

2021



LOCAL FIRE AND RESCUE PLAN

GLASGOW CITY LOCAL SENIOR
OFFICER (LSO) AREA

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Foreword

This Local Fire and Rescue Plan for Glasgow is being published during a period of tremendous challenge for communities right across Scotland. And at a time where the impact of the Covid-19 pandemic has been felt acutely within our city and by our people.

Glasgow can be proud of the role that our fire and rescue service has played in keeping us safe. They have worked in partnership to prevent fires and continued to ensure a robust response to those fires and other emergencies that have occurred. Alongside this traditional role our firefighters and other fire and rescue personnel have also assisted the joint efforts we have made to mitigate the effects of the pandemic on those who are most in need.

In developing this plan, the Scottish Fire and Rescue Service has considered the broad range of risks that our communities face and the tasks that must be undertaken to ensure community safety. Whether that is the fitting of smoke alarms in the home of a vulnerable older person, educating our young people about dangers on the road or training for the complexities of water rescue on the River Clyde, our firefighters need to be prepared for the changing risk profile of our modern, diverse and vibrant city as we emerge stronger from the shadow of Covid-19.

This plan outlines how the Scottish Fire and Rescue Service will meet the challenges ahead and make Glasgow a safer place over the coming years: and the fire service does not work in isolation. As Chair of the Glasgow Community Planning Partnership I get to see first-hand how the fire and rescue service works closely with other emergency services and key partners to achieve better outcomes for our communities. Serving Glasgow and saving lives.

Councillor Jen Layden

Chair of the Glasgow Community Planning Partnership

Introduction



Welcome to the Scottish Fire and Rescue Service (SFRS) Local Fire and Rescue Plan for Glasgow 2020 - 2023. This plan has been created to ensure that the needs of our communities are at the heart of everything we do - improving local outcomes for the people of Glasgow. It has been developed to take cognisance of the Glasgow Community Planning Partnership's Community Action Plan, Glasgow Vision and the SFRS Strategic Plan 2019 - 2022 and the Scottish Government's Fire and Rescue Framework 2016-2019. This plan will support the delivery of agreed local outcomes for Glasgow's communities and meet the national SFRS priorities contained in our Strategic Plan. The ambition of this plan is: to support partnership working that will deliver improvements in community safety, enhancing the well-being of those who live, work in, and visit Glasgow and tackling issues of social inequality across the local authority area. We will set out our priorities over the following pages in order to support this ambition.

The demands placed upon the SFRS to respond to a wide variety of incidents challenges us to ensure our personnel acquire and maintain a range of skills to ensure our ability to respond to emergencies. Through the identification and the management of risks within Glasgow we will continue to prepare for these responses. However, we will also be striving to reduce the demand for our emergency response service through effective engagement, prevention, and intervention measures.

We recognise as a public service organisation and as a member of the community planning partnership, the demographics of our society are changing which will challenge us to continually improve the way we deliver our services to our communities. Our plan will therefore seek to focus on those areas of greatest need and maximise the potential to work in partnership and use our capacity more effectively and innovatively. In this way, we can direct our resources appropriately within the community to protect those most at risk from harm.

The SFRS continually evolves to meet the needs of our communities and to meet the expectations placed upon us in relation to public service reform. This flexibility allows us to identify new opportunities to broaden our role within society and to ensure that, as a modern fire and rescue service, we continue to protect Glasgow's communities effectively. This Local Fire and Rescue Plan, in conjunction with the statutory responsibilities placed upon the SFRS, will be used as a driver to build upon our existing partnership arrangements in Glasgow whilst seeking to foster new relationships that will support our mission of "Working Together for a Safer Scotland".

Early in 2020 we faced an unprecedented challenge in the form of a global pandemic. In response to the COVID-19 outbreak, we dramatically changed how we worked so that we could continue to deliver an emergency service whilst keeping our staff and the public safe.

The pandemic is expected to have a lasting effect on society and this will change the way in which we deliver services in the long-term. The full implications are not yet known and this makes it difficult to make any far-reaching plans with certainty. As such we will keep the priorities of this plan under regular review to ensure it remains relevant and appropriate.

Area Commander Roddie Keith
Local Senior Officer (LSO)
Glasgow City

National Context

Scottish Ministers set out their specific expectations for the SFRS in the Fire and Rescue Framework for Scotland 2016. This provides the outline we should follow to ensure our resources and activities are aligned with the Scottish Government's Purpose and national outcomes.

Our [Strategic Plan 2019-22](#) has been designed to meet these national expectations. Set against a complex and evolving backdrop our Strategic Plan encapsulates our mission, values and our strategic outcomes and objectives.



To ensure we can prevent the worst from happening and to be fully prepared to respond when called, we need to be aware of any new changing risks which threaten the safety of communities or our workforce. When developing our most recent plan, cognisance was given to: our changing population and the forecasted rise in over 75s; doing what we can to balance social and economic inequality; climate change and the devastating impact the inclement weather can have on peoples' lives and livelihoods; and the threat of terrorism.

Our Strategic Plan is supported by a three-year Strategic Plan Programme which provides details on all the activities we intend to carry out to successfully achieve our ambitions. This programme informs our Annual Operating Plan, which provides specific detail on the actions we carry out each year, and from which our performance is scrutinised.

