

2021



# LOCAL FIRE AND RESCUE PLAN

Clackmannanshire

# Contents

Introduction	1
National Context	2
Local Context	4
SFRS Resources in Stirling-Clackmannanshire-Fife	5
Performance Scrutiny	7
Local Priorities	
Priority 1 – Local Risk Management and Operational Preparedness	8
Priority 2 – Unintentional Harm and Injury	11
Priority 3 – Domestic Fire Safety	13
Priority 4 – Deliberate Fire Setting	14
Priority 5 – Built Environment	15
Priority 6 – Unwanted Fire Alarm Signals	16
Priority 7 – Transport and Environment	17
Review	18
Contact Us	18

# Introduction

Welcome to the Scottish Fire and Rescue Service (SFRS) Local Fire and Rescue Plan for Clackmannanshire 2021. This plan has been created with a focus on placing our communities at the heart of everything we do, and to improve local outcomes for those who live, work in, and visit Clackmannanshire whilst tackling issues of social inequality. It has been created taking cognisance of the Clackmannanshire Local Outcome Improvement Plan, the Scottish Fire and Rescue Service Strategic Plan 2019-2022 and the Scottish Government's Fire and Rescue Framework 2016-2019. This plan will set out our priorities in order to support this ambition.

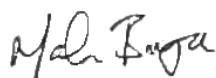
The demands placed upon the SFRS to respond to a wide variety of incidents, challenges us to ensure our personnel acquire and maintain a range of skills to enable our ability to respond to emergencies. Through the identification and the management of risks within Clackmannanshire we will continue to prepare for these responses, however we recognise on many occasions this demand can be reduced through effective engagement and intervention measures.

We recognise as a public service organisation and as a member of the community planning partnership, the demographics of our society is changing which will challenge us to continually improve on how we deliver our services to our communities. Our plan will therefore seek to focus on those areas of demand to maximise the potential to work in partnership and by using our capacity more effectively and innovatively to ensure we direct our resources to the point of need within our communities to protect those most at risk from harm.

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.

As the SFRS continues to evolve we will seek to play a key part in public service reform and identify the means in which to ensure that our role reflects the needs of society to ensure that as a modern Fire and Rescue Service, we continue to protect Clackmannanshire communities. 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 Clackmannanshire whilst seeking to foster new relationships to support the Service's mission of "Working Together for a Safer Scotland".



**Mark Bryce**  
**Area Commander**  
**Local Senior Officer**  
**Stirling-Clackmannanshire-Fife**

## National Context

Scottish Ministers set out their specific expectations for the Scottish Fire and Rescue Service 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 should we be called, we need to be aware of any new changing risks which threaten the safety of communities or the 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. The 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).

## Local Context

Clackmannanshire is an area in mainland central Scotland resting on the north bank of the Firth of Forth sharing inland boundaries with Perth & Kinross, Fife and Stirling.

The administrative town of Alloa has a population of some 20,390 people with a total population of 51,360 for the area as a whole.

The Local Authority area contains 5 wards. These can be seen below in Figure 1.

