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for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

LOCAL FIRE AND RESCUE PLAN FOR NORTH LANARKSHIRE

2017



DRAFT FOR CONSULTATION



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Introduction

The Scottish Fire and Rescue Service (SFRS) is required under the Fire (Scotland) Act 2005 as amended, to prepare Local Fire and Rescue Plans for each local authority in Scotland. Following the publication of the Service's Strategic Plan in 2016, a new set of local delivery plans are now due to be published by the end of 2017.

The Scottish Government published the Fire and Rescue Framework for Scotland 2016 which sets out the Scottish Ministers' expectations of the SFRS. The Framework provides SFRS with strategic priorities and objectives, together with guidance on how the delivery of its functions should contribute to the Scottish Government's purpose.

The main purpose of the SFRS is to work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response, to improve the safety and well-being of the people of Scotland. The Service's Strategic Plan was produced to ensure that the Service delivers the requirements of the Framework on a national level. The Local Delivery Plan for North Lanarkshire will ensure that the aims of the Framework and the Service's Strategic Plan are delivered at a local level whilst taking full cognisance of local requirements and priorities.

These plans have been developed to ensure that as a national service, local priorities and accountability can still be delivered within each local authority area in Scotland. This plan sets out how the service will be delivered in a local context ensuring local accountability set against a set of targets that have been developed for the North Lanarkshire area. Against the drive of public sector reform, the local planning landscape continues to evolve to provide a greater focus on protecting the most vulnerable and improving community outcomes through collaborative working.

These changes have been considerable within the community planning arena and a number of new pieces of legislation have changed the focus for all organisations who work within the context of improving community planning and safety. The new legislation includes the Community Empowerment (Scotland) Act 2015 and the Community Justice (Scotland) Act 2016. The integration of health and social care has also had an impact on the partners across the community safety arena.

The new legislation has introduced the requirement for the production of Local Outcome Improvement Plans which will better reflect the requirements of the local communities. These have replaced the Single Outcome Agreements which had previously been the main driver for community planning partnerships. The Local Outcome Improvement Plans allow for a more focused set of priorities and a fully shared responsibility across the partner agencies.

It is noted that SFRS cannot make a difference across our communities without working in partnership with other agencies and the communities themselves. The North Lanarkshire Partnership is a key delivery mechanism for community safety and the Service has worked closely with North Lanarkshire Council and the other agencies that make up that partnership. The changes to the North Lanarkshire Partnership will be covered in a separate section of this review.

The Local Outcome Improvement Plan is key to how partners in the North Lanarkshire area deliver better outcomes for the communities within the area. The plan brings together all the partner agencies and community representatives and aligns all partners to shared priorities. This enables the co-production of safety initiatives and ensures that there is a community led focus where all partners are working to the same agenda.

The performance for the area will be scrutinised by the North Lanarkshire Council Community Safety Partnership Forum. The Forum is made up of elected members from across the Council area. Scrutiny meetings are held on a quarterly basis and SFRS will report on each of the performance targets. The information that will be provided will include targets based on a three year average, performance for the reporting quarter and the previous year's performance will be utilised as an indicator of current performance.

A strong values driven culture which supports the Service's strategic and local priorities and objectives is vital to the success of the organisation. SFRS has developed a set of values from the outcome of a cultural audit which took place in 2014. The values of the Service are as follows:

- Safety
 - We work alongside communities to keep them safe
 - We work to protect our firefighters from the high risks they face
 - We promote a culture of health, safety and wellbeing across all our staff
- Teamwork
 - We work towards common goals by forging strong internal relationships
 - We approach operational incidents and emergency situations as a team
 - We work well with partners on prevention, responding to incidents and delivering common aims
- Respect
 - We respect ourselves and each other
 - We respect the communities and individuals we serve
 - We recognise effort, achievement and contribution
- Innovation
 - We aim to improve the way we do things
 - We look beyond current habits and policies to find new solutions
 - We will ensure human life and firefighter safety are not compromised by rigid ways of dealing with incidents

These values will guide the SFRS in the actions and decisions that are taken to realise the ambitions and targets set out in this plan.