This plan is a statutory Local Fire and Rescue Plan. It sets local direction to meet the strategic outcomes and objectives outlined above. It also demonstrates how we will contribute to Community Planning Partnerships (CPPs).

Meeting our National Outcomes at Local Level

<u>Outcome</u>	<u>We will do this in Glasgow by:</u>
Prevention	<p>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</p> <p>We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth</p> <p>We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes</p> <p>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</p>
Response	<p>We will analyse and understand a broad range of community risk across Scotland so that we have the right resources in the right places at the right time</p> <p>We will be more flexible and modernise how we prepare for and respond to emergencies, including working, learning with others, and making the most of technology</p> <p>We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies</p> <p>We will make our frontline service delivery by enhancing our command, control and communications arrangements</p>

<p>People</p>	<p>We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce</p> <p>We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services</p> <p>We will care for our people through progressive health, safety and wellbeing arrangements</p> <p>We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service</p>
<p>Public Value</p>	<p>We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland</p> <p>We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities</p> <p>We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services</p> <p>We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally</p>

Glasgow Community Action Plan



Glasgow Community Planning Partnership published the Glasgow Community Plan in October 2017. The plan has been developed by partners in the city to articulate the focus and priority areas where joint action can make a real difference.

Glasgow Community Planning Partnership brings together public agencies, the third sector and the private sector, to work to improve the city, its services and the lives of people who live and work here.

The vision of Glasgow's Community Planning Partnership is for Glasgow to be a world class city, with thriving and resilient communities where everyone can flourish and benefit from the city's success; with inclusive growth being the key objective. Glasgow's Community Planning Partnership brings together a range of public, private and voluntary agencies to focus on improving the lives of those who live, work and visit in the city. The Glasgow Community Plan outlines the following focus areas and priorities for all partners and is supported by an assortment of strategies and action plans:

- Focus areas:
 - Economic growth
 - Resilient communities
 - A fair more equal Glasgow
- Priorities:
 - Childcare
 - Transport

This Local Fire and Rescue Service Plan outlines a number of priorities that are designed to support the Community Planning Partnership's vision and contains actions that place a renewed focus on tackling all forms of deprivation and inequality, with a continued focus on delivering preventative measures that will enhance the wellbeing of communities across the city; and with a specific focus on the needs of locality planning arrangements.

Local Context *(Local partnership outcomes – LOIPs, Health and Social Care Plans, Community Justice Plans – their focus and SFRS commitment and contribution).*

Glasgow is Scotland's largest city and is home to over 615,000 individuals, accounting for just over 11% of the national population. The city is located on the West Coast of the country encompassing the River Clyde and covers an area of 175 square kilometres [68 square miles] and is supported by several major road networks including the M8, M77 and M80 and can be quickly accessed from other areas of the country ranging from Edinburgh in the east, Ayrshire in the south and Dunbartonshire and Argyll in the North. It is easily accessible to the wider country via the rail network expanding from Central and Queen Street train stations and has potentially 2.3 Million individuals living within the defined travel to work area. Other transport links include the George V Docks located within the Govan area of the city and the nearby Glasgow Airport located in the Renfrewshire Local Authority area.

The city is famous for its Victorian and art nouveau architecture, a rich legacy of its 18th to 20th-century prosperity due to trade and shipbuilding and is host to many other modern attractions for residents and individuals visiting the city. The City of Glasgow is home to a wide range of cultural activities and it hosts institutions including the Scottish Opera, Scottish Ballet and the National Theatre of Scotland, as well as acclaimed museums and a flourishing music scene. Some examples of its welcoming exhibits including Kelvingrove Art Gallery and Museum, Riverside Museum, Glasgow Cathedral and Glasgow Green to name but just a few.

Glasgow is Scotland's most diverse city and celebrates a wide range of cultures, religions and languages. The population of Glasgow is estimated to increase by 10% over the next 20 years, rising from 615,070 in 2017 to 684,744 in 2037. During this time the 65-74 age group is estimated to increase the most in size; which is in contrast the 75 plus age range for Scotland. Although being older is not a specific risk on its own right, risk is increased when age is combined with other factors such as living alone and living in poverty. Physical and mental health issues also contribute to an increase in risk.

In response to this the Glasgow City LSO Area have built upon existing positive working relationships with colleagues across various agencies and through these relationships we are able to work together to achieve positive outcomes for our city. We have strengthened this bond through joint working with Local Authority and 3rd Sector partners to support our communities throughout the Covid-19 pandemic, ensuring the most vulnerable receive the assistance they require.

The SFRS's Glasgow City LSO Area is coterminous with the Local Authority boundary; with 11 Community Fire Stations proudly providing preventative and response services to residents and businesses when needed the most. The Glasgow City LSO Area is structured in a fashion to enable our staff to interact with communities and partners in an efficient and effective manner; with a firm commitment to aligning the ways of working principles outlined within the Glasgow Community Plan to the priorities outlined within this Local Fire and Rescue Service Plan, including:

- *A commitment to a shared leadership approach where we will work alongside our partners to achieve the best outcomes for the City of Glasgow.*
- *Designing our services around the needs of the communities we serve, using our resources, data and information to improve outcomes.*
- *Co-producing our services with communities and other agencies to ensure that SFRS's assets and skills are easily accessible, and improve the wellbeing of support to Glasgow residents.*
- *Working with our communities and partners to deliver a prevention agenda that supports individuals at key stages of their life.*
- *Being an anchor organisation for others, taking the lead when required to assist communities and partners to build resilience and improve the general wellbeing of their area and/or place.*

