management Information System which will hold enforcement guidance and reference materials. Full migration to this system is expected within the year, and training in using the system is currently underway across relevant staff groups.

Through close working relationships with Regional Resilience Partnerships (RRPs), the Service is able to influence, and be influenced by, civil contingencies risk information. The Service provides input and guidance on the Community Risk Register process, with personnel chairing sub-groups of the RRP. Representatives of our Strategic Leadership Team are members of the RRP Strategic Management Group, and our personnel have key positions on RRP Tactical Groups. (21)

The Community Risk Assessment group actively engages with emergency responders to participate in the information sharing and risk assessment process. The impact of risks identified through the application of Local Risk Assessment Guidance is communicated at a local level through a network of Local Working Groups. Voluntary Organisations form part of these groups. Local and Regional Resilience Partnership plans are then put in place to meet both legal and identified risk management requirements. (16)

PREVENTION AND PROTECTION

Improving Community Safety

The Community Safety Partnership Unit, built to enhance our work with local service providers and partners, has been established in response to the 'Scotland Together' fire safety report. All internal posts within the Unit have been substantively filled. A range of programmes has been developed through the Community Safety Partnership Unit which demonstrate that we look beyond the boundaries of our own key area of responsibility to ensure all-round safety for the people we serve.

Integrated public safety campaigns are an essential element of our preventative work. This work is underway but the Service has recognised the need to formalise our approach to communicating with people in our communities. To set our direction for the future, a draft SFRS Corporate Communications Strategy has been compiled. This has been subject to full scrutiny at the Local and Stakeholder Engagement Committee of the Board. The Strategy will go the SFRS Board shortly. Supporting policies and procedures are currently being drafted. (23)

Plans are in place to support and improve local, outcome focussed service delivery through development of frameworks which specifically focus on Road and Water Safety. This work will be progressed during 2014/15. Other initiatives this year include strengthening our connection with the third sector by hosting a conference fringe session at the Voluntary Action Scotland National Conference. A guidance note for staff is now being produced around working effectively with the voluntary sector.

Several of the policy areas currently being developed by the SFRS help to progress Scottish Government programmes or relate to issues which fall more immediately under the direct responsibility of other agencies. This might include the role SFRS can play with regards to fire safe housing for older people or the provision of automatic fire suppression systems including fire sprinklers for fire safety. In developing policy, the SFRS acknowledges the role of the Scottish Government and partner organisations and aims to work closely with relevant agencies from across the public, private and third sectors to develop effective procedures, based on evidence that will produce meaningful outcomes for the people of Scotland.

The Service has collaborated with a wide range of partners on a 'Go Safe Scotland' computer based resource which will keep our children safe. This multi-agency project (with partners such as Scottish Water, Royal Society for the Prevention of Accidents (RoSPA), NHS, Scottish Gas Network, Network Rail and Police Scotland on board) includes information about fire, road and rail safety, electricity and gas and general home safety. It is intended to support children in becoming confident individuals, responsible citizens, effective contributors and successful learners. This work is linked with the national Curriculum for Excellence delivered in Scottish schools. Teachers and children have been involved in the production of the resource to ensure that it is user-friendly and effective. It was launched during 2013, initially focussing on the four themes of Water Safety, Fire Safety, Home Safety and Outdoor Safety.

SFRS has used links with other agencies to find innovative ways to help those at risk from a fire in the home to access our services. Fire safety visits have been offered to patients on their release from hospital. The Service also works with social work professionals nationally to have fire safety included in care assessments. We are working with Police Scotland and the Scottish Government's Violence Reduction Unit to provide fire safety advice to members of the public suffering from domestic abuse. In some areas, partners are now referring householders in receipt of energy efficiency reviews for Home Fire Safety Visits. This year has seen the SFRS linking directly with Scottish Government's national campaigns, such as 'Get Ready for Winter' and this year's 'Don't Risk It' drink drive campaign. During 2013-14, almost 20% of referrals for Home Fire Safety Visits were attributed to partnership working. (22) (24)



Scotland's Home Safety Equipment Scheme, which was launched by RoSPA, has been achieved through funding from the Scottish Government's Early Years Collaborative, which aims to make Scotland the best place in the world to grow up. It pledges to do this by reducing inequalities for families across the country and ensuring that all children have the best start in life. Under the scheme, RoSPA Scotland will work with local agencies and organisations to help identify a pilot set of families eligible for free home safety equipment. This could range from safety gates to fireguards, window restrictors, bath mats, door jammers or cupboard locks, all of which will be fitted by a qualified installer. The scheme will run in eight pilot areas this summer, reaching out to 800 families in total. Each family will receive a Home Fire Safety Visit from the SFRS, and will receive a free smoke alarm and carbon monoxide alarm if required.

The SFRS aims to ensure that it is prepared for the impact of the Glasgow Commonwealth Games (see also Section 3) and is working closely with national, regional and local partners to deliver a safe, secure and enjoyable Games for Scotland. A number of staff were seconded from across the Prevention and Protection Directorate, to ensure that appropriate fire safety standards were in place in Games venues and other public buildings, and to provide key fire safety messages to athletes, visitors, businesses and the public. Prevention and Protection staff have also been involved in the planning stages of the forthcoming Ryder Cup at Gleneagles and are working closely with a range of partner organisations to ensure a fire safe event.

Evaluation of Prevention and Protection activities takes place through Community Planning Partnership scrutiny. This can take the form of performance reporting requirements or monitoring by funders when finance has been made available for community fire projects. The CSET database includes an evaluation model. A training programme for use of this module is in place. (27) (2)

Fire Safety Enforcement

The Prevention and Protection Strategy 2013-16 contains our commitment to reducing the burden of regulation on Scotland's business community. The Fire Safety Enforcement Framework has been developed to adopt a risk based approach to audit which is based on good enforcement. Inspection programmes and performance targets based on risk are being developed nationally. Fire engineering teams provide technical assistance with innovative and complex building designs in cases where a specialist response is required.

The Prevention and Protection Strategy defines our approach to Fire Safety Enforcement, supported by a comprehensive suite of procedures. These include an out of hours procedure which provides a consistent, national approach to dealing with Fire Safety Enforcement matters out with normal working hours. This applies where there are issues of inadequate means of escape, where ignition sources are present, where there is high fire loading or where insufficient fire precautions have been taken. Another key procedure developed this year covers Operational Reassurance Visits. This involves gathering operational intelligence that can be shared, where appropriate, with relevant partners. It enables SFRS to sample the standards of fire safety measures within a particular premises type. Arising themes may be used to target an issue that has implications Scotland wide, regionally or for a particular Service Delivery Area. To support procedures such as these, a digest of legislation has been produced to enable staff in their fire safety enforcement activities.

The full range of procedures are due for approval and release in early 2014/15. Structures for Fire Safety Enforcement and Fire Engineering resources have been created to meet the risk profile of relevant premises across Scotland. Flexibility can be demonstrated through recent deployments of Fire Safety Enforcement Officers (FSEOs). Officers from the West Service Delivery Area have assisted colleagues in the North to ensure that audits of high risk premises, including hospitals, are undertaken in their areas. (18) (19) (25)

Fact-finding teams are now in place and have been successfully deployed, ensuring a consistent approach to investigations and prosecutions. A Technical Advisory Group is being formed to monitor progress, examine new trends and developments and provide counsel on emerging technical, policy and legal matters relating to Fire Safety Enforcement. (26)

One key element of this is our comprehensive policy for managing Unwanted Fire Alarm Signals (UFAS). UFAS incidents can result in the attendance of as many as three fire engines and generate in excess of 120,000 unnecessary blue light journeys every year. They cause significant service interruption to the business sector and communities. The Service's new procedures, which have undergone extensive consultation, go live across all of Scotland later this year. For the first time there will be a consistent, risk-based response to such calls, with building occupiers and duty holders fully supported to manage false alarms in line with fire industry standards. The policy will ensure that life is protected at all times through a prompt and appropriate emergency response, whilst encouraging a reduced attendance at normal road speeds to investigate confirmed false alarms.