Partnership Working

To make an impact on any reduction strategy, partnership working is key. SFRS cannot effectively tackle issues such as reducing inequalities in isolation. The Service has considerable experience of reducing risk through a partnership approach and has been and continues to be a key partner in the Community Planning Partnership in North Lanarkshire.

The Community Empowerment (Scotland) Act 2015 reinforces the statutory duty on Community Planning Partnerships (CPPs) and broadens responsibility to all statutory partners including SFRS through a set of guiding principles focusing on:

- Strong, shared leadership
- Governance and accountability
- Community participation and co-production
- Understanding of local community needs, circumstances and opportunities
- Focus on key priorities
- Focus on prevention tackling inequalities, and
- Resourcing Improvement
- Effective performance management

At a strategic level, there is an expectation that CPPs will develop a set of focused strategic partnership priorities, articulated in the Local Outcome Improvement Plan to provide a focus for all work delivered by the partnership. The Service will align to the shared priorities of the CPP which are as follows:

- Homelessness
- Looked After Children and Young People
- Poverty
- Resilient Communities

The service will deliver the shared objectives through working at both local and strategic levels. The partnership agenda is delivered through the following mechanisms at which the SFRS is fully represented. The North Lanarkshire Partnership Board has strategic leadership representation from all partners. The SFRS Local Senior Officer represents the organisation on the Board within North Lanarkshire.

Sitting below the Lanarkshire Partnership Board is the Officer's Group which has representatives from all partner agencies at a senior level. The SFRS Group Manager responsible for Prevention and Protection within North Lanarkshire represents the organisation on the Officers Group. This group has developed the Local Outcome Improvement Plan for the area and SFRS has chaired the Officers Group during this period.

The Local Area Partnerships (LAPS) represent the 7 Localities within North Lanarkshire. The organisation is represented at these partnerships by the local Station Managers which enables the delivery of locally focused outcomes. The 7 localities within the North Lanarkshire area are:

- Airdrie
- Bellshill
- Cumbernauld and Kilsth
- Coatbridge
- Motherwell
- North Corridor
- Wishaw

Sitting below the LAPS are the Local Area Teams (LATS) and Community Safety Sub Groups who deliver on a local level. SFRS is represented at the LATS by personnel based at the local fire stations. Each watch within the local stations has responsibility for a number of ward areas and allows local teams to focus on local delivery directly to the communities.

SFRS will produce a Locality Plan for each of the 7 areas, which will include a breakdown of local activity and provide a depth of information which will enable a more detailed local scrutiny. Ward performance reports will also be published giving a local context to performance and scrutiny and allow for benchmarking against other areas in the West of Scotland.

Whilst SFRS is fully committed to the priorities that have been identified by the community planning partners there is still a statutory responsibility to ensure that the more traditional reduction activities continue. In this context the next section of the document will cover the areas that would be more normally associated with the Fire and Rescue Service. Notwithstanding the above, however, these areas are very much associated with building resilient communities.

Information on the North Lanarkshire area and details of each of the seven Local Area Partnership areas can be found in Appendix 1 of this document.

Reduction of Accidental Dwelling Fires

Throughout North Lanarkshire, dwelling fires occur within a wide variety of home types. Statistical analysis has shown that the majority of dwelling house fires occur in the social rented sector. A high percentage of these fires start in the kitchen when the occupier was cooking or had cooked food.