A review of historical fire data across Glasgow indicates an increase in operational activity rising 5.8% from the five-year average of 14,696 incidents to 15,546 events during the 2019/20 reporting period. However, in terms of fire related activity, accidental dwelling fires have seen a steady decrease. The provision of smoke alarms, and on occasion the fitting of linked alarms, within the home environment has significantly reduced the severity of fires in most occasions with the majority of incidents being dealt with in their initial stages. Accidental dwelling fire casualties have fallen considerably from the five-year average of 151 to 122 during the 2019/20 reporting period. Nevertheless, this Local Fire and Rescue Plan recognises that much more needs to be done in relation to accidental dwelling fires.

Deliberate fire setting on average accounts for 19% of all operational activity with the majority occurring in the open and involving refuse containers, loose refuse material and grassland surfaces. Analysis identifies a peak in operational activity during certain months of the year; however, it also recognises that deliberate fires impact negatively on Glasgow's communities throughout the year.

Whilst many incidents in Glasgow result from a confirmed emergency, on average 35% of all calls responded to by the SFRS in Glasgow were as a result of an Unwanted Fire Alarm Signal emanating from a fire alarm within a non-domestic setting. These types of incidents impact negatively on the SFRS detracting vital resources away from other emergencies, preventative community and business engagement activities and operational preparedness necessities.

Reducing service demand, whilst developing the role of the SFRS as part of the ongoing process of public service reform, presents both challenges and opportunities for us to become more integrated in the community planning partnership environment. The introduction of the Community Empowerment (Scotland) Act 2015 will result in the development of Glasgow's Local Outcome Improvement Plan through a process of locality planning which is designed to deliver local outcomes that make a positive contribution across Glasgow's communities and to reduce inequalities. In developing this Local Fire and Rescue Plan, the SFRS will seek to ensure its activities compliment and support the locality planning process.

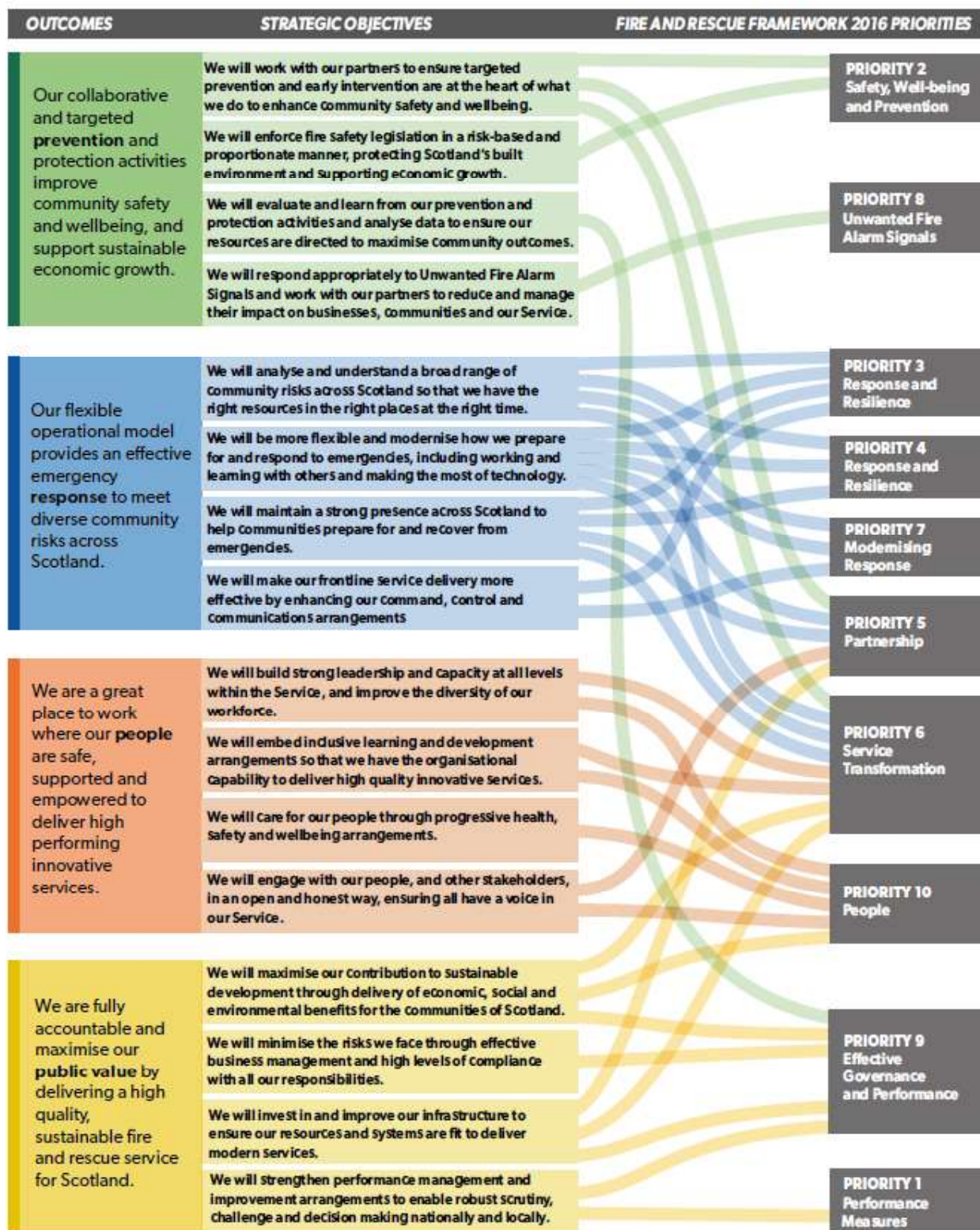
With the development of the local community justice strategy within Glasgow following the introduction of the Community Justice (Scotland) Act 2016, the SFRS will ensure, as a partner within the Community Justice Authority, its resources contribute to support the delivery of the local justice strategy.