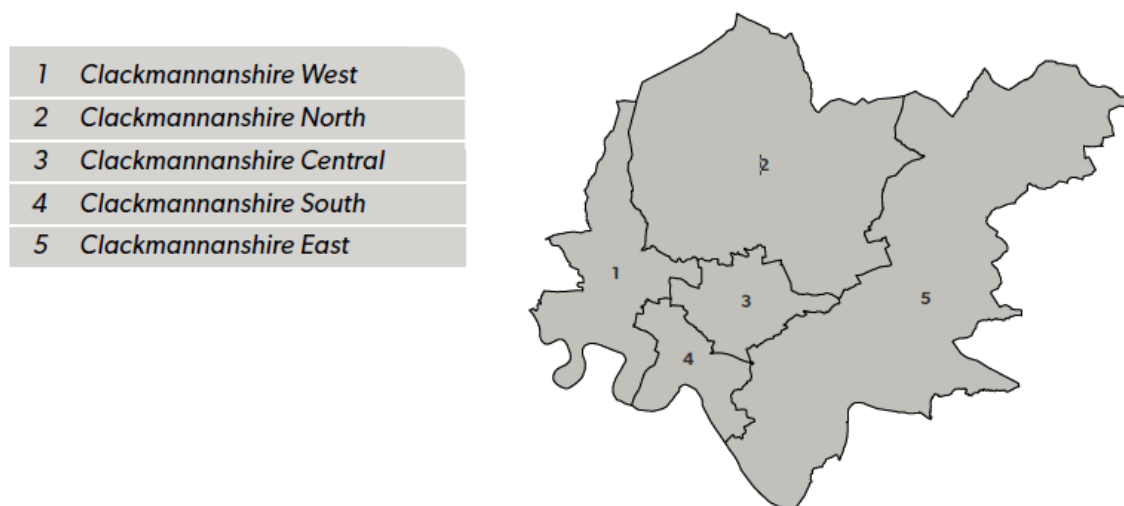


Fig. 1 - Clackmannanshire Wards

### Socio-economic Profile

The Scottish Index of Multiple Deprivation (SIMD) is a data and analysis tool used to identify small area concentrations of multiple deprivation across Scotland. The background data is taken from a number of factors that are known to affect the quality of individuals' lives e.g. income, health, employment, education, housing, access and crime. By collecting data on these domains, the SIMD can help identify areas where inequality is highest. The data can then be used by organisations to target policies and funding where the aim is to tackle areas of multiple deprivation and inequality.

The SIMD for Clackmannanshire features "Alloa South and East" as one of the area's most in need of support. Although other communities in Clackmannanshire also feature in the index, many households within "Alloa South and East" are faced with particular challenges in relation to poverty, inequality and disadvantage.

The priorities in this plan and the actions contained in the LOIP will direct SFRS and partner resources to these areas to deliver prevention activity – providing our services where communities are most in need of support.

## SFRS Resources in Stirling-Clackmannanshire-Fife

The Scottish Fire and Rescue Service has three Service Delivery Areas. North, West and East Service Delivery Areas. The Local Senior Officer (LSO) area of Stirling-Clackmannanshire-Fife sits within the East of Scotland Service Delivery Area which comprises four LSO areas;

- Stirling-Clackmannanshire-Fife
- Falkirk-West Lothian
- City of Edinburgh
- Midlothian, East Lothian and Borders



During the creation of the Scottish Fire and Rescue Service, the former Central Scotland Fire and Rescue Service area was split into two separate areas, creating Stirling and Clackmannanshire as a single LSO area (Falkirk

area became Falkirk-West Lothian). A restructure of areas recently led to the official creation of the Stirling-Clackmannanshire-Fife (SCF) LSO area in September of 2019. SCF is served by seven whole-time stations denoted by red circles with M in the centre (Alloa Station is red and blue to denote both whole-time and retained duty systems on station) and 18 retained duty system stations, served by 35 fire engines. The area also contains specialist resources including height vehicles at Dunfermline and Kirkcaldy stations, two water rescue teams at Stirling and Glenrothes stations, Technical Rope Rescue at Lochgelly Station and a Special Operations Response Unit at Stirling Station.

These resources are staffed by 614 personnel working various duty patterns. The area is managed by a team comprising the Area Commander, four Group Commanders and eleven Station Commanders.

The structure can be seen in the diagram below.





## Performance Scrutiny

The SFRS strategic direction is set by the Fire and Rescue Service Framework for Scotland. Scottish Ministers set out their expectations for the Service using this Framework - setting the overarching strategic direction for the SFRS. National SFRS performance is reported back to Scottish Government on an annual basis, providing data and evidence to demonstrate progress towards each of the ten “Strategic Priorities” contained in the Framework.