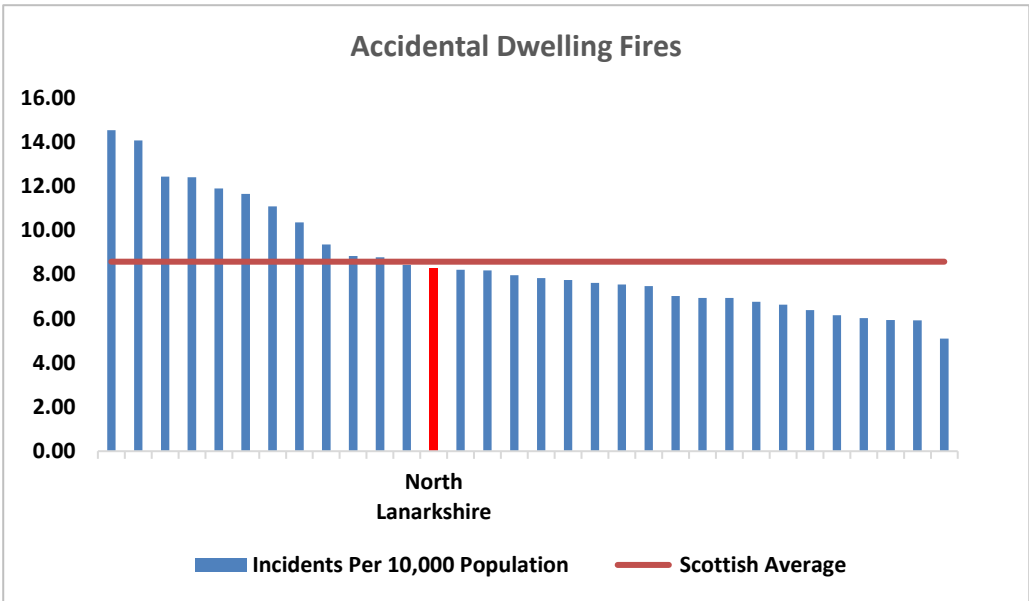
In North Lanarkshire, dwelling house fires are more prominent in several ward areas. Additional significant contributory risk factors are the consumption of alcohol and/or drugs allied to the use of smoking materials in the fires that occur.

The severity of domestic fires has been greatly reduced which can be attributed to the early warning provided by fitted smoke alarms. Due to the level of automatic smoke detection within domestic dwellings, SFRS is mobilised to a significant number (51%) of domestic dwelling fires which have been extinguished by the occupants before the arrival of SFRS operational resources. These are known as Code 4 fires; which are minor in nature due to the early detection and intervention by the occupier.

Dwelling fires can have a significant negative impact upon both individuals and the community and are financially costly to house holders and housing providers in terms of repair and the reinstatement of homes. By giving safety advice and fitting smoke detectors, SFRS can reduce the risk of fire and its associated human and financial costs as well as enhancing community safety.

When compared to the rest of Scotland on a per 10,000 head of population basis, North Lanarkshire at 8.29 sits just below the Scottish average of 8.58 and slightly above the midpoint when compared to other Local Authority areas. This can be seen in graph 1 shown below which highlights the North Lanarkshire performance in the red column.

Graph 1: Accidental Dwelling Fires per 10,000 head of population



Target Reduction for Accidental Dwelling Fires

The target for Accidental Dwellings Fires reductions in the North Lanarkshire area will be a 10% reduction over an average of three years. The Service will also report on the severity of the fires that do take place.