Overseeing the performance of the SFRS at a local level is the responsibility of Glasgow's Safe Group. Within this forum the Committee undertakes the process of scrutiny to monitor the progress against the measurements within the Local Fire and Rescue Plan and engages with the LSO in matters arising on a regional or national basis.



Glasgow City Council Ward Structure 2020

Local Priorities



Outcome 1 – Prevention

1.1 Partnership Working

Fire safety within the home is a key prevention strategy for the SFRS as the consequence of fires within the home can result in a range of impacts on individuals, families, social landlords and communities. For organisations, the requirement to respond, intervene and deal with the aftermath of domestic fires places demand on resources. To reduce this demand, it is essential that approaches to prevention are evidenced based, in order to maximise and focus resources to make the biggest impact to safeguard those most at risk of fire.

By far the best way to avoid injuries or fatalities from emergencies is to prevent them from happening in the first place. By working in partnership to target our education programmes and community safety initiatives for the young, old and most vulnerable, we are working to reduce the number of emergency incidents so that we improve community safety and wellbeing outcomes. We will continue to expand our prevention activity, in particular delivering initiatives which directly support casualty reduction. This includes developing new 'safe and well' home visits, which incorporate wider health and social care considerations, such as preventing slips, trips and falls. We will build our knowledge by working with partners, and jointly utilising intelligence and data so that we can identify those most at risk in our society. Together we will then be able to target our resources more effectively to reduce the risk of fire and other incidents of unintentional harm in the home.

Analysis of accidental dwelling fire data identifies cooking as the most common cause of fires within the home in Glasgow and also the most prevalent cause where fire related injuries are sustained by occupants. Distraction has been identified as a contributory factor where accidental dwelling fires and/or injury occur. Those who are deemed at risk from fire may also have other vulnerabilities and impairments due to age, health or mobility reasons and they may also be receiving support from other partners. The scope therefore exists to work more closely together to protect those most at risk from fire through effective information sharing.



In order to reduce the potential for fires to occur, influencing positive change in occupant behaviours through raising fire safety awareness will be at the forefront of our preventative activities. By increasing the ownership of working smoke detection, the means of giving early warning of fire will also contribute to mitigating the severity of fires and fire related injuries within the home. By using assistive technology such as 'Telecare', the opportunity exists to further enhance the safety of those who are at risk from fire.

It is not uncommon for those at risk from fire to also be at risk from other injuries within the home, in particular from injuries arising from slips, trips and falls. Requests to the SFRS to provide assistance directly through a first responder role or to provide support to other agencies are increasing. Analysis of data indicates falls are a common cause of accidental deaths and injuries and account for a significant proportion of admissions to hospital. Those persons injured through falls may often be affected by other medical conditions such as dementia. The SFRS has a role to play in contributing to the protection of those at risk from injury and harm within the home. Through operational attendances and delivery of home fire safety visits, we have the opportunity to identify those at risk and through an assessment of such risk, refer individuals to partner organisations for additional support.



We will seek to reduce accidental dwelling fires and fire related injuries within the home by:

- *Promoting and undertaking Home Fire Safety Visits to those deemed at risk from fire.*
- *Working with our partners in Glasgow to share information where fire risks within the home have been identified and to provide solutions to protect those who are at risk.*
- *Focusing engagement activities in those areas where service demand has been identified.*
- *Supporting the provision of assistive technology within the home to increase occupant safety.*

We will monitor our progress in promoting our domestic safety strategy by:

- *Reviewing the number of accidental dwelling fires and their severity.*
- *Reviewing the number and the severity of fatal and non-fatal fire related injuries.*
- *Increasing the presence of working smoke/heat detection within homes affected by fire.*

By achieving a reduction in the frequency and severity of accidental dwelling fires and fire related injuries we will:

- *Support the safety and well-being of Glasgow residents.*
- *Support the independent living of vulnerable members within our communities.*
- *Reduce the social and economic cost of fires and fire related injuries.*
- *Reduce demand on the SFRS and its partners.*

1.2 Fire Safety Enforcement

In general, all workplaces and business are classed as non-domestic premises and as such come within the scope of Part 3 of the Fire (Scotland) Act 2005 (the Act) which places duties on persons responsible for these premises to comply with the Act and its associated regulations. The SFRS has a statutory duty to promote fire safety and where required enforce compliance with fire safety legislation. To discharge this duty and to secure compliance, the SFRS has adopted an approach utilising advice, education and where required formal enforcement powers.