The SFRS actively contributes to all relevant Scottish Government policy and proposed legislation. We have recently responded to the Scottish Government's consultation on the Regulatory Reform (Scotland) Bill, and are currently responding to the consultation on the Scottish Regulators' Strategic Code of Practice. The Service has provided a comprehensive response to Scottish Government's consultation on the proposed Community Empowerment (Scotland) Bill. A Crown Premises Inspection Team, made up of SFRS Enforcement Officers, has been created to conduct audit work in prisons across Scotland. This is considered a short term measure due to the specialist nature of fire safety in such premises, with Local Fire Safety Enforcement Officers being trained to undertake this work in the future. (CE5) (26)

Celebrating our Heritage

Scotland has a distinguished and dramatic fire fighting history and the SFRS is committed to preserving our heritage and telling the stories of firefighters, fires and appliances that have played such an important part in our history. There are Service Museums in Edinburgh and Greenock which are open to the public. A Firefighters' Heritage trail has been created in honour of firefighters who lost their lives protecting life and property in Glasgow, and there are plans to extend this trail across Scotland.



RESPONSE AND RESILIENCE

The SFRS has maintained high standards of response and resilience this year in the face of significant change. There have been particular challenges and opportunities in preparing for some of Scotland's key events and projects. Our collaborative approach ensures that the high levels of emergency response and community safety that are being delivered to local communities are seamlessly embedded into all event plans.

The planning process for the Ryder Cup, for example, was built upon the extensive experience the local events planning team have developed from the annual 'T in the Park' music festival. Both events, although significantly different, have had a consistent approach taken which relies heavily on partnership working between the event organisers and the other emergency responders. SFRS managers are involved in all levels of the planning and preparation work and are represented on a number of different thematic groups including the Scottish Government led Risk Advisory Group.

The Queensferry Crossing project on the Firth of Forth presented operational challenges for the SFRS. Potential incidents ranged from fire at the 'island' worksites through to rescues from heavy industrial machinery or rescues from height. Partnership working was key, with Her Majesty's Coastguard storing specialist equipment as part of their contribution and close involvement of the bridge contractor and the Scottish Ambulance Service. The Queensferry Crossing is protected by stations from two legacy services, so it benefits from the removal of previously defined boundaries.

The Edinburgh Tram system also presented new challenges for the SFRS. Plans have been developed to deal with incidents on or near the tram system. An operational intelligence project was put in place to ensure that crews are aware of the limitations on access to Edinburgh's streets during the construction phase, and understood the long term operational challenges of working at incidents alongside electrified cables. The SFRS has led a multi-agency emergency service group to look at and plan for joint responses to potential incidents. A series of joint exercises has been held involving the City of Edinburgh Council and tram operators to develop each service's operating procedures and test them in a joint working environment. A peer review is planned by South Yorkshire FRS who have experience of a similar tram system in Sheffield.

The Queen Elizabeth Aircraft Carrier, the largest ever built for the Royal Navy, is being assembled in dry dock at Rosyth. Fires on board ships are notoriously difficult to fight and the complexities, layout and nature of the work being undertaken on board mean that the SFRS must have an operational plan in place to deal with potential incidents. Close liaison with the shipbuilders and the Royal Navy has resulted in an operational plan being drafted, and regular familiarisation and exercise visits are being undertaken.



Glasgow Commonwealth Games

The Glasgow Commonwealth Games Response Strategy was completed for March 2014, although the nature of this very large and complex event means that the Strategy will remain flexible up to and beyond the closing ceremony on 3 August 2014.

The Glasgow Commonwealth Games provides an ideal testing ground for our partnership working. The SFRS has an officer embedded within the multi-agency team for testing and exercising around the Games, and our Commonwealth Games Team has been expanded in light of the extensive workload requirements of a project of this scale. A programme of information sessions for senior officers was completed this year, and a rolling programme of Operational Planning and Communications workshops is also now underway to allow Local Senior Officers and other key staff to consult on Venue Operating Plans. The Strategy will be fully implemented, tested and quality assured by June 2014 in association with the relevant Regional Resilience Partnerships. One major exercise has already taken place to test the strategy with a second planned for May 2014, and a successful review of the Commonwealth Games planning process was undertaken by both HMI and London Fire Brigade. There is a schedule in place for the development and issue of further guidance during 2014/15. Staff have also conducted audits and operational assurance visits to vulnerable premises at or within close proximity to venue locations to increase preventative activities as the Games approach. (29)

Providing a consistent standard of service delivery

Our frontline services must be delivered in a way that provides greater equity of access for people across Scotland, and aligns the policies and procedures that guide the work of our operational crews. The Response and Resilience function has been at the forefront of this work, which is fully explored in Section 3.

A three year Response and Resilience Strategy, supporting the delivery of the SFRS Strategic Plan 2013-16, was developed and approved this year. One critical element of this strategy is the need to make sure we standardise the way we do things across the Service. For front line delivery, this is done through a system of Standard Operating Procedures (SOPs) and supporting documents. The process and timetable for production and implementation of SOPs has been agreed and now forms a rolling programme, with new SOPs being released at a rate at which operational staff can reasonably be expected to digest them, with a process of risk assessment determining the order of release. Twenty three operational procedures have been harmonised this year.

Operational Intelligence

The SFRS has ensured there is a suitable system of Operational Intelligence gathering in place. Operational Intelligence is currently collected by SFRS staff in collaboration with partner agencies. This information is shared between partners whenever practicable. There are currently three systems that are utilised to provide Operational Intelligence to Mobile Data Terminals (MDTs) on appliances, with each former service area having its own system for updating information to these units. Existing contracts for these systems have been extended to maintain business as usual until full standardisation can be achieved, and transitional funding has been secured to provide a consistent, bespoke system for the whole of Scotland. This project is likely to extend until July 2015.

(CE5) (28)

Civil Contingencies

A great deal of work has been carried out in all areas across Scotland to ensure that the transition from the former Strategic Co-ordinating Groups to the newly formed Regional Resilience Partnerships (RRP) has gone smoothly and that the Service remains fully involved in planning, training and exercises. The Service sits as an emergency responder within the multi-agency testing and exercising teams of the Regional Resilience Partnerships. This ensures that our plans, our procedures and our personnel can be effectively tested and evaluated and our response can be reviewed and amended as necessary. Scottish Fire and Rescue Service Civil Contingency arrangements were reviewed for June 2013 to better align them with service delivery structures and those of our RRP partners. A new Civil Contingencies Structure with an agreed complement of Civil Contingencies Officers for the SFRS was realised in October 2013. In addition, to further improve our close working relationship with our partners, the Service continues to train officers to be National Inter-Agency Liaison Officers (NILOs) and to monitor NILO numbers to ensure an appropriate number of officers hold this vital set of skills. (31)

To ensure that Scotland's critical fire assets are protected and resilient, the SFRS chairs and fully participates in the Critical National Infrastructure (CNI) sub group of the Regional Resilience Partnerships. Police Scotland are responsible for carrying out assessments in relation to the levels of CNI compliance of key relevant SFRS buildings, and work closely with our staff to ensure that our buildings are safe, secure and protected. (35)

The Joint Emergency Services Interoperability Programme (JESIP) working group is currently consulting on the outcomes of ongoing work that was produced by JESIP in England. A sub group was set up within the Service to identify positive learning outcomes from this work, with a view to implementing those that may be beneficial within a Scottish context. Recommended training for SFRS staff arising from these findings is due for completion by the end of the coming year.