Reduction in Fire Casualties and Fatalities

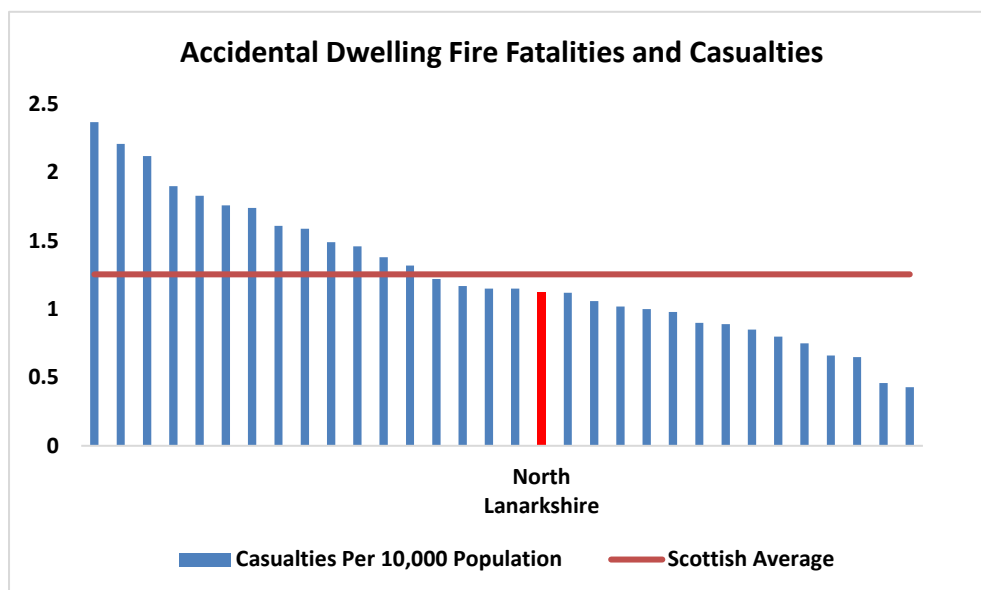
The reduction of fire casualties and fatalities is directly linked to the reduction in dwelling house fires. The reduction of fire fatalities and casualties, for which the biggest contributory factors are cooking and the use of alcohol/drugs, is at the core of preventative activities carried out by SFRS in the North Lanarkshire Area.

Vulnerable people within our communities continue to be those most at risk from fire. Older people, those with disabilities, those who live alone and those with alcohol and drugs dependencies provide SFRS with serious challenges in relation to engagement and reduction strategies. Closer working with partner organisations with regards to single shared assessments and signposting of vulnerable persons proves an effective method of identification and engagement. Fire casualties are more likely to occur in the areas with highest operational demand.

Within the North Lanarkshire area Home Safety Visits are carried out by operational station based crews and specialist Community Action Team members. During the visits smoke detectors are fitted to every level of the accommodation to ensure that early warning is given in the event of fire. Whilst there has been a drive to increase the number of visits there has also been a focus on trying to reach the most vulnerable in our communities. This has been done by working in partnership with other organisations and there have been an increasing number of referrals from partners.

When compared to the rest of Scotland on a per 10,000 head of population basis North Lanarkshire at 1.12 sits below the Scottish average of 1.26 and slightly below the midpoint when compared to other Local Authority areas. This can be seen in graph 2 shown below which highlights the North Lanarkshire performance in the red column.

Graph 2: Accidental Dwelling Fire Fatalities and Casualties per 10,000 head of population



Target Reduction for Fire Casualties and Fatalities

The target for Fire Casualties and Fatality reductions in the North Lanarkshire area will be a 5% reduction over an average of three years. The target for fire fatalities will be zero.

SFRS will produce a Casualty Reduction Plan that will detail the work that the Service and partners will carry out to meet the reduction targets.