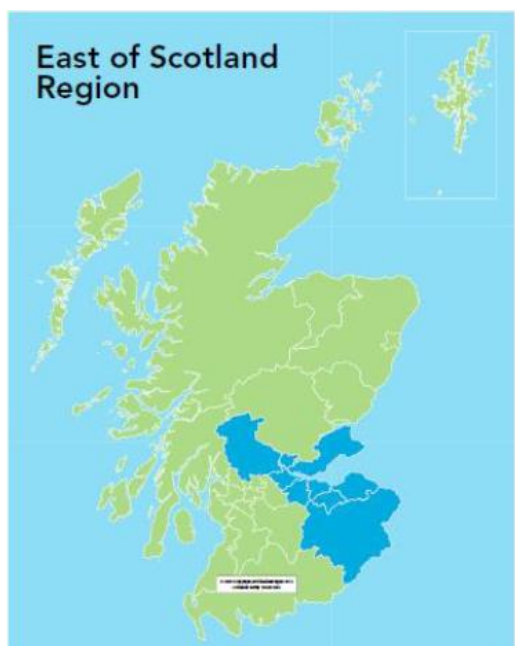
In order to meet the expectations of the Framework, the SFRS produces a Strategic Plan every three years. The current Strategic Plan for 2019–2022 outlines how we as a Service will deliver against our priorities, deliver against desired outcomes in local communities and make a greater contribution to the communities we serve.

To address the requirements of the Strategic Plan, the LSO areas are tasked with creating a Local Fire and Rescue Plan (LFRP) for their area of responsibility. Each LSO area has the opportunity to focus on priorities in the Strategic Plan and those more acute priorities that impact on the safety and wellbeing of those communities within the LSO area (eg. LOIP outcomes). The LFRP is endorsed by the Local Authority prior to publishing, and it is the key priorities in this document that will be used by the Fife Council Environment & Protective Services Committee locally to interrogate local SFRS performance across the Clackmannanshire area where we will present a performance report on a six-monthly basis.

# Local Priorities

## 1. Local Risk Management and Operational Preparedness

### Background



SFRS is a key partner within the Resilience Partnership structure in Scotland as a Category One Responder as set out in the Civil Contingencies Act (2004) and Civil Contingencies Act (2004) (Contingency Planning) Regulations (2005).

There are three Regional Resilience Partnerships (RRP's) in Scotland which mirror the Scottish Fire and Rescue Service Delivery Areas (SDA's). These are supported by Local Resilience Partnerships (LRP's) of which there are 12 in Scotland. The Forth Valley Resilience Partnership is part of the East of Scotland Region.

SFRS works closely with partners including Police Scotland, Scottish Ambulance Service, Scottish Environment Protection Agency, NHS Forth Valley,

MET Office, Maritime and Coastguard Agency and Local Authorities to develop and maintain plans based on identified risks across the RRP area.

Importantly, all partners work to ensure that collectively, we have the capability to deal safely and effectively with the consequences of any industrial or natural hazards in our area. Further information on this can be found within the East of Scotland LRP Community Risk Register.

As part of the Forth Valley Local Resilience Partnership, we will prepare for, and participate in an exercise programme, which tests the emergency procedures of our business partners. This exercise programme ensures that all partner personnel can operate safely in the event of an emergency, and that our major businesses can return to normal working sooner.

Locally, our management team and personnel must also ensure that we have the capacity, capability and training to respond to all incident types.

### Operational Intelligence

SFRS continue to maintain an Operational Intelligence system, which is a database of premises which are inspected based on the level of risk it presents to;

- SFRS Personnel
- Public
- Community Resilience
- Historic and Cultural Value

Our personnel gather information on these premises including site plans, building construction, utilities isolation, risks to firefighter safety and other key information. The premises are categorised as high, medium or low, and inspected according to the risk level. SFRS personnel maintain the database of premises by completing an inspection programme, ensuring that new risks are identified and inspected, and that premises which either no longer present a risk, or no longer exist, are removed from the system. Operational personnel can access premises information at the incident locus through the interface of a Getac tablet. The tablet is essentially a large storage device, using technology similar to a smartphone, with mapping and all risk premises details for the whole of Scotland available. The tablet is kept up to date via a Wi-Fi connection within each station appliance bay.

