
To: POLICE AND FIRE & RESCUE SCRUTINY SUB-COMMITTEE

On: 20 AUGUST 2019

Report by: DIRECTOR OF COMMUNITIES, HOUSING AND PLANNING SERVICES

Heading: SCOTTISH FIRE AND RESCUE SERVICE STRATEGIC PLAN 2019-22: PUBLIC CONSULTATION

1. Summary

- 1.1 The Scottish Fire and Rescue Service has recently consulted on their Strategic Plan 2019 – 22. The Local Senior Officer, Graeme Binning was keen to engage with partners and offered an opportunity for the Council to comment on the draft plan via their website.
- 1.2 The Strategic Plan is formed around 4 key outcomes:
- PREVENTION - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.
 - RESPONSE - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.
 - PEOPLE - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.
 - PUBLIC VALUE - We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.
- 1.3 The final date for submissions to the consultation was 18 July 2019 and the Renfrewshire Council response is attached as Appendix 1 to this report.

- 1.4 In its response Renfrewshire Council welcomed the focus of the plan on early intervention and prevention and the opportunity to review and respond to the Strategic Plan. In particular, comment was made that the plan builds on the excellent working relationship currently in place and aligns with the key priorities set by Renfrewshire Council and other community planning partners. The Council response specifically mentioned the role of the Scottish Fire and Rescue Service in advising on and improving fire safety as building standards and population demographics change.
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2. Recommendations

- 2.1 It is recommended that the Police and Fire & Rescue Scrutiny Sub Committee:
- (i) notes the consultation on Scottish Fire and Rescue Services Strategic Plan 2019-22; and
 - (ii) homologates the Council's consultation response as detailed in Appendix 1 to this report.
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3. Background

- 3.1 The Scottish Fire and Rescue Service was formed in April 2013 and has statutory responsibilities set out by The Fire (Scotland) Act 2005 as amended by the Police and Fire Reform (Scotland) Act 2012. These statutory responsibilities include:
- Provision of advice and guidance relating to fire safety
 - Responsibility to respond to fires and road traffic collisions
 - Response to chemical, biological, radiological or nuclear incidents
 - Response to serious flooding
 - Response to serious transport incidents
 - Response to urban search and rescue in incidents of building collapse
- 3.2 The Scottish Fire and Rescue Service is legally required to have a Strategic Plan in place that sets out its functions over a 3-year period. The new Strategic Plan requires to be in place by October 2019. An extensive consultation on a programme of transformation took place in 2018 and following the Services' first ever staff survey also in 2018, the SFRS have published a Draft Strategic Plan for 2019-22.
- 3.3 The Plan is formed around 4 key outcomes:
- PREVENTION - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.
 - RESPONSE - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

- PEOPLE - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.
 - PUBLIC VALUE - We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.
- 3.4 Sitting under each outcome are strategic objectives which go into further detail about what the SFRS hopes to achieve and how they link into the Fire and Rescue Framework priorities.
- 3.5 Many of these align with the Council's own strategic objectives and vision, both as a service provider and employer. We also share the view that the role and shape of Scotland's public services are changing, and transformation is vital in order to continue to provide existing services and to evolve to provide services fit for our future communities, responding to the changing demographics across our area, particularly an aging population. Renfrewshire Council previously responded to the Scottish Fire and Rescue Transformation change consultation with similar comments.
- 3.6 There is a focus within the plan on continuing to use a risk and needs-based service approach, based on robust data, with a reference to sharing data, using partners' data and enhancing joined up working in the process. Within Renfrewshire we have already established excellent joint working arrangements and data sharing through the Renfrewshire Community Safety Partnership and Daily Tasking and our experience with that level of close partnership has been highlighted in the Council response and support each of the SFRS' proposed four strategic outcomes.
- 3.7 The Plan is underpinned with a commitment to prevention, particularly around unintentional harm, working actively to minimise risk and target resources accordingly. The Plan also outlines a desire to enhance the resilience of local communities and to deliver a more holistic, partnership approach to harm and risk reduction through a wider programme of prevention and intervention activities. This would be welcome in Renfrewshire and ties in with our own approach to communities and public protection.
- 3.8 The Plan recognises the SFRS' role as a trusted service, acknowledging the access to homes and family life SFRS' officers gain through safety visits and seeks to maximise these opportunities to support our most vulnerable in society. We are developing a Multi-Agency Hoarding Policy for Renfrewshire and through discussions have identified that in some cases the SFRS are the only agency who are able to gain access to these properties through their fire safety visits. It is hoped that SFRS's unique position to gain insight into potential vulnerabilities will allow them to then lever in appropriate support and intervention.