Given the variety of premises which come within the scope of the Act, the SFRS has developed a fire safety enforcement framework which is based on the principal of risk combined with historical fire data across occupancy groups to create the fire safety audit programme. Those premises which present a higher degree of risk from fire are subject to regular fire safety audits to verify compliance. The impact of fire can have a devastating impact on business, employment, the provision of critical services and also our heritage. Evidence suggests that premises affected by a serious fire experience a high failure rate. The SFRS will undertake its audit programme to support Glasgow's ambition to grow its economy during this challenging period of economic recovery and seek to safeguard its culture, heritage and continuation of employment opportunities.



Fire in non-domestic properties not only pose a risk to life but also impact on local economies. We have a duty to provide advice and enforce fire safety legislation in most non-domestic buildings across Scotland. We will continue to target fire safety audits using a risk-based approach to support those responsible for premises (the duty holders), and ensure they are meeting their responsibilities to keep people safe.

The tragic incident at Grenfell Tower in London highlights the significance of robust and effective building and fire safety regulatory frameworks. In the immediate aftermath of this incident in 2017, we delivered a strategy to provide overt and robust public reassurance; a consistent and timely response to the high volume of information requests; and detailed information and guidance to our staff to deliver a consistent message. Work to improve the safety of high-rise premises continues. We remain fully committed to supporting and implementing the outcomes of the Ministerial Working Group which was established to oversee this work in Scotland. Following a comprehensive review of procedures and practices, work will focus on delivering improved:

- Fire safety regime and regulatory framework in Scotland
- Building standards for fire safety
- Standards for enforcement and compliance.

We will respond appropriately to any future recommendations which may arise from the Hackitt Review and Public Inquiry relating to the Grenfell Tower fire. We will also continue to protect Scotland's built environment and support economic growth through our fire engineering work. Our fire engineers liaise with the construction and academic sectors to ensure safe building design, enabling businesses to grow and flourish. This includes undertaking analysis to increase understanding of modern methods of construction, enhancing the safety of building users and our firefighters.

We will seek to reduce the instances of fires within non-domestic property by:

- *Undertaking our fire safety audit programme in accordance with the SFRS Enforcement Framework.*
- *Engaging with duty holders to promote responsible fire safety management of premises that come under the auspices of Part 3 of the Fire (Scotland) Act 2005.*
- *Working in partnership to ensure the appropriate provision of fire safety standards are incorporated in new premises under construction or premises undergoing material changes.*
- *Working in partnership with other enforcement agencies and organisations to support legislative compliance.*

We will monitor the effectiveness of reducing fires in non-domestic premises by:

- *Reviewing the number of fires in non-domestic premises and the type of premises involved in fire.*
- *Reviewing the number and types of fire safety audits carried out across Glasgow.*
- *Reviewing the outcome of fire safety audits carried out in non-domestic premises.*

By achieving a reduction in fires within non-domestic premises we will:

- *Enable the industrial, commercial and service sector to maintain business continuity and employment across Glasgow.*
- *Reduce the potential for loss of life and injury.*
- *Protect Glasgow's culture and heritage.*
- *Protect the natural and built environment and reduce the impact of fire on our communities.*

1.3 Targeted Engagement



We are committed to continuous improvement and will create a culture of reflection and review that helps our staff to improve the quality of their work and the services they deliver. Planning and evaluation are ways of using evidence to learn what works and provide a means to inform any necessary improvement actions or highlight and share any areas of good practice. We will embed robust methods of planning and evaluation so that our prevention work is aligned with local and national priority needs and our impact on communities is maximised and understood. In addition to evaluation, we will also continue to

learn through the investigation of fires. Our fire investigators fully and professionally investigate and report on the causes and contributory factors in relation to significant fires throughout Scotland. Research can then be carried out, providing valuable data and information internally within the Service, and to external partners. This can then be used to inform future prevention, protection and emergency response arrangements.

We will seek to ensure we target our prevention activity by:

- *Identifying those parts of Glasgow`s communities affected by deliberate fire setting and sharing this information with our partners.*
- *Utilising our Young Firefighters, Fire Reach, Fire-setters and school's education programmes to raise awareness of the impact of fire related anti-social behaviour.*
- *Working with partners to develop joint strategies to reduce the risk posed by deliberate fire setting and to mitigate its impacts.*

We will monitor our progress in promoting our Prevention strategy by:

- *Reviewing the number and type of deliberate fire setting incidents within Glasgow.*
- *Evaluating the effectiveness of our youth engagement programmes.*

By focusing our prevention work we will:

- *Enable the SFRS to divert it resources towards other community based activities.*
- *Protect the natural and built environment.*
- *Support the promotion of active and responsible citizenship across Glasgow communities.*
- *Support our communities in feeling safe from crime, disorder and danger.*

1.4 UFAS

False alarms continue to account for more than half of the incidents we attend. The majority of these calls are generated by automatic fire alarm systems. We encourage the use of automatic fire detection as they help save lives and protect buildings. However, false alarms, such as those that are caused by system faults, are an unnecessary drain on our resources and present undue risk for the public from appliances responding to these calls under blue light conditions. They can also cause disruption to people and negatively impact on business continuity potentially affecting business growth. We will work with duty holders to reduce this type of incident and to reduce the risk to communities and our people through minimising unnecessary blue light journeys. This will allow us to maintain the availability of resources where they are needed most and increase the time available for operational personnel to undertake training and community safety activities.