## **Training**

Our personnel undertake a programme of training within the SFRS Maintenance Phase Development Programme. This training programme ensures that all personnel receive training on the 46 incident types over a rolling three-year programme. This includes core, standard, and advanced training modules. Personnel on stations with a specialist rescue resource also receive additional training in that discipline.

## **Preparedness**

As part of the Forth Valley Local Resilience Partnership, we have prepared for, and participated in an exercise programme, which tests the emergency procedures of our business partners. This exercise programme ensures that all partner personnel can operate safely in the event of an emergency, and that our major businesses can return to normal working sooner.

Our personnel also identify premises within their own station area, and working with premises holders, complete exercises on a smaller scale.

Local SFRS officers liaise regularly with Clackmannanshire Council emergency planning and other partner agencies, to plan for, prepare and mitigate the effect of major incidents within the area and attend Safety Advisory Group meetings as and when required, to provide Fire and Rescue related advice and guidance regarding local events planning and within the Forth Valley Local Resilience Partnership.

The Clackmannanshire/Stirling multi-agency Flood Partnership group is supported by locally based SFRS officers, providing guidance and support to local flood groups in Bridge of Allan, Menstrie and Tillicoultry to prevent, prepare and mitigate the effect of flooding events on local communities

## **We will maintain local risk management and operational preparedness by:**

- Ensuring that our training and equipment are appropriate and our personnel are competent to meet our risk profile, and maintain the ability to adapt to changes
- Ensuring that firefighter safety is paramount in everything we do. This will ensure that we have personnel are able to meet the challenges we face

- Maintaining an accurate record of information on identified local risks through Operational Intelligence
- Working with our partners to plan, prepare and exercise our response to major emergencies.

**We will monitor the effectiveness of our management strategies by:**

- Monitoring our Operational Intelligence and fire safety databases
- Monitoring our equipment maintenance records
- Monitoring our personnel training and development databases
- Monitoring our absence management databases
- Monitoring our performance at exercises through operational assurance processes.

**By achieving this we will:**

- Ensure the safety of our personnel and public
- Reduce exposure to risk for our personnel, public and businesses within Clackmannanshire
- Ensure that our communities are resilient, and have the equipment and knowledge to mitigate the effects of major emergencies.

## 2. Unintentional Harm and Injury

The Building Safer Communities programme is a collaborative initiative **which seeks to help national and local partners and communities work together to make Scotland safer and stronger**. The programme vision is of a flourishing, optimistic Scotland in which resilient individuals, families and communities live safe from crime, disorder, danger and harm.

In October 2016 a strategic assessment of Unintentional Harm in Scotland was completed. This assessment aims to provide a picture across Scotland and is intended for use as a resource of information for policy makers and local practitioners. This is the first time that the different sources of relevant data and information that inform incidents of unintentional harm in Scotland has been put together into one single strategic assessment.

The strategic assessment is designed to complement the wide range of good work that is underway across the country, both at national and local partnership level. In so doing it provides a snapshot in time of trends and is designed to inform strategic planning and help direct future action and intervention.

In setting this out, the strategic assessment identifies five areas of priority, representing both those identified as most at risk of unintentional harm; and those areas for focus of partnership activity:

- Under 5s
- Over 65s
- Areas of increased deprivation
- Strategic data gathering, analysis and sharing
- Bridging the gap between strategy and delivery.