The Response and Resilience team are also leading on a project to provide strategic assurance to Scottish Government that agreed National Resilience capabilities and interoperability arrangements are in place and fit for purpose. In order to provide this assurance, we must ensure the alignment of training, equipment and competency levels for all National Resilience resources across Scotland. While the assurance mechanism is still being developed, a robust database is maintained at Johnstone Control Room detailing current availability of resilience resources. (34)



WORKFORCE

Setting a clear direction

A People and Organisational Development Strategy is in production underpinned by a three year action plan and a suite of supporting performance indicators and measures. This strategy will ensure we cover all aspects of a Workforce Strategy. As its content was dependent, in part, on the Prevention and Protection and Response and Resilience Strategies which were approved in January 2014, it is intended that this will be presented to the Board as a first draft in June 2014. The development of more effective workforce planning systems has also been investigated with the aim of producing an overall Strategic Workforce Plan 2015-18. (36)(38)(40)

A full plan for harmonisation of people policies and procedures was presented to the Board in August 2013. This will be completed in phases during the coming year, with the initial focus on core HR Policies such as the Recruitment and Selection Policy, Managing Attendance, Expenses, Travel and Subsistence, Maternity, Paternity and Adoption and a Code of Conduct. So far Discipline, Grievance, Consultation and Negotiation policies and a suite of Change Management policies have been produced, as these have priority status in view of the current transformation process. (CE9) (CE10) (CE5) (38)

Recruitment activity has necessarily been focussed on matching staff within the new structure so far, with external recruitment restricted to highly skilled managerial posts which cannot be filled through the appointment of existing staff. This process will continue for much of the coming year. However, care will be taken as the Service develops its People and Organisational Development Strategy and Recruitment Protocols to formalise our commitment to support Scotland's young people. Once we have our workforce fully established, we will be in a position to design a matrix of measures including work experience and modern apprenticeship programmes. These will ensure we contribute to Scottish Government's youth employment strategy, bring young people into our workforce and enhance their life chances. Currently, we keep interest alive through maintaining links with schools careers advice services and attending recruitment fairs. Our close links with schools, used primarily to bring home a safety message, also helps to promote the role of Firefighter as an aspiration for the children involved. (CE4)



Working with partners

Our Employee Partnership Forum – consisting of Board members, the Strategic Leadership Team and representatives of key Trades Unions – was established in 2013 as a consultative and joint problem solving body in support of the Working Together Framework. The Framework is underpinned by a Consultation and Negotiation procedure which helps to ensure successful service delivery. This framework represents a significant step forward for the SFRS in terms of effective relations with representative bodies. Its structure has been established in collaboration with the Partnership Advisory Group and the Employee Partnership Forum. Local engagement is in place as part of this system.

This is already playing a vital role in the form of the Resource Working Group, a partnership with the Fire Brigades Union to standardise crewing arrangements, duty systems and terms and conditions of employment, all of which are crucial to the 2014/16 budget strategy. In addition, under the terms of the Framework, the SFRS has reached agreement with the representative bodies on how we will match uniformed middle managers into posts. This allows the integrity of the Incident Command System to be maintained and avoids the need for a large scale 'rank to role' exercise. (36) (39)

Locally, Local Senior Officers and Trades Union Area Coordinators meet regularly as part of a Communication and Engagement Loop. Heads of Service Delivery meet regularly with regional officials of the Fire Brigades Union, with Board Members attending these meetings on a regular basis. Similarly, the Director of People and Organisational Development, together with POD Managers from the Workforce Planning, Pay and Reward and Policy Development teams, meet regularly with representative bodies. We comply with the code of practice for Ministerial Appointments to public bodies in Scotland through on-going partnership with the Fire and Rescue Sponsorship Unit. (CE9) (CE10)

Matching our people to new roles

Populating our staffing structure is a key opportunity and challenge, requiring fresh thinking to accommodate different locations and changes in role as we amalgamate Services. A working structure for the Service was produced in December 2012 which has undergone a series of minor reviews during our first year. Good progress has been made in matching staff into roles. The Service used innovative means to retain Support Staff by restricting our internal recruitment for wholetime Firefighters for this year to our own existing staff. This yielded 31 recruits who have since graduated as trainee Firefighters and taken up their posts across Scotland.

A second round of Voluntary Severance has been conducted which will release posts from the working structure. Both of these achievements have contributed to a final picture in which 60% of support staff have now been transferred and matched into posts. Reviews of administration, front line operational support and general support services will match remaining Support Staff groups. These reviews should be conducted and posts populated by December 2014. Work is underway to develop a change management plan which will provide direct support to those affected by the strategic intent proposals which include the closure of some Control Rooms. A transitional funding bid has been submitted for 2014/15 to support this. (36) (CE5)



Pay and Reward

A Pay and Reward Framework, underpinned by an equal pay action plan and job design/evaluation processes to harmonise terms and conditions, was agreed in October 2013. This forms the source for our Pay and Reward project. The action plan for this project has been agreed and resources put in place to deliver the plan by April 2015. The Pay and Reward Project Board has members from the representative Trades Unions and from other key stakeholder groups. There is a Communications Plan to support the roll out of this project which provides staff with regular updates via the intranet and a series of road shows is currently underway to engage face to face with staff. As part of this process, through alignment to national pay negotiations, we will ensure that we apply the Living Wage to our new structure. A project to standardise and improve performance appraisal and workplace assessment arrangements will be completed in 2014-15, which will feed into the wider Pay and Reward project. (38)(42) (CE5)

The Integrated Human Resource/Payroll System Project is underway with the aim of achieving the most efficient and cost effective way of administering people processes and managing pay and pensions for our staff. This project aims to conclude by December 2015. It utilises transitional funding and is a complex project spanning two years, covering administrative processes, tools to manage workforce planning and the effective programming and management of training events.

(CE8) (CE5) (43)

Work is on-going in conjunction with the Scottish Government, the Scottish Public Pensions Agency and Police Scotland to implement new Firefighters Pension administration arrangements from 1 April 2015. Existing arrangements will continue until then and necessary administrative arrangements will be developed to ensure an effective transfer. (43)

An Inclusive Employer

It is vital that the SFRS is seen as an inclusive employer so that we can attract the diverse workforce we need. This year a positive action review has been undertaken. The review team have been engaging with underrepresented groups to help determine potential or perceived barriers that may exist in relation to joining the SFRS. (37)

As a benchmark the review process has examined workforce profiles of other Fire and Rescue Services (FRSs) to help identify any areas of good practice which could be used to inform future recruitment activities within the SFRS. Consideration was also given to approaches used by comparable organisations. Work is ongoing to engage with FRSs outwith the UK to collate additional workforce profile comparisons and identify any significant variations and areas of good practice.

Initial findings of this project were presented to the Board in January 2014 and a revised action plan was agreed. Results of a positive action survey are to be analysed, focus groups with underrepresented groups will be conducted to further examine key findings from the survey and focus groups will also be undertaken with female wholetime, retained and control staff to understand what influenced their decision to join the Service, and to find out what their experience of working for the fire and rescue service has been. From the review a recommended model for implementing a sustainable positive action plan across the Service will be produced.