We will seek to reduce UFAS incidents by:

- *Investigate the cause of every UFAS event and engage with the owner/occupier, to agree measures for preventing reoccurrence*
- *Identify the premises that have persistent call outs due to UFAS, and work with owner/occupiers to develop, implement and monitor UFAS demand reduction plans*

We will monitor our progress in promoting our UFAS reduction strategy by:

- *Reviewing the number of UFAS and the type of premises generating them across Glasgow*
- *Evaluating the outcomes of occupiers' demand reduction plans to review progress and identify and share good practice*
- *Monitoring attendances at UFAS to ensure our attendances are based on an assessment of risk and demand*

By achieving a reduction in the frequency of UFAS incidents we will:

- *Minimise the disruption to business and service continuity across the city of Glasgow*
- *Increase the capacity of SFRS to carry out other activities*
- *Reduce the risk to firefighters and public whilst responding to UFAS incidents*

Outcome 2 – Response

2.1 Understanding Community Risks

To enable us to prepare for an effective response we first need to know what the potential risks to communities are, and then ensure we have the most appropriate balance and distribution of capabilities to address them. Following a comprehensive review, we have distributed a range of specialist rescue equipment across Scotland, positioned where it will be most effective. We will now undertake a longer term exploratory review of what Scotland may look like in the future, 'Our Futures Vision'. We will look at factors such as economic development, infrastructure and housing proposals, and population projections to understand what changes we may need to make to our operational footprint to be able to respond to any new or changing demands.

It is important our firefighters understand the risks across their communities to ensure the level of risk is matched by an appropriate level of operational response. In gathering this knowledge, appropriate training is carried out to safeguard firefighter safety and to ensure any such response results in an effective and efficient deployment of our resources.

2.2 Modernising Our Response

To realise greater efficiencies, we need to review our operating model and duty systems to build in flexibility, reconfiguring resources to where and when they are needed most today. Our people, partners and communities will be fully consulted about any changes we propose. We also need to take further steps to reconsider the role of firefighters in today's society. Using our widely dispersed resources to support our partners and increase life chances in roles such as responding to Out of Hospital Cardiac Arrests, we could significantly contribute to improving a wider range of community outcomes. Where it is right that we are able to save more lives in different ways, it is also right that our firefighters are appropriately trained, equipped and have terms and conditions reflective of doing so. We will work closely with staff representative bodies to negotiate terms and conditions to allow these developments to happen. We have already made some advances in changing the types of appliances and firefighting technology we use. To strengthen our rural firefighting capabilities Rapid Response Units have joined our fleet. These bespoke smaller appliances are fitted with state-of-the-art equipment that can create safer working conditions for our firefighters. We will continue to explore and embrace such technological advances and innovative ideas which provide a safer environment for our firefighters as we enhance safety within all the communities of Scotland.

Out with the domestic environment, the SFRS respond to a range of non-fire related emergencies. The most common incidents of this type within Glasgow are Flooding and Road Traffic Collisions (RTCs) which results in the majority of non-fire related events and injuries.



Responding to RTCs is a statutory duty for the SFRS, however a collective approach is required amongst community planning partners to support risk reduction measures. As a partner, the SFRS will support the education of young drivers who are considered to be an 'at risk' group and support other initiatives intended to reduce the instances and impact of RTCs within Glasgow.

2.3 Community Resilience

There will also be occasions whereby the nature of an emergency will require a combined response by emergency services and other organisations to deal with such a major event. To ensure a coordinated response occurs, additional duties are placed upon the SFRS under the Civil Contingencies Act 2004 to prepare and be able to respond to deal with major emergencies.

Together with our partners, we assess risks, prepare for and respond to any significant threats or major emergencies. National and regional resilience partnerships, in which we continue to play a key part, coordinate the preparation of risk registers and response plans and arrange vital joint training and exercising events. Through the Joint Emergency Services Interoperability Principles (JESIP) programme we will also seek to learn valuable lessons and improve how we can work together across command-and-control structures at the early stages of an incident. This will enable us all to understand each other's capabilities so that we can launch a swift and integrated response whenever and wherever emergencies occur. Our local teams will continue to support local resilience partnerships to build capacity within communities so that they are prepared and can go some way to help themselves during an emergency situation. We will also help build confidence so that they have the ability to return to normality as quickly as possible after an event.

2.4 Modernising Our Control Rooms

To assure our own resilience, significant investment has been made in our command-and-control infrastructure. Three modern Operations Control rooms have been established to take calls from all over Scotland. Further investment has more recently been made to procure a new command and control mobilising system which will further enhance our resilience and emergency call handling capability. We are also actively involved in the Home Office's Emergency Services Mobile Communications Programme (ESMCP). This programme was established to replace the current communications network used by the emergency services across the UK. We will work within robust governance arrangements with a range of partners to ensure this critical and complex migration is a success for Scotland.

As an emergency responder, the SFRS needs to ensure it has the capability and the capacity to plan, prepare and respond to major emergencies. Working in partnership at a local and national level, the multi-agency approach requires a joint approach to assess these risks in order to develop appropriate response plans.