The strategic assessment is complimented by a summary document that captures the main findings and recommends for some next steps to action. Case studies show our very young and elderly, particularly in more deprived communities, are most at risk of suffering from an unintentional harm. Case studies shows that a number of agencies are often involved with those most vulnerable and that previously information has not been passed to the relevant agency to make a safe intervention so reducing unintentional harm.

In addition, a number of thematic briefing papers are available for practitioners which cover key points relating to specific unintentional harm and set out in clear format the key trends and considerations relating to:

- Children and Young People
- Older People
- Deprivation
- Home Safety
- Road Safety
- Outdoor Safety.

Locally, a number of Youth Engagement Programmes are delivered in the Clackmannanshire Council area by SFRS staff and in conjunction with our partners, such as;

Youth Volunteer Scheme, Corporate Parenting, CPR training skills sessions at local secondary schools and Bonfire Awareness sessions for all primary and secondary schools. Clackmannanshire's population currently shows that there are 9166 children (15 and under), with a 9.2% decrease expected by 2037. There are currently 8,731 elderly people (65+), with a 44.3% expected increase by 2037. Analysis shows that our very young and elderly, particularly in more deprived communities, are most at risk of suffering from an unintentional injury. Analysis also shows that a number of agencies are often involved with those most vulnerable to these injuries, and that previously, information has not been passed to the relevant agency to make a safe intervention.

Analysis also shows that a number of agencies are often involved with those most vulnerable to these injuries, and that previously, information has not been passed to the relevant agency to make a safe intervention.

Working with our community safety partners, both within Clackmannanshire and across Scotland, SFRS has a significant role to play in contributing towards identifying those at risk, and the risks they are exposed to, and reducing or eliminating those risks, either directly through SFRS, or indirectly through partner intervention.

**We will seek to reduce the impact of unintentional injury and harm by:**

- Creating a multi-agency plan with our partners, which enhances appropriate information exchange, which will enhance the safety of those within our communities who are most at risk
- Working with our partners to understand the signs and causes of unintentional harm in the home, and educate Fire and Rescue Service personnel to identify these and deliver appropriate interventions
- Utilising our Home Safety Visit programme to assess for risk in the home, with a focus on the young and elderly, referring those deemed at risk from injury and harm to partners to provide additional support
- Focusing resources where demand has been identified and deliver key community safety messages.

**We will monitor the effectiveness of our intervention strategies by:**

- Providing regular performance reports against our plan to monitor its success
- Working with our partners, reviewing the number of information exchange requests for assistance, both to and from our partners
- Evaluating our intervention measures, and those of our partners.

**By achieving a reduction in the frequency and severity of unintentional harm and injuries we will:**

- Contribute to safer communities within Clackmannanshire
- Reduce the social and economic cost of unintentional harm and injury
- Support vulnerable people to live independently within their communities
- Ensure the safety and well-being of those living in, working in, and visiting Clackmannanshire.

### **3. Domestic Fire Safety**

Dwelling Fires, and the potential fire casualties and fatalities resulting from them, have a significant impact on the families affected, as well as the wider communities, and responding services, not to mention the financial cost to the economy. The information below provides definitions within the Domestic Fire Safety priority.

#### **Dwelling Fire**

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

#### **Fire Fatality**

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

#### **Fire Casualty**

Non-fatal casualties consist of persons requiring medical treatment including first aid given at the scene of the fire, but not 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'

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

- Identifying those areas and members of the public most at risk from fire and offer to undertake Home Safety Visits at those addresses
- Working with our partners and sharing appropriate information on risks identified within the home to ensure the safest solution for those at risk.

#### **We will monitor the effectiveness of our intervention strategies by:**

- Continuously monitoring the number of accidental dwelling fires
- Continuously monitoring the severity and cause of accidental dwelling fires
- Continuously monitoring the number and severity of fire related injuries
- Increasing the provision of appropriate fire detection systems in the homes of those at risk.