Cultural Audit

The People and Organisational Development Directorate has been tasked with defining and establishing an engagement framework that will support effective change during the period of transition. A key task of the overarching engagement strategy will be to carry out a cultural audit and develop a SFRS values framework. An action plan and timeline to carry out a cultural audit and develop a SFRS values framework is now in place.

Conducting a cultural audit will help determine what values, beliefs and patterns of behaviour currently exist within the SFRS. The audit will examine what works well - the strengths we want to retain - and what doesn't work well - the issues we need to address. This will help us measure where we currently are, how far we have to go, and inform the activities we need to prioritise.

The SFRS internal project team has been working to build momentum and increase the profile of the survey and focus groups which will be undertaken as part of the audit process from summer into autumn 2014. Work is being progressed to appoint an external provider for the provision of the cultural audit survey and framework which will inform analysis of findings.

Initial engagement with the Board in December 2013 was undertaken. Since then work has progressed to engage managers, employees and representative bodies, in respect of this project. The need to conduct a procurement process to appoint a consultant means this work is likely to conclude in early 2015.

Health, Safety and Wellbeing

This year, the Service has produced a set of overarching Corporate Standards which set minimum requirements for the management of health, safety and wellbeing across a range of our activities. These aligned with internationally recognised standards for Occupational Health and Safety. The Health and Safety Policy has undergone review and now integrates Health, Safety, Occupational Health and Fitness into one single policy. This policy recognises the geographical and structural differences across the Service, allowing flexibility and the introduction of local arrangements to reflect local needs. Health and Safety Liaison Officers are in place in each Service Delivery Area. Their supportive role allows for local ownership and management of these matters.

The success of the Health, Safety and Wellbeing function is monitored through an agreed set of performance indicators, scrutinised by a national Health and Safety Committee, which are both quantitative and outcome focussed. These indicators identify good practice as well as areas for improvement which in turn inform associated action plans. (44)

Following a scoping exercise this year, plans and resources are now in place to undertake a Best Value Review of Health, Safety and Wellbeing Services. This aims to ensure that all geographical and functional areas have access to consistent standards of service. The project scope has been agreed, work packages designed and findings are being analysed to inform an options appraisal that will be the subject of consultation with key stakeholders in April 2014. (12)



Communicating with our Staff

Corporate communications has developed a staff intranet which is updated regularly and stores everything personnel need to know including new documents, latest news, and vacancies. SFRS News is published electronically every fortnight with an edition tailored for each of the three Service Delivery Areas to keep staff aware of what is happening at both a local and national level.

NewsReel - our staff magazine - is issued every two months and includes interesting features, articles and stories about what is happening in the Service. Our people can also hear the latest from the Strategic Leadership Team by watching the Chief Officer's videoblog which is published on the intranet. A transcript of the blog is also available for those who would rather read the Chief's update.



TRAINING AND EMPLOYEE DEVELOPMENT

Training and Developing our People

A SFRS Learning and Development Strategy for 2012-15 is in place along with a supporting Implementation Plan. This Strategy is being reviewed in line with the development of the Service's Training and Employee Development Policy and the People and Organisational Development Strategy which is to go before the Board in June 2014. The department is implementing the strategy through a number of primary objectives included within the Service's Annual Operating plan for 2014/15. (46)

A review of the Service's national and specialist Training facilities and resources is underway to enable us to create an asset plan for the Trainee and Employee Development function, which will inform the Service's capital finance plan. Information and evidence is being gathered to determine current provision, capacity and potential future locations of facilities.

A full review of the department's staffing structure has also been carried out with the aim of providing sufficient instructional capacity across the Service to deliver local, specialist and national training at our facilities for all personnel.

Improving learning outcomes for our people

A continuous Learning Framework and a Leadership and Management Development framework are currently being developed. To support this, collaborative cross-organisational scoping meetings have been held with Police Scotland, Scottish Prison Service and Scottish Ambulance Service. Performance appraisal and Workplace Assessment processes are being developed in line with the Pay and Reward Strategy.(38) (CE5)

A review of existing models for induction programmes, leadership and management development pathways and 'soft skill' delivery models is underway. A report will be tabled to the Strategic Leadership Team to provide an update on the project. A Leadership and Management Framework and Pathway for all management roles in the SFRS will be implemented. This will be followed by a new Career Management (appraisal) process which will clearly link to the Leadership Framework. The Organisational Development and Training and Employee Development teams will develop central resources to facilitate the provision of advice, knowledge and support across the SFRS in relation to learning opportunities. (47)



Quality Assurance

Quality assurance is a key element in providing our service during this time of change. Building on the success of the previous partnership arrangement between the Scottish FRSs and the Scottish Fire and Rescue Service College, the Training and Employee Development department manages the Quality Assurance of specified training programmes and systems delivered at various points across the Service. This is led by staff, based at the College, who are instrumental in establishing robust schemes of quality assurance. These schemes have supported the successful achievement of credit rating on the Scottish Credit and Qualifications Framework for a variety of training programmes and courses, including the national Firefighter Foundation Programme for trainee Firefighters. The Service also continues to manage and support the awarding of the Scottish Vocational Qualification (SVQ), Operations in the Community for Developing Firefighters, approved and audited by Scotland's awarding body, the Scottish Qualifications Authority (SQA). Through internal and external quality assurance each campus maintains the requirements of the SQA awarding body. (47)



Section 3:
More Equal Access to
Specialist Resources
and **National** Capacity

The SFRS is committed to providing Scotland's communities with access to skills and services which may not have previously been readily available to them. We collate a great deal of data on risk, and this has been used alongside historical incident data and Government statistics to establish where changes to our current provision of service delivery could provide benefits or improvements. Scotland's challenging geography means that this task will require innovative approaches to ensure that everyone in our community can experience the same high standard of service, no matter where they are.

EQUALITY OF ACCESS

Risk based decision making

Identifying existing, new and emerging risk across Scotland is a continual process for the SFRS and is the foundation for any review of resource and capacity. Our review of specialist resources required a comprehensive risk assessment, and the recently launched Firecover Review project will expand this work further. The Firecover Review will take a broad look at our operational capacity and capability including the crewing of appliances and the equipment we operate. This review will help to ensure that we have the right resources in the right place at the right time to match our national risk profile. (49) (33)

At a more local level, Community Risk Registers ensure that resources are situated where they are needed to meet the risks identified in Local Risk Assessment Guidance and the UK National Risk Assessment. Internally sourced software and e-tools such as Fire Service Emergency Cover (FSEC) are used alongside Government data such as the Scottish Index of Multiple Deprivation (SIMD) and commercially available products to inform our Community Risk Registers, and a SFRS officer embedded within the Organised Crime and Counter Terrorism Unit (OCCTU), gives us direct knowledge of the risk profile relating to wider civil contingencies. (30) (33)

Standardising Systems

The Scottish Fire and Rescue Service is in discussion with Airwave Solutions Ltd to secure more efficient communications between all our resources through the Firelink digital radio system. We are now working with them to rationalise the 'gateways' that control radio communications between legacy services, leading to greatly improved and simplified communications arrangements for operational crews and officers.

Establishing the availability of Retained Duty System (RDS) crews is an essential component in the provision of operational service delivery. In the long term all RDS personnel will have access to a standardised single Electronic Availability System. However, in the meantime a short term 'live' solution was required for those legacy service areas that did not have such access. This is required to suggest to Operations Control whether an appliance is available before mobilisation. Initially, five of the antecedent fire and rescue services across Scotland

utilised an electronic Availability Management System, which equates to around 80% of the RDS workforce. The remaining three antecedent services had access to a system provided for them by the end of October 2013.