Following their development, these plans require to be tested to support a return to normality when a significant event and subsequent disruption arises. Glasgow is a thriving city and holds a proud tradition of hosting large public events such as the large sporting events, concerts, cultural festivals and celebrations. A considerable proportion of these require detailed planning and coordination with partner agencies such as Police Scotland, Glasgow City Council and the Scottish Ambulance Service. The planning in preparation for a large proportion of these events requires a multi-agency approach to ensure public enjoyment and safety and SFRS is a key partner in this work.



We recognise the potential for the role of the SFRS to evolve which provides scope to further protect those members of our communities from harm in the event of an emergency. Assisting other agencies in emergency situations, such as responding to 'Out of Hospital Cardiac Arrests' is one example where resources can be combined to maximise the potential for positive outcomes for those requiring assistance. The opportunity also exists to promote and support community resilience to improve the survivability rates from cardiac arrests through active engagement and education across Glasgow communities.

We will achieve an efficient and effective response model by:

- *Identifying and assessing the risk to our communities through Operational Intelligence gathering.*
- *Undertaking planned training events to support the acquisition and maintenance of skills to provide the capability to respond to emergency incidents.*
- *Reviewing our operational responses to incidents to ensure ongoing firefighter safety and to ensure the ongoing protection our communities from harm.*
- *Working in partnership to plan, prepare and test our responses to major emergencies.*
- *Continuing to draw upon our experience of multi-agency event planning to ensure that all events within Glasgow are safe, successful and enjoyable, minimising disruption to the city and maximising public safety.*
- *Supporting and promoting the reduction of harm from 'Out of Hospital Cardiac Arrests.'*

We will monitor our progress by:

- *Reviewing the number of intelligence gathering visits made analysing the use of this intelligence at operational incidents.*
- *Participating in major event debriefs to continually improve the planning process.*
- *Reviewing partnership plans and our own response to larger multi-agency type events.*

By improving our response we will:

- *Support the wellbeing and safety of Glasgow residents and visitors to the city.*
- *Ensure the safety of the personnel from all agencies who respond to emergencies and promote an early return to normality should an incident occur.*
- *Ensure Glasgow remains a city of choice for national and international events.*

Outcome 3 – People

3.1 Strong and Diverse Workforce

We aspire to be an employer of choice. This means we will create a supportive and rewarding workplace environment which attracts and retains the best people to deliver our responsibilities and ambitious programme of change.

To succeed we need leaders throughout the Service who think, plan and act as community leaders in their operational roles and in working with our partners. We are committed to developing adaptable leaders and equipping them to work across organisational boundaries and to solve complex problems with our partners and communities. We recognise that culture is a key determinant of success, and that leaders who demonstrate strong engagement, communication, collaboration and motivational skills will be a vital part of securing that success.

To be successful in fulfilling our strategic objectives, we will maintain dynamic resourcing and workforce plans which are fully aligned to our business and budget planning processes. These plans will be supported by policies, procedures and practices to ensure the fair and inclusive recruitment, development and retention of committed, talented people.

We are committed to securing a diverse workforce which is representative of the communities we serve. Historically this has been difficult to realise for operational roles within fire and rescue services. By expanding firefighter roles, we want to attract a wider range of people into operational roles in the future. We will also continue to explore new and innovative resourcing and development methods, including ‘positive action’ techniques to encourage and enable underrepresented groups to apply to work for us and to seek promotion opportunities. Some early success in this area arose from the pre-recruitment activity in 2019 by increasing the number of women in the final selection pool by over 3% compared to the previous recruitment intake in 2017/18.

We are also committed to delivering the best possible benefits packages for all staff who work for the SFRS. We will work closely with staff and representative bodies to secure appropriate terms and conditions which are fair and reflective of expanding job roles. We will also look to implement further policies that will promote a healthy work life balance and as a consequence increase motivation and productivity, and support good mental health.

3.2 Learning and Development

To ensure we have the capability and skills to deliver first class frontline and supporting services we will invest in excellent training facilities and arrangements. We will embed different learning pathways to ensure all our people have access to development opportunities to keep them safe and to support them to fulfil their potential. We will develop our approach to transferring knowledge across the Service ensuring our staff have access to the best practices, learning and information on what works in delivering our priorities.

As we continue to evolve, we will ensure we have empowered, ethical and values based leaders at every level to inspire greater workforce diversity. Challenging existing ways of doing things and innovation will be encouraged and supported so that we can be more progressive in how we meet our current and future challenges. By embedding effective succession planning we will be able to identify potential leaders for the future, providing opportunities for them in our leadership development programmes, so that they have the right skills to succeed. In doing so building and maintaining a workforce that is multi skilled, flexible, and results orientated.

3.3 Employee Wellbeing

The safety of our people is paramount and we have created a strong proactive health and safety culture to protect them. Being appropriately trained, and having access to the right information and support is essential to our people's safety and we are fully committed to ensuring we have the resources in place to achieve that.

We will also continue to improve our management information systems so that we can identify trends and areas in need of attention, and recognise positive results and improvements to enable the sharing of good practice across the organisation.

The nature of our Service is such that firefighters, and other members of staff, can be exposed to traumatic and challenging situations. We know that non-work related matters can also impact on the wellbeing of people. In recognising these psychological pressures our people sometimes work under, we are fully committed to creating a mentally healthy environment within which all can work and prosper.