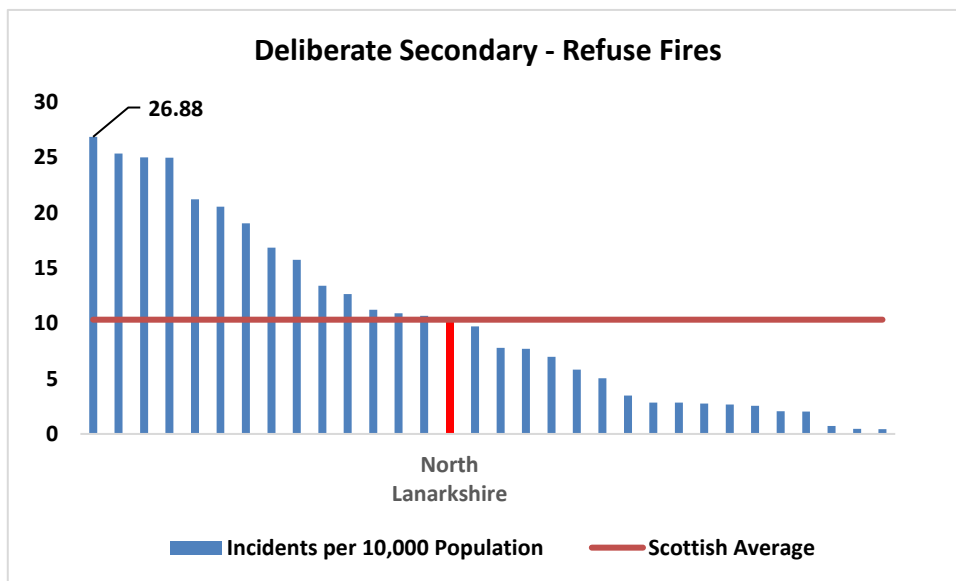
Reduction of Deliberate Fire Setting

In the North Lanarkshire Area, deliberate fire setting has historically been a significant problem and can be closely linked to antisocial behavior. Secondary fires (refuse and grass) account for a high percentage of our operational activity and place a huge strain on SFRS ability to effectively provide its operational response to real emergencies.

SFRS work with partners to identify areas of high operational activity and has put in place measures to reduce demand and where possible, hold those responsible to account. Police Scotland provides key support in identifying those responsible for deliberate fire setting. The use of Close Circuit TV (CCTV) cameras has also been utilised to assist in identifying where deliberate fires are set and by whom.

When compared to the rest of Scotland on a per 10,000 head of population basis North Lanarkshire at 10.39 sits very slightly above the Scottish average of 10.34 and slightly above the midpoint when compared to other Local Authority areas. This can be seen in graph 3 shown below which highlights the North Lanarkshire performance in the red column.

Graph 3: Deliberate Secondary Refuse Fires per 10,000 head of population



Target Reduction for Deliberate Fires

The target for deliberate fire setting reductions in the North Lanarkshire area will be a 10% reduction over an average of three years.

SFRS will produce a Deliberate Fire Reduction plan that will detail the work that the Service and partners will carry out to meet the reduction targets.

Reduction of Fires in Non-Domestic Properties

Fires in workplaces and business premises are classed as Non-Domestic Fires and come under the scope of the Fire (Scotland) Act 2005 and Fire Safety (Scotland) Regulations 2006. There will be a focus on High Risk Buildings and SFRS will work with businesses to enable compliance with the Legislation.

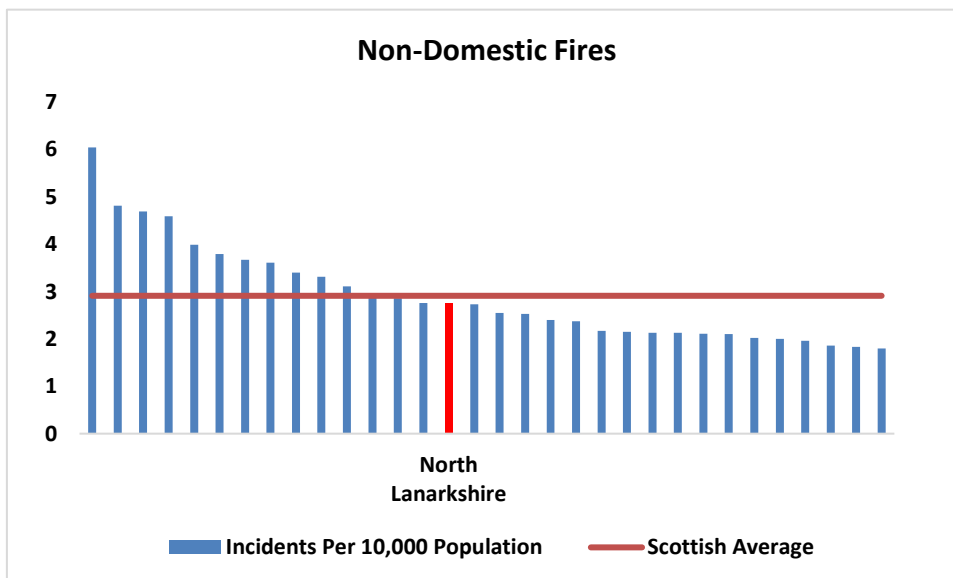
Sleeping risks are premises grouped within the high Risk Premises bracket since most fatal fires occur at night when people are less vigilant and at their most vulnerable. Residential care homes, student accommodation and other sleeping premises make up the greatest proportion of these incidents within the North Lanarkshire area.