During the first operating year of the SFRS, Response and Resilience priorities have been focussed on providing a standard suite of operational documents to ensure clarity, consistency and safety. There has been extensive work in developing Generic Risk Assessments, Standard Operating Procedures, Control Operating Procedures, Technical Information Note, General Information Notes and Operational Awareness Briefings. Each of these documents was researched, drafted, consulted on and agreed prior to publication. A process of prioritisation has attempted to ensure firefighter and community safety are paramount whilst trying not to overwhelm crews with the volume and rate of publication. Additionally, work to progress the Regional Resilience Partnerships which mirrors the three Service Delivery Areas has allowed us to maintain and further develop our preparation and planning for the major risks around the country. (48)

Complementing this, a review of all specialist resources is underway across Scotland and a review of fire cover arrangements has just commenced. These major reviews will ensure that we understand and robustly address the risk profile of Scotland's communities. (48)

Review of Specialist Resources

The first phase of a review of specialist resources was carried out during 2013-14, covering the wide range of special appliances and capabilities available across Scotland to deal with emergency incidents other than fires. The review takes into account the risk profile of Scotland and will make recommendations regarding the scale and distribution of specialist resources in Scotland. Indications are that the report will make recommendations to address the irregular distribution of resources which is apparent in some locations following the removal of historic boundaries between legacy services, and is likely to include an increase in dedicated line and water rescue resources which will result in a tangible improvement in equity of access for our communities. This review will be presented to SFRS management and Fire Board, Scottish Ministers and Local Authorities during the early months of 2014-15, and implemented over the next two to three years.

(48) (49) (50)

Champions of Specialist Rescue

The SFRS has acknowledged and accepted the pivotal role we can play in coordinating the specialist assets and resources available across a range of partner agencies from all sectors. This includes information relating to capabilities, competencies and limitations of the organisations concerned. Substantial research work to identify the most appropriate methods of capturing and presenting this information has been completed during the past year, with funding now secured to deliver a working register by the end of the coming year. Initial work on this project involved collaboration and information sharing with Regional Resilience Partnerships who already hold details of many voluntary organisations who provide rescue assistance. This forms part of our longer term aspiration to become champions of specialist rescue for Scotland. (50) (51) (52)

Flexi Duty Managers Response Policy

One key aspect of incident command is the distribution of Flexi Duty Managers. The Flexi Duty Managers Response Policy is in final draft form and will be implemented as soon as consultation with the representative bodies is complete. The policy specifies the scale and distribution of officers required to effectively support operational crews across Scotland, and introduces the concept of Strategic Mobilising Locations and supported accommodation to maintain this effective distribution of officers nationally. The review of specialist resources will also specify the number and location of command and control vehicles required to support the incident command needs of larger incidents.

(30) (32)

Dealing with Wildfire

Climate change has brought with it higher spring and summer temperatures which allow wildfire to thrive. In 2012/13 there was a significant increase in wildfire across Scotland. The operational costs for the SFRS of dealing with these can run to around £250k per annum. In 2013/14, SFRS attended 131 wildfire incidents, mobilised 540 appliances and 2,509 firefighters to fighting wildfires. 51 of these wildfires were in the Highland area.

The SFRS has taken steps to proactively address this increasing risk. In March of this year we appointed a Scottish Wildfire Project Manager to promote and ensure compliance with the Scottish Government's Wildfire Operational Guidance Manual. A project plan will be developed which will improve response, fireground intelligence and prevention within the wildfire arena. We intend to improve collaboration with partners from the land management sector and create a development pathway to benefit firefighting, safety and command at wildfire incidents. As a further indication of our involvement, the Director of Service Delivery (North) holds the role of Chair of the Scottish Wildfire Forum.

In practice, these arrangements have resulted in the identification of trends in fires within sheltered housing complexes and the production of guidance for Prevention and Protection personnel to raise their awareness of contributory factors. The CSET electronic system is now being adapted to identify Home Fire Safety Visits conducted in sheltered housing as a result. (18)(19)

Research is being undertaken to provide a report on fatal fires for this year to mirror a similar report for 2012/13, which will directly inform Prevention and Protection policy development.

Working with partners

When a fatality occurs in a fire, fire investigation officers prepare a Fatal Fire Briefing Report. This is provided to the Local Senior Officer involved to inform the multi-agency case conference process, in keeping with the Service's Case Study/Case Conference Policy. The fire investigation officer will provide a briefing report and presentation at a case conference addressing the specifics of each case, highlighting the importance of fire safety as part of the overall assessment of an individual's needs. A protocol has been set up between SFRS, Police Scotland and Forensic Services - Scottish Police Authority to ensure that each organisation is clear on how they can contribute to fire investigation. (54)(CE5)

FIRE INVESTIGATION

Fire Investigation

The establishment of a consistent system to investigate fires across Scotland was seen as critical for the new Service. Three dedicated Fire Investigation Units were created covering the three Service Delivery Areas. Units regularly attend incidents in remote and rural locations, and can list assignments this year including locations as far apart as Shetland, Skye, Coldingham, Kelso and Kirkcudbright, amongst others, providing these areas with enhanced specialist support.

A Fire Investigation Framework and supporting policies and procedures have been produced which embed information sharing so that lessons from investigations are shared with the personnel and partner agencies who need them. Awareness briefings on key learning points are distributed to all personnel. We aim to track these activities through a national Fire Investigation database, which is being set up as part of the Community Safety Engagement Toolkit (CSET) system described in Section 2 and should be developed during 2014/15. (18)(19)(53)





Section 4:
Strengthened Connection
between the SFRS
and **Communities**

With communication an essential element of our connection with our communities, the Local and Stakeholder Engagement Committee (LSEC) has this year been investigating various approaches to direct our stakeholder engagement activity. The overall purpose of the Committee is to oversee the development of structures and plans that meet the Service's strategic aims, particularly in the context of working with communities and other key stakeholders, to deliver better outcomes.

The LSEC is considering the production of an overarching Public Focus Framework. This structure, once defined and adopted, will contain a suite of strategies and policies to inform and direct our lines of communication with our partners and communities. Several of these are now either available or in production, including a Communications Strategy, Equalities Strategy, Complaints Policy and Consultation and Participation Strategy. The Framework would also contain a collaborative statement of Good Scrutiny and Engagement, which is intended to be a practical, non-statutory guidance for those developing strategies and plans. (57)

REACHING OUT TO OUR COMMUNITIES

Our External Communications team deals with media liaison, public relations and events as well as communicating with the public and our partners and key stakeholders. They aim to engage effectively with all of the Service's external stakeholders to ensure people understand what SFRS does, make them aware of the services we provide and how to access them as well as communicating key safety messages across Scotland's communities.

SFRS's website – www.firescotland.gov.uk – is updated daily. The news and campaigns section is a useful way of keeping up to date with some of the incidents the Service attend across the country, as well as news of the varied work SFRS personnel are carrying out within our local communities. The effectiveness of the website was recognised when the Service was awarded 'Website of the Year' at the Public Sector Communications award ceremony in November 2013.

Media officers are based in each service delivery area. They work with the media to ensure key messages and campaigns are communicated and highlight SFRS activities carried out locally. They are responsible for reactive and proactive media relations activity ensuring that queries and stories from across Scotland are covered consistently. The Service has an official Facebook page – www.facebook.com/ScottishFireAndRescueService – which is monitored and updated regularly throughout the day. SFRS currently has more than 8,000 people who 'like' our page and it's a great way of getting a message out to a large number of people quickly.

Our three official Twitter accounts @scotfire_north, @scotfire_east and @scotfire_west have more than 11,500 followers in total. Twitter is used to signpost our key communications and to respond to questions on a daily basis. YouTube is another effective social media channel we use to post video materials to promote our key work and safety messages.