We are committed to ensuring mental health is mainstreamed across everything we do and is fully integrated within our culture. To ensure we succeed we will structure, resource and manage our interventions to provide the support our people need to best equip them to meet the challenges they face.

3.4 Staff Engagement

To know if we are getting it right as an employer, we have made a promise to carry out a staff survey every two years. We are fully committed to taking action on what our people say and have used the results of the 2018 staff survey to help shape this Strategic Plan.

As we develop more detailed plans to achieve our strategic objectives, and as we continue on our journey of transformation, we will put in place robust change management practices so that our people can get involved in the decisions that matter to them.

Through improved communication arrangements, we will share information at appropriate stages to give our people and stakeholders the opportunity to participate in the design of services through safe and open channels. Through a strengthened corporate voice more people will understand the breadth and reach of our services and our ambitions to improve safety and wellbeing across Scotland.

Board meetings will also be regularly held in different towns or cities across Scotland, giving the opportunity for local teams, local partners and communities to engage with Board members and senior leaders on national policy and unique local issues.

Outcome 4 – Public Value

4.1 Maximising Our Contribution

The National Performance Framework has been designed to link with and promote the Scottish Government's commitment to the United Nation's Sustainable Development Goals. These aim to improve wellbeing across the world. We already undertake many activities that contribute to social equality, economic viability and environmental protection, which are the bedrock to sustainable development.

Our commitment as a Service to minimise our direct impact on the environment is strong. We will put detailed plans in place for how we will achieve this and strengthen our arrangements to meet our legislative and corporate duties. We will work with partners across the public service and beyond in developing our approach and in achieving our ambitions.

Through the implementation of a SFRS Sustainable Development Framework, we will communicate a clear plan from which to showcase and report on the wide range of activities we undertake which contribute to sustainable development nationally.

4.2 Effective Business Management

We manage our business and money appropriately, complying with various regulations, through a robust set of policies, business processes and identified responsibilities. Good governance assures a blend of value for money and accountability with transparent decision making and probity. To respond effectively to emerging risks and challenges and to further strengthen our governance arrangements, we will explore how we can develop more predictive insights and improve evidence led decision making.

This will support improved management of risk which is a fundamental element to successful business administration. Through increased integration with planning and performance management systems, and within the day to day culture of the organisation, we will enhance our ability to identify and respond appropriately to a variety of political, operational, financial and legal risks to safeguard our resources and reputation.

4.3 Infrastructure

We own or lease a wide range of assets, from land, property and vehicles to operational equipment, ICT and software. These assets are used to support all frontline and supporting activities and must achieve a high level of performance in terms of versatility, reliability, safety and cost.

Through our Digital Strategy, we are committed to investing in our ICT digital infrastructure to meet the growing demand for effective, efficient and secure systems. We will continue to explore new and innovative ways to use digital technology to realise efficiencies and to ensure our people have access to the right information at the right time to do their jobs well.

We will implement a long-term Asset Management Strategy which will redesign our property and fleet portfolio to balance the needs of a modern national service with those of tightening budgets. This will be done through a comprehensive assessment which will determine the assets that we no longer need, the assets we need to maintain, rationalise or develop, and the new assets we will need to acquire.

4.4 Performance Management and Scrutiny

The introduction of a new performance management system will greatly enhance how we manage our performance in the coming years. Moving from the current disparate manual systems to an all in one solution will fundamentally change how our people, across all functions and areas, manage their actions, risks and performance. Having consistent information at the touch of a button will greatly support improved reporting, communications, scrutiny by the Board and other stakeholders, decision making and realising efficiencies through the removal of duplication throughout the organisation.

We will also employ measured and cumulative actions to improve what we do. We will foster a culture where our people are empowered to use their skills and experience to make improvements in their work. Processes will be embedded to enable lessons learned and good practice to be widely shared with colleagues across the organisation and our partners.

The design of our services, systems and processes will also be regularly reviewed to ensure they are delivered in the most efficient, effective and safe way. To support the outcomes of any reviews and subsequent progression of any areas for improvement, we will maintain strong governance assurance arrangements.

We will seek to increase our public value by:

- *Utilising our Home Fire Safety Visit programme to assess for non-fire related risk and refer those deemed at risk from injury and harm to partners to provide additional support.*
- *Raising staff awareness, highlighting where we can impact our public safety.*
- *We will continue to look for innovative solutions to drive down our carbon footprint.*
- *We will ensure our objectives are set at a challenging level intended to deliver a meaningful difference to our communities and staff alike.*

We will monitor our effectiveness by:

- *Reviewing the number of requests for assistance from other agencies and for the provision of medical and first responder support.*
- *We will utilise evidence, challenge and critical reflection to improve performance.*
- *We will provide timely reports to our Local Authority partners for external scrutiny and comment.*

By achieving an increase in the value we provide we will:

- *Reduce the social and economic burden within the public sector.*
- *Support our partners in the public, private and third sectors in achieving positive outcomes for communities.*
- *Ensure the safety and well-being of those living, working and visiting Glasgow.*

Review

To ensure this Local Fire and Rescue Plan remains flexible to emerging local or national priorities, a review may be carried out at any time but will be reviewed at least once every three years. A review may also be carried out if the Scottish Minister directs it or if a new Strategic Plan is approved. Following a review, the LSO may revise the plan.

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