- 3.9 In terms of performance, the Plan recognises the role of Elected Members in local performance scrutiny and the role of Community Planning Partnerships in evaluating the impact of joint activities and sharing performance data – this is also something we'd be keen to see develop further across the Community Planning Partnership.
- 3.10 There is a specific mention of the safety of high-rise properties which is of particular relevance to the Council's housing service. We work closely with SFRS locally on this issue and welcome recommendations and further advice when available.
- 3.11 In more general comments the focus on unintentional harm and prevention within the plan is understood, particularly with regard to the increase in the older population but within the Council's comments it is suggested that focus could also be given to people with complex vulnerabilities, such as drug and alcohol issues, who are also at increased risk of harm. In particular, the Plan doesn't mention children and young people and the role of education, developing the fire safety message and diversionary activities, particularly around bonfires, fireworks, deliberate fire-raising and water safety which are particularly important core preventative activities currently being carried out successfully in Renfrewshire.
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Implications of the Report

1. **Financial** – None.
2. **HR & Organisational Development** – None.
3. **Community Planning** –

Our Renfrewshire is safe – By focusing on key areas of Scottish Fire and Rescue and setting their vision and Strategic Plan, Renfrewshire should be a safer place to live, work and visit.
4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – None.
7. **Equality & Human Rights** –

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – None.

9. **Procurement** – None.
 10. **Risk** – None.
 11. **Privacy Impact** – None.
 12. **Cosla Policy Position** – None.
 13. **Climate Risk** – None.
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List of Background Papers

- (a) Background Paper 1. Draft response to the Scottish Fire and Rescue Service Strategic Plan 2019 – 2022.

The foregoing background papers will be retained within Communities, Housing and Planning Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is the Communities and Regulatory Manager

OR
8 August 2019

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INTRODUCTION

1 What is your name?

(Optional)

Mary Crearie

2 What is your email address?

(Optional)

mary.crearie@renfrewshire.gov.uk

3 Are you responding as an individual or on behalf of an organisation?

(Required)

<input type="checkbox"/>	Individual	<input checked="" type="checkbox"/>	Organisation
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4 If you represent an organisation, please give its name here

Renfrewshire Council

5 In what local authority area do you live or represent?

By telling us we can identify any common themes for your area.

Please choose the local authority area you live in from this alphabetical list. The last two options cover people elsewhere in the UK or in the world.

Please select only one item

Aberdeen City		East Renfrewshire		Orkney	
Aberdeenshire		Edinburgh City		Perth and Kinross	
Angus		Falkirk		Renfrewshire	x
Argyll and Bute		Fife		Scottish Borders	
Clackmannanshire		Glasgow City		Shetland	
Comhairle nan Eilean Sar (Western Isles)		Highland		South Ayrshire	
Dumfries and Galloway		Inverclyde		South Lanarkshire	
Dundee City		Midlothian		Stirling	
East Ayrshire		Moray		West Dunbartonshire	
East Dunbartonshire		North Ayrshire		West Lothian	
East Lothian		North Lanarkshire		Other (UK)	
				Other (Outside UK)	

6 Do you work for the Scottish Fire and Rescue Service?

<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No
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7 We would like your permission to publish your consultation response. Please indicate your publishing preference:

Please note your privacy will be protected. All responses will be anonymised before publication.

(Required)

Please select only one item

<input checked="" type="checkbox"/>	Publish my response	<input type="checkbox"/>	Don't publish my response
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OUTCOME 1

To work towards our longer term vision we have set four outcomes.

The first outcome that we want to achieve is:

Outcome 1 - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.

8 Do you agree that this is something that our organisation, as a whole, should be aiming to achieve?

(Required)

Please select only one item:

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>
Partly	<input type="checkbox"/>

Please give further information why you think that:

Outcome 1 links closely with Renfrewshire Council's own approach to prevention, our public protection agenda as well as our economic regeneration plans for Renfrewshire.