Communities were involved in setting our direction when we consulted widely on our first Strategic Plan during the summer of 2013. The resulting Strategic Plan 2013-16 was approved by the Minister for Community Safety and Legal Affairs in October 2013 and laid before Parliament soon afterwards. The Plan defined how the Service would deliver the key benefits of reform, set out our vision and values and described our objectives and activities for the coming three year period. It is designed to contribute to the Scottish Government's Purpose and National Outcomes, and to meet the requirements of the Fire and Rescue Framework for Scotland 2013. It provides a platform from which resources can be targeted at a national level to meet the needs of local risk profiles across Scotland. (55) (CE3)



COMMUNITY PLANNING

The role of the Board and Senior Leadership Team in building on existing strategic partnerships and forging new ones is a key contributor to delivering successful outcomes.

Since September 2013, the Board has been more visible and accessible to communities by moving its formal meetings around the country. Related events in locations around these formal Board meetings have also been held in order to allow Board Members and key stakeholders to meet and discuss the Service's strategic priorities and explore opportunities for partnership working. (CE1)

The Chief Officer is part of an 'action learning set' where, along with senior colleagues from the Scottish Government, other public bodies and local authorities, they work and learn together to tackle the challenges they face within their organisations, with a view to guiding future action and improving performance across the public sector. (CE1)

The Director of Prevention and Protection was involved in the quality assurance of draft Single Outcome Agreements as part of a Scottish Government 'Assurance Panel' which was established to consider and provide feedback on Single Outcome Agreements. (56) (CE1)

The Scottish Fire and Rescue Service Chair leads the National Group on Community Planning, which places us in an enviable position in relation to establishing strong Community Planning Partnership links. The Scottish Fire and Rescue Service Board established the Local and Stakeholder Engagement Committee to monitor how effectively we communicate, engage and consult with our partners and the communities we serve. The Board has also begun a rolling programme of visits to Local Scrutiny and Engagement Committees, Community Planning Partnerships and Local Authorities across Scotland. (56)

LOCAL PARTNERSHIP

The new role of Local Senior Officer was created with the establishment of the SFRS. These 17 Officers were tasked with forging the strong bonds with local authorities, Community Planning Partnerships, partner agencies and communities which will allow us to deliver local outcomes in the most efficient yet imaginative way. Local Senior Officer guidance has been issued to help officers participate in community planning at a local level. The majority of Local Senior Officer areas now have Local Authority Liaison Officers in place, whose role is to be the point of contact at an operational level for local partners. All areas will have appointed these officers by the end of the coming year. (2) (58)

Resources are allocated to local areas using risk profiling information (Section 2) and to support the identified local priorities identified through Local Plans. With resources allocated, Local Senior Officers then have flexibility in how these are used to support local outcomes.



The development of Local Plans provided an opportunity to consolidate key relationships. Through a collaborative process, Local Senior Officers worked together to develop a flexible template for their Local Plans which would provide clear links through to the requirements of the Fire and Rescue Framework for Scotland and the Scottish Fire and Rescue Service Strategic Plan. At the same time, these plans had to be shaped by their own Single Outcome Agreements and local risk profiles. (58)

Local Senior Officers produced their draft Local Plans in December 2013 and consulted widely on their content with partner agencies and the public. To assist with the consultation process, an online survey was compiled which gathered just under 900 responses from across Scotland. The survey results were analysed nationally, by service delivery area and by LSO area to draw out key messages and trends. Respondents strongly agreed with the priorities Local Senior Officers had chosen as the backbone of their plans, and expressed high satisfaction and confidence levels for the service we provide. Local Senior Officers responded to those who supplied their contact details where appropriate, telling them how their feedback had been used to tailor their Local Plan. (58)

Organisational structures continue to develop, so permanent staffing structures are not yet in place to fully support Local Senior Officers. Guidance on their responsibilities has been developed to allow them to standardise their approach in a range of areas, including Community Safety Engagement and the development of Single Outcome Agreements.(58)

Local Senior Officers are collaborating to determine a reporting template to allow local authorities to assess their performance against their local plans. This is being designed to a set of guiding principles to allow some level of comparison and consistency whilst affording them the flexibility different local authorities will demand.

Partnership Approach to Improvement

North Lanarkshire LSO Area was the first to contribute to the award winning SFRS pilot Public Sector Improvement Framework (PSIF) project, described in Section 1. This provided an opportunity to work with partners in an innovative way to improve our local performance. An internal self-assessment was enhanced and enriched by an external partners' self-assessment in late October. These assessments resulted in a wide-ranging array of Areas For Improvement (AFIs) from both internal and external processes. This was the first time the SFRS had participated with partners in this way. The external self-assessment process highlighted the importance and value of local partnerships to service delivery. Many of the external outcomes applied equally to the Community Safety Partnership (CSP) and SFRS. This added value to the process and increased self-awareness and enhanced organisational learning.

As a result of the process, a review meeting was held with the membership of the CSP and a final action plan agreed. The action plan is now a standing agenda item at all CSP meetings to ensure partners remain sighted on, and continue in their commitment to, improving service delivery. Recognition of the North Lanarkshire CSP's positive participation in terms of the self-assessment process was highlighted recently when the SFRS successfully achieved the Commitment to Excellence Award.

Scottish Borders Pathway Project

Through the Chief Officers Fund, The Scottish Fire and Rescue Service made a £5000 contribution to a £1.23m Big Lottery Fund and Scottish Government funded project aimed at reaching domestic abuse victims in the Scottish Borders.

The 'Pathway Project' in the Scottish Borders is unique within Scotland. It aims to support domestic abuse victims through a range of joint interventions from initial crisis to resettlement in the community.

The fundamental principle of the project is to ensure all victims from domestic abuse are free to live in a home of their choice. This is possible through the provision of support, advice and bespoke safety and security measures to meet the specific needs of the individual and their family.

This small, but significant, contribution to the project has provided the Scottish Fire and Rescue Service the opportunity to gain access to, and participate in, the Scottish Borders Multi Agency Risk Assessment Conference (MARAC) where key partners discuss a co-ordinated approach to each case. During these meetings, sensitive information is shared between partner agencies on those most at risk from domestic abuse in the Scottish Borders.

Our involvement in MARAC is further evidence that the Scottish Fire and Rescue Service are a trusted partner who are fully committed to the development of a multi-agency, co-ordinated approach to delivering key services across the Scottish Borders.