#### **By achieving a reduction in the frequency and severity of unintentional harm and injuries we will:**

- As a partner based approach, improve the lives of those most vulnerable to fires and other risks
- Reduce the social and economic impact on our communities from fires
- Reduce the demand on SFRS resources, creating capacity for other activities.

## 4. Deliberate Fire Setting

Deliberate fire setting is a significant problem for the Scottish Fire and Rescue Service and is responsible for a high number of all secondary fire activity attended by fire crews in Clackmannanshire. These fires are split into two categories, which are described below;

**Primary Fires** - are generally more serious fires that harm people or cause damage to property. Primary fires are defined as fires that cause damage and meet at least one of the following conditions:

- any incident which involves uncontrolled combustion requiring equipped personnel
- any fire involving fatalities, casualties or rescues
- any fire attended by six or more pumping appliances.

**Secondary Fires** - are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles. There remains a close link between deliberately set secondary fires and other forms of anti-social behaviour.

Analysis shows that the greatest amount of deliberate fire setting activity takes place in SIMD identified areas of multiple deprivation. Activity increases significantly in April and May each year, and is at its lowest in December and January of each year.

We work hard to identify areas of high activity and engage with schools and groups in the local area. We also work with local partners in Police Scotland and the Local Authority to identify areas of high activity, and increase a presence in the area, engaging with groups to discuss behaviours and discourage future anti-social behaviours and fire raising.

**We will seek to reduce the instances of fire related anti-social behaviour by:**

- Using local knowledge and data systems, identify those areas of Clackmannanshire most affected by deliberate fire setting
- Identifying the cause of the deliberate fire setting, and inform appropriate partners to take action where required
- Working with partners to develop strategies to reduce deliberate fire setting
- Using educational tools such as school talks and specialist Community Safety Engagement programmes to educate people of the risks involved with deliberate fire setting, and the consequences it brings.

**We will monitor the effectiveness of our strategies by:**

- Monitoring the number, type and cause of deliberate fire setting incidents in Clackmannanshire
- Evaluating our education programmes for effectiveness and change where appropriate.

**In reducing deliberate fire setting we will:**

- Reduce the risk of injury to the public and SFRS personnel
- Make our communities safer places to live, work in and visit
- Ensure SFRS resources are available to make our communities safer.



## **5. Built Environment**

All fires in workplaces and business premises are classified as Non- Domestic Fires and come under the scope of the Fire (Scotland) Act 2005.

Our Prevention and Protection personnel within SCF manage a regular auditing programme of relevant premises (non-domestic dwellings). Where a fire occurs, SFRS complete a 'post fire audit' with the premises holder. We will continue to audit premises in order to prevent fires occurring, and provide advice where they have occurred.

Our Prevention and Protection personnel also work with architects to provide fire engineered solutions in the planning phase of proposed buildings. Our personnel will continue to work to ensure that proposed buildings plans have the appropriate fire safety solutions in place at the appropriate stages of the planning process.

### **We will work to reduce fire related incidents within relevant premises by:**

- Maintaining our fire safety audit schedule in accordance with the SFRS Enforcement Schedule
- Engaging with duty holders, providing advice and support to ensure that they are compliant with Part 3 of the Fire (Scotland) Act 2005
- Working with our partners to ensure that appropriate fire engineered solutions are incorporated into building proposals at the appropriate stage.

### **We will monitor our progress by:**

- Monitoring the number and building types of completed audits by our staff
- Monitoring the amount of fire engineering solutions and other enquiries managed by our personnel
- Monitoring the number and severity of fire related incidents in our relevant premises.

### **In achieving a reduction in fires within relevant premises we will:**

- Increase life preservation through the application of preventative measures
- Ensure that business owners, employees and visitors can safely use premises in our communities, whilst protecting our economy
- Ensure that Clackmannanshire's cultural and historic buildings are preserved for generations.

## 6. Unwanted Fire Alarm Signals

Unwanted Fire Alarm Signals (UFAS) can be defined as 'any alarm activation which is not the result of a fire or a test'.