The focus on continuing to use a risk and needs-based service approach, based on robust data, sharing data, using partners' data and enhancing joined up working in the process is welcome and reflects existing good practice in Renfrewshire through our Community Safety Partnership and Daily Tasking.

There is a specific mention the safety of high-rise properties which is of particular relevance to the Council's housing service. We work closely with SFRS locally on this issue and we will welcome recommendations and further advice as this becomes available. We would also highlight the need to provide clear advice and reassurance for the public on these issues; this is already the case locally and we expect will be reflected nationally too.

OBJECTIVES TO SUPPORT OUTCOME 1

We have set a number of objectives to support the achievement of Outcome 1.

Do you agree with the following four objectives?

9 Objective 1.1 - We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.

(Required)

Please select only one item:

Yes	x
No	
Partly	

10 Objective 1.2 - We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

(Required)

Please select only one item:

Yes	x
No	
Partly	

11 Objective 1.3 - We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

(Required)

Please select only one item:

Yes	x
No	
Partly	

12 Objective 1.4 - We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.

(Required)

Yes	x
No	
Partly	

13 Please give further information to your responses here

The widening of the home safety visits to include broader well-being considerations would be welcomed. Sharing information is already well-established practice through Daily Tasking in Renfrewshire but this objective outlines the use of shared intelligence to enhance preventative activities which would mirror our approach in Renfrewshire Council. SFRS is a trusted organisation and therefore can be critical in highlighting vulnerabilities and issues following a visit.

We recognise the importance of the SFRS' role in advising on and improving fire safety in high rise properties and building standards as well as responding to advances in technology to enhance the built environment and encourage safe development. We have a good relationship locally between Planning and Housing Services and the SFRS and would welcome this.

OUTCOME 2

The second outcome we want to achieve is:

Outcome 2 - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

14 Do you agree that this is something that we should be aiming to achieve?

(Required)

Yes	x
No	
Partly	

Please give further information why you think that:

Much of the Plan aligns with the Council's own strategic objectives and vision, both as a service provider and employer. We also share the acknowledgement that the role and shape of all Scotland's public services are changing, and transformation is vital in order to continue providing existing services and also to evolve to provide services fit for our future communities, best responding to the changing demographics across our area, particularly an aging population.

OBJECTIVES TO SUPPORT OUTCOME 2

We have set a number of objectives to support the achievement of Outcome 2.

Do you agree with the following four objectives?

15 Objective 2.1 - We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

(Required)

Yes	x
No	
Partly	

16 Objective 2.2 - We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.

(Required)

Yes	x
No	
Partly	

17 Objective 2.3 - We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

(Required)

Yes	x
No	
Partly	

18 Objective 2.4 - We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.

(Required)

Yes	x
No	
Partly	

19 Please give further information why you think that

Objective 2.1 describes how that although steps have been taken to have the appropriate resources for today's communities, work now needs to be undertaken to develop what is required for the future. Population projections, economic development, infrastructure projects and housing plans all taken together will form a blueprint for consideration and we feel this would provide an opportunity for further partnership work as this ties in with Renfrewshire Council's and other Community Planning Partners' own long term future planning.

One of the operation control rooms is based in Johnstone, Renfrewshire. We are developing more direct links between the Johnstone facility and the Community Safety Hub to maximise the benefit of having this facility within Renfrewshire.

OUTCOME 3

The third outcome we want to achieve is:

Outcome 3 - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

20 Do you agree that this is something that we should be aiming to achieve?

(Required)

Yes	x
No	
Partly	

Please give further information why you think that

In terms of leadership development we found the collaborative learning approach across partners lead by the SFRS and Police Scotland to be very successful and welcomed the SFRS' role in driving that forward (through the Chief Officers' Group). This is a model which we feel could be potentially rolled out nationally within other community safety partnerships.

OBJECTIVES TO SUPPORT OUTCOME 3

We have set a number of objectives to support the achievement of Outcome 3.

Do you agree with the following four objectives?