ANNEX 1: Key Performance Indicators

PI Name	2009-10	2010-11	2011-12	2012-13	2013-14	Direction
KPI-01a Deliberate fires	22,902	25,691	19,979	15,079	16,025	▼
KPI-01b Deliberate primary fires	4,615	4,085	3,780	2,829	2,579	▼
KPI-01bi Deliberate dwelling fires	1,193	1,084	1,039	831	649	▼
KPI-01bii Deliberate other building fires	973	816	863	686	635	▼
KPI-01biii Deliberate vehicle fires	1,478	1,251	1,115	814	769	▼
KPI-01biv Deliberate other primary fires	971	934	763	498	526	▼
KPI-01c Deliberate secondary fires	18,286	21,602	16,197	12,250	13,444	▼
KPI-01ci Deliberate secondary refuse fires	9,722	10,165	8,971	7,093	6,490	▼
KPI-01cii Deliberate secondary other fires	8,564	11,437	7,226	5,157	6,954	▼
KPI-02a Accidental or unknown fires	15,834	13,244	12,360	11,635	11,959	▼
KPI-02b Accidental or unknown primary fires	9,377	9,059	8,636	8,240	7,954	▼
KPI-02bi Accidental or unknown dwelling fires	5,367	5,209	5,121	5,003	4,682	▼
KPI-02bii Accidental or unknown other building fires	2,031	1,980	1,855	1,700	1,715	▼
KPI-02biii Accidental or unknown vehicle fires	1,507	1,432	1,247	1,220	1,169	▼
KPI-02biv Accidental or unknown other primary fires	472	438	413	317	388	▼
KPI-02c Accidental or unknown secondary fires	4,718	2,615	2,483	2,021	2,916	↔
KPI-02ci Accidental or unknown secondary refuse fires	2,107	906	956	853	1,065	▼
KPI-02cii Accidental or unknown secondary other fires	2,611	1,709	1,527	1,168	1,851	▲
KPI-03a Fire casualties (All)	1,285	1,384	1,475	1,365	1,344	↔
KPI-03ai Fatal fire fatalities	62	52	59	46	33	▼
KPI-03aii Non-fatal fire casualties excluding precautionary checkups	956	1,094	1,099	1,002	1,075	↔
KPI-03aiii Non-fatal fire casualties including precautionary checkups	1,223	1,332	1,416	1,319	1,311	↔
KPI-03bi Fatal accidental dwelling fire casualties	48	43	47	36	24	▼
KPI-03bii Non-fatal accidental dwelling fire casualties excluding checkup	683	801	748	754	808	▲
KPI-03biii Non-fatal accidental dwelling fire casualties including checkup	892	975	985	1,014	990	↔
KPI-04a Non domestic fires	2,979	2,774	2,696	2,372	2,333	▼
KPI-05 Special services (All)	11,501	11,332	10,119	9,153	9,151	▼
KPI-05a Special service RTCs	2,946	2,421	2,223	2,264	2,137	▼
KPI-05b Special service flooding	2,038	2,475	1,136	1,350	1,056	▼
KPI-05c Special service extrication	951	834	843	774	701	▼
KPI-05d Special service others	5,566	5,602	5,917	4,765	5,257	↔
KPI-06a Casualties from Special service RTCs	2,174	1,852	1,757	1,792	1,874	↔
KPI-06b Fatalities from Special service RTCs	117	122	98	90	110	↔
KPI-10a False alarms (All)	53,577	51,163	49,108	47,920	47,723	▼
KPI-10b False alarm good intent	14,195	13,043	11,486	10,493	10,134	▼
KPI-10c False alarm malicious	3,081	2,839	2,685	2,323	2,380	▼
KPI-10d False alarm equipment failure (AFAs)	36,301	35,281	34,937	35,104	35,209	↔
KPI-7b Injuries to firefighters		50	37	55	27	▼

ANNEX 2: Corporate Expectations

CORPORATE EXPECTATION		RESPONSE	Section
Public Service Reform and Community Planning			
CE1	Engage with community planning partners to develop, deliver and monitor progress towards local outcomes in Single Outcome Agreements (SOAs). Local leaders have opportunities to engage with Principal Officers and Board	17 LSOs appointed as key contacts for community planning partners. These officers engage in the development of SOAs. Local Plans, which have clear links to SOAs, have been produced and are now being considered for approval by local committees. A Local and Stakeholder Engagement Committee has been established which is currently looking at options for the creation of a Public Focus Framework. Board members and Principal Officers have a schedule in place to ensure they engage with local leaders across the country.	4
CE2	Deliver the Scottish Ministers' expectations on overall efficiency savings and issue a public statement on this.	The SFRS currently anticipates that this year's savings will be achieved. Work is ongoing to complete annual accounts by 30th June 2014, after which these will be submitted for audit. A public statement will be made following this.	1
Alignment to the National Performance Framework			
CE3	Align operations, business planning and objectives to the Scottish Government's Purpose and the National Outcomes. Work with the Scottish Government to develop a shared understanding of the joint priorities over the medium term to contribute towards delivery of the National Outcomes	The Strategic Plan 2013-16 with supporting Annual Operating Plan and functional strategies and policies has been developed with clear links through to the Scottish Government's Purpose and National Outcomes.	CSF & SFRS
CE4	Support the Government's youth employment strategy, providing opportunities for unemployed young people including a job, modern apprenticeship, high quality work experience, mentoring or other work-related support.	The People and Organisational Development Strategy and Recruitment Protocols will formalise our commitment. Once we have our workforce structure fully established, we can design measures including work experience and modern apprenticeship programmes. We maintain links with schools careers advice services and attend recruitment fairs. Our close links with schools help to promote the role of Firefighter as an aspiration for the children involved.	2

CORPORATE EXPECTATION		RESPONSE	Section
Finance			
CE5	Align activities and strategy with the priorities set by Ministers in the current Spending Review (economic recovery, low carbon, public sector reform, preventative spend, social wage) taking account of the impact of their actions on total public spending.	Our key contribution is in relation to public sector reform and our strategies and finances are aligned to integrating the SFRS as a sustainable organisation within a reduced budget envelope. Through alignment to national pay negotiations we are applying the Living Wage. Our contribution to preventative spend is outlined in our Prevention and Protection Strategy.	1
Fraud Prevention			
CE6	Adopt proactive counter-fraud policies consistent with Scottish Government Guidance, including review of current counter-fraud activity and the adoption of robust reporting procedures.	An anti-fraud policy has been approved and adopted. The Audit and Risk Assurance Committee takes an active interest in this area.	1
Procurement			
CE7	Maintain accurate contracts database and share information on contract performance and anticipated future contracting activity. Maintain levels of procurement capability appropriate to organisational spending, working with Scottish Procurement to agree procurement improvement plans.	The SFRS is engaging with Scottish Procurement to ensure that our Procurement Strategy, which will be targeted to achieving the high levels of procurement capability evidenced prior to reform, is aligned to national objectives	1
Shared Services			
CE8	Assess the business case for shared service options before proceeding with plans to invest in corporate systems, and ratify corporate systems proposals through the Strategic Corporate Services Board	This can be evidenced through the Human Resource/Payroll business case. The necessary ratification of the proposed way forward can be achieved in conjunction with our Sponsors Unit. Other shared service arrangements include Internal Audit and Procurement, plans for shared pensions administration and discussions on shared ICT data centre facilities	2

CORPORATE EXPECTATION		RESPONSE	Section
Human Resources			
CE9	Engage with the Human Resources Forum to support workforce development, talent management and flexible deployment across organisations and to ensure that there is an effective employee engagement process, with measures and reporting to provide updates on progress.	This is subject to on-going review in partnership with the Fire and Rescue Sponsorship Unit	2
CE10	Comply with the Code of Practice for ministerial Appointments to Public Bodies in Scotland, working closely with the Scottish Government's sponsor teams to plan Board succession and public appointments.	This is subject to on-going review in partnership with the Fire and Rescue Sponsorship Unit	2
Transparency			
CE11	Adopt policies for open and proactive publication of relevant information, consistent with the Scottish Government's transparency agenda.	The SFRS has a publication scheme in place. This will remain dynamic and as information becomes available for publication it will be included within the scheme.	1