SFRS has a UFAS Reduction Strategy policy which requires personnel to contact premises occupiers when the premises breaches trigger numbers of UFAS incidents over a period. SCF area has allocated a 'UFAS Champion' who contacts premises after **every** UFAS incident. The UFAS Champion engages with the premises occupier in positive dialogue and advice, which has, at times, required only the changing of a single detector head.

### **We aim to reduce the number of UFAS attendances by:**

- Operating a 'zero tolerance' policy, and engage with premises holders to identify the causes of every UFAS incident
- Implementing intervention systems such as staff alarm response or technical interventions including changes to the detector type, or double activation systems where required
- Implementing the SFRS policy on UFAS where required, and reduce the operational response to premises which continue have UFAS incidents
- Identifying premises which attract a significant operational response, and re-assess the response required.

### **We will monitor the effectiveness of our intervention by:**

- Monitoring and challenging each UFAS incident across Clackmannanshire
- Monitoring engaged premises to identify the success or otherwise of agreed UFAS reduction plans
- Monitoring our performance systems to identify whether our interventions are successful.

### **By reducing UFAS incidents we will:**

- Reduce the unnecessary responses to SFRS and the businesses they disrupt
- Reduce unnecessary appliance movements, reducing our carbon footprint, and increasing the safety of our personnel and public on the road
- Increase our capacity to complete other important tasks within our communities.

## **7. Transport and Environment**

A core part of the SFRS's activity locally is responding to emergencies such as road traffic collisions (RTCs), flooding and other rescue situations. Firefighters are trained to a high standard and have at their disposal the most modern equipment for extricating people in rescue situations.

At a local level SFRS have a crucial role to play in contributing to and supporting the wider road safety agenda to achieve a reduction in RTCs and casualties and this will be a key focus of our work with community partners.

From evidence it has been identified that young drivers and rural road driving are areas of specific risk within Clackmannanshire and we will focus our education and awareness campaigns on these areas. Road casualty figures in Scotland have reduced significantly over the previous 20 years, however, the figures show that we cannot lose sight of the work that remains to be done to make our roads safer and further reduce deaths and injuries.

Locally we are responding to more incident types due to the evolving nature of our role and as the expectations of the public in our role change. Special services are a collective term for the non-fire related incidents the Service attends. They include RTCs where people are trapped, rope rescue and water rescue incidents.

The Stirling-Clackmannanshire-Fife LSO area are involved in several projects with our partner agencies to reduce casualties from RTC's and Special Service incidents. These educational projects will be delivered to our communities with the aim of reducing such incidents.

### **We will seek to reduce the number of incident occurrences by:**

- Continuing to work with partners to further expand water safety education to secondary and primary school pupils across Clackmannanshire
- Contributing towards community resilience planning programmes with partners in order to ensure that an adequate local community flooding response is established where required.

### **We will monitor the effectiveness of our strategies by:**

- Monitoring the amount of water related incidents along with partners
- Monitoring the frequency of attendances at RTCs and non-fire emergencies, as well as the number and severity of injuries. These will be monitored alongside Police Scotland RTC incidence information
- Monitoring the progress made in creating community resilience plans with partners and the public.

### **In reducing the number of such incidents, we will:**

- Make Clackmannanshire communities safer, and reduce the social and economic costs of such incidents
- Reduce the burden on our emergency services from such incidents
- Deliver better protection of our communities from flooding incidents.

## 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 Local Senior Officer may revise the Plan.

## Contact Us

If you have something you would like to share with us or you would like more information, you can contact us by:

Write to:	Local Senior Officer Scottish Fire and Rescue Service Stirling-Clackmannanshire-Fife LSO HQ Alloa Fire Station Clackmannan Road Alloa FK10 4DA
Telephone:	01259 724112
Website:	<a href="http://www.firescotland.gov.uk">www.firescotland.gov.uk</a>
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