21 Objective 3.1 - We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

(Required)

Yes	x
No	
Partly	

22 Objective 3.2 - We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

(Required)

Yes	x
No	
Partly	

23 Objective 3.3 - We will care for our people through progressive health, safety and wellbeing arrangements.

(Required)

Yes	x
No	
Partly	

24 Objective 3.4 - We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.

(Required)

Yes	x
No	
Partly	

25 Please give further information why you think that

Objective 3.4 commits to holding board meetings in different locations across Scotland which would be welcomed and links to the Council's vision around enhancing local democracy and accountability.

OUTCOME 4

The fourth outcome we want to achieve is:

Outcome 4 - We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

26 Do you agree that this is something that we should be aiming to achieve?

(Required)

Yes	x
No	
Partly	

Please give further information why you think that:

Yes – all public services should be transparent and accountable via the Scrutiny Boards.

OBJECTIVES TO SUPPORT OUTCOME 4

We have set a number of objectives to support the achievement of Outcome 4.

Do you agree with the following four objectives?

27 Objective 4.1 - We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

(Required)

Yes	x
No	
Partly	

28 Objective 4.2 - We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

(Required)

Yes	x
No	
Partly	

29 Objective 4.3 - We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

(Required)

Yes	x
No	
Partly	

30 Objective 4.4 - We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.

(Required)

Yes	x
No	
Partly	

31 Please give further information why you think that

Objective 4.3 considers the SFRS' ICT infrastructure to improve information and increase efficiencies which could potentially be considered further to look at the use of ICT to progress the early intervention and prevention objectives detailed in outcome 1 and 2. Objective 4.4 looks at performance information enabling more effective scrutiny; perhaps this could be widened to consider engaging with communities on performance and improvement.

GENERAL QUESTIONS

Now that you've considered the proposed outcomes and objectives, we just have a few more questions about the draft Strategic Plan.

32 Do you have any concerns about our ability to fulfil any of the proposed objectives?

(Required)

Yes	
No	x

Please give further information why you think that

Within Renfrewshire we have already established excellent joint working arrangements and data sharing through the Community Safety Partnership and Daily Tasking and our experiences with that level of close partnership underpin all of the SFRS' proposed four strategic outcomes.

33 Do you believe we have missed an area of focus that's important to you?

(Required)

Yes	x
No	

Please give further information why you think that

The Plan does focus on unintentional harm and prevention, particularly within the older population but perhaps focus could also be given to people with complex vulnerabilities, such as drug and alcohol issues, who are also at increased risk of harm.

The Plan doesn't mention children and young people and the role of education, developing the fire safety message and diversionary activities, particularly around bonfires, fireworks deliberate fire raising and water safety.

34 Do you believe there is more that the Scottish Fire and Rescue Service could do to help communities and partners?

(Required)

Yes	
No	x

Please give further information why you think that

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35 If there are any other comments you would like to make on our draft Strategic Plan, please record them here.

36 If you are responding as an individual we would like to ask some more questions. Please select the most appropriate option.

(Required)

I am responding as an individual	
I am responding on behalf of an organisation	x

The Plan is underpinned with a commitment to prevention, particularly around unintentional harm, working actively to minimise risk and target resources accordingly. The Plan also outlines a desire to enhance the resilience of local communities and to deliver a more holistic, partnership approach to harm and risk reduction through a wider programme of prevention and intervention activities. This would be welcome in Renfrewshire and ties in with our own approach to public protection.

The Plan recognises the SFRS' role as a trusted service, acknowledging the access to homes and family life SFRS' officers gain through safety visits and seeks to maximise these opportunities to support our most vulnerable in society. We are developing a Multi-Agency Hoarding Policy for Renfrewshire and through discussions have identified that in some cases the SFRS are the only agencies who are able to gain access to these properties through their fire safety visits. It is hoped that SFRS's unique position to gain insight into potential vulnerabilities would allow them to then lever in appropriate support and intervention.

The impact of further developing these prevention and intervention roles would be significant to achieve the desired transformational shift. With this comes a need for enhanced working with the Council and the HSCP (and also potentially NHS acute services) and perhaps closer consideration around what this new relationship looks like – both in terms of sharing data but also learning together, resource allocation and how all partners direct and coordinate activities.

In terms of performance, the Plan recognises the role of Elected Members in local performance scrutiny and the role of Community Planning Partnerships in evaluating the impacts of joint activities and sharing performance data – this is also something we'd be keen to see develop further across the Community Planning Partnership.