ANNEX 3: Fire Framework Priorities Summary

* projects extending into 2014/16 Page = numbers installed in final version

No	Priority	Page
1	Embed partnership working	16,17
2	Participate in community planning	17,30,48
3	Build community cohesion	16
4	Mainstreamed approach to equality and diversity	18
5	Decision making processes meet Equality Act	18,19
6	Workforce capacity to meet equality obligations	18
7	Equality Impact Assessment Duty	19
8	Environmentally conscious and responsible*	19
9	Ambitious waste and carbon reduction strategies*	19
10	Assess environmental impact of plans	19
11	Performance Management Framework	20
12	Evaluate Improvement Methodologies	21,38
13	Scrutiny of benefits realisation/aims of reform	14
14	Systems for Chief Inspector and Auditor General	20
15	MoU with Scottish Public Services Ombudsman	20
16	Managing risk information	28
17	Prioritise based on community risk and Best Value	27
18	Flexible approach to risk management	31,44
19	Using learning outcomes from fire investigations	31,44
20	Articulate connections between local planning and national strategic risk management	27
21	Articulate connections between civil contingency planning and national strategic risk management	28
22	Partnership working re issues outwith direct control	27
23	Corporate public communications strategy *	27
24	Link to national campaigns and Ministerial interests	27
25	Meet legislative responsibilities	31
26	Risk based compliance and enforcement strategy	31
27	Effective evaluation of prevention and protection activities	28,30
28	Partners provided with risk information	33
29	Contribute to Regional Resilience Partnerships	33
30	Response planned according to risk	42,43

No	Priority	Page
31	Shared partnership understanding of roles in dealing with emergencies	34
32	Robust and resilient command, control and communications	24,43
33	Identify and respond to emerging and established risks	42
34	Provide strategic assurance to SG	34
35	Critical fire assets protected and resilient	34
36	Innovative structure*	35,36
37	Inclusive workplace*	37
38	Suite of people strategies, policies and procedures*	35,37,39
39	Harmonious industrial relations	36
40	Workforce Strategy*	35
41	Business Continuity arrangements in place*	27
42	Pay and conditions negotiating framework *	37
43	Manage pay and pensions including reforms *	37
44	Ensuring Health, Safety and Wellbeing of all staff	38
45	Learning Organisation*	20
46	Learning and Development Strategy	39
47	Scottish Fire Services College centre for excellence	40
48	Clarify, communicate operational functions	43
49	Equal access to national capacity related to risk*	42,43
50	Champion of Specialist Rescue *	43
51	National multi-agency asset register*	43
52	Respond to emergencies and major incidents	43
53	Risk based fire investigation across Scotland	43,44
54	Develop links with the criminal justice system	44
55	Operational arrangements fit local risk profile	47
56	National leadership in community planning	47
57	Engagement Strategy *	46
58	LSOs equipped to fulfil duties, grow partnerships	48

ANNEX 4(a): Project Status 2013-14

PROJECT STATUS 2013-14

<i>Reference</i>	<i>Closure by 31st March 2014 (21 live + 5 closed)</i>	<i>Closing Date</i>
SA1.1.1	New Approaches to Community Safety	30 Mar 14
SA1.1.2	Fire Investigation	31 Mar 14
SA1.1.3	Business Regulations Incorporating Fire Safety	31 Mar 14
SA2.1.1	RDS Electronic Availability - Interim	Closed
SA2.1.2	Incident Command System	Closed
SA2.1.4	Mobilising Arrangements	Closed
SA2.1.6	Specialist resources (Phase1)	27 Mar 14
SA2.2.1	Estate Strategy (Phase 1)	Closed
SA2.2.2	Re Branding	31 Mar 14
SA2.2.3	Fleet Management System	31 Mar 14
SA4.1.1	Human Resources Policies	30 Mar 14
SA4.2.1	Learning & Development Policy	31 Mar 14
SA4.2.3	Best value Review of Occupational Health & well being	31 Mar 14
SA4.3.1.1	Information Governance Framework	31 Mar 14
SA4.3.1.3	Planning & Performance Framework	31 Mar 14
SA4.3.2	Operational Assurance Framework	Closed
SA4.4.1	Gaz/Gazeteer (Phase 1)	31 Mar 14
SA4.4.2	Business Intelligence/Reporting	31 Mar 14
SA4.4.3	Email Archiving	31 Mar 14
SA4.4.4	Active Directory	31 Mar 14
SA4.4.5	Application Platform (CRM)	31 Mar 14
SA4.4.6	Business System Consolidation	31 Mar 14
SA4.4.7	Data & Secure Storage	31 Mar 14
SA4.4.8	Data Centre Review	31 Mar 14
SA4.4.9	Telephone Rationalisation	31 Mar 14
SA4.5.2	Finance System	31 Mar 14

ANNEX 4(a): Project Status 2014-15

PROJECT STATUS 2014-15

<i>Reference</i>	<i>Approved ongoing/start after 1st April 2014 (21)</i>	<i>Closing Date</i>
SA1.1.4	Prevention and Protection MIS	1 April 15
SA2.1.3	Standard Operating Procedure	31 Dec 16
SA2.1.5	<i>Operational Intelligence System</i>	31 Mar 16
SA2.1.6	<i>Specialist resources (Phase2)</i>	31 Mar 16
SA2.1.7	Control Room Integration (D&G)	TBC
SA2.1.8	<i>Effective National Resilience</i>	TBC
SA2.2.1	<i>Estate Strategy (Phase 2)</i>	TBC
SA3.1.1	Consultation and Participation Strategy (Ph1)	31 Dec 14
SA4.1.2	Implement SFRS Structure	31 Mar 16
SA4.1.3	Pay and Rewards Structure	1 Apr 15
SA4.2.2	Revised Leadership & Management framework	1 Oct 15
SA4.2.5	Safer Firefighter	30 Sep 14
SA4.2.6	Organisational Values and Culture Audit	31 Oct 14
SA4.3.1	<i>Develop a Knowledge Management Framework</i>	TBC
SA4.3.1.2	<i>Strategic Approach to National Risk Reduction</i>	TBC
SA4.3.3	<i>Improvement Capability</i>	TBC
SA4.3.2	<i>Operational Assurance Framework phase 2</i>	TBC
SA4.4.1	<i>Gaz/Gazeteer phase 2</i>	TBC
SA4.4.6	<i>Business System Consolidation phase 2</i>	TBC
SA4.5.1	New HR and Payroll System	31 Mar 15
SA4.5.3	Pensions	31 Mar 15

The projects in italic are as follows:

- The Phase 2 ones are the second stage of projects that closed in year 1. Basically year 1 was foundation laying, year two is implementation.
- The others are projects that were not due to start until year two.

ANNEX 5: Glossary of Terms

Casualty: consists of persons requiring medical treatment beyond first aid given at the scene of the incident, those sent to hospital or advised to see a doctor for a check-up or observation (whether or not they actually do). People sent to hospital or advised to see a doctor as a precaution, having no obvious injury, are recorded as 'precautionary check-ups'. Casualty figures do not include fatalities.

Deliberate: Covers fires where deliberate ignition is suspected

False Fire Alarm: is defined as an event in which the Fire and Rescue Service believes they are called to a reportable fire and then find there is no such incident. These can be Malicious, of Good Intent or caused by Apparatus. The False Fire Alarms recorded for our indicator are those caused by Apparatus, as these constitute a significant majority of False Fire Alarm incidents.

Fatality: a casualty whose death is attributed to a fire is counted as a fatality even if the death occurred later. Fatalities associated with Other Incidents can include attendance to assist Police or Ambulance colleagues when a person has been found who has committed suicide, for example. Often there is little we can do as a Service to influence this particular figure.

Primary Fires: includes all fires in buildings, vehicles and most outdoor structures or any fire involving casualties, rescues or fire attended by five or more pumping appliances.

Rider shift: this means a shift worked by a wholetime (working the 42 hour shift system) firefighter.

Secondary Fires: These cover the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or if five or more appliances attend. They include fires in derelict buildings but not chimney fires.

SIMD: The Scottish Index of Multiple Deprivation identifies small area concentrations of multiple deprivation across all of Scotland in a consistent way.





SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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