The focus is an emphasis on high risk properties that will be audited on a yearly basis to ensure that the fire safety arrangements within these properties are to a suitable standard. For some buildings, joint inspections are carried out with other organisations e.g. Health and Safety Executive, Police Scotland, Trading Standards, Local Authority Licensing Department and Environmental Health.

These audits are carried out by either a legislative Fire Safety Enforcement Officer or an Auditing Officer. These officers are specially trained in relation to the enforcement of the legislation within the Fire (Scotland) Act 2005 and Fire Safety (Scotland) Regulations 2006. Any fire within relevant premises will result in a Post Fire Audit to fully identify the required assessment of risk in the event of the fire and the reasonable fire safety measures to secure the safety of persons resorting the premises.

When compared to the rest of Scotland on a per 10,000 head of population basis North Lanarkshire at 2.75 sits slightly below the Scottish average of 2.91 and slightly above the midpoint when compared to other Local Authority areas. This can be seen in graph 4 shown below which highlights the North Lanarkshire performance in the red column.

Graph 4: Non-Domestic Fires per 10,000 head of population



Target Reduction for Non-Domestic fires

The target for reductions in non-domestic fires in the North Lanarkshire area will be a 5% reduction over an average of three years.

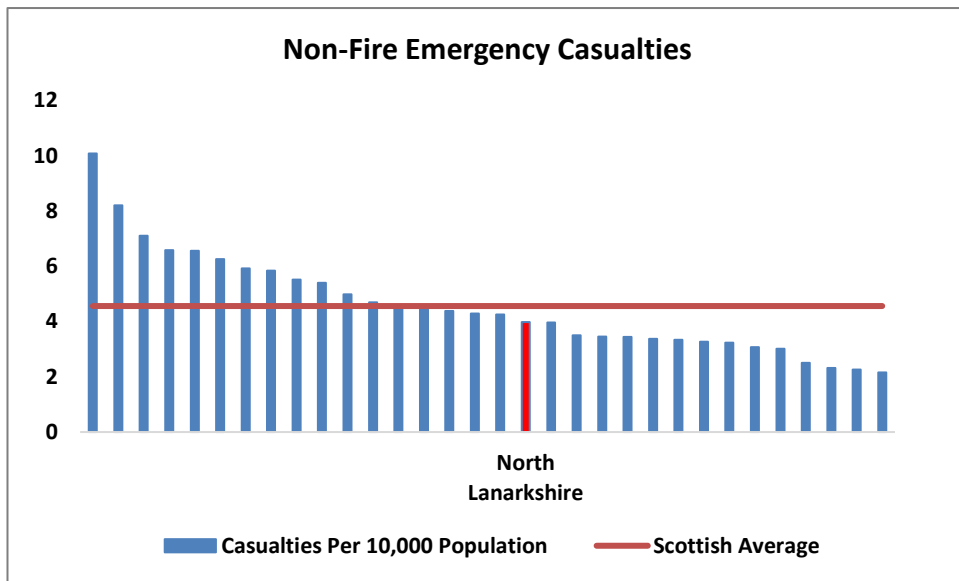
Reduction in Casualties from Non Fire Emergencies

A central part of SFRS’s role is responding to non-fire emergencies such as Road Traffic Collisions (RTCs), building collapse, water rescue incidents and flooding. Operational Firefighters are trained to a high standard and have at their disposal the most modern equipment for extricating people in rescue situations and administering first aid to casualties. SFRS also works closely with other emergency responders such as the Scottish Ambulance Service Special Operations Response Team (SORT), to ensure that medical interventions are provided with minimum delay.

SFRS has in recent years has increased its working with the Scottish Ambulance Service (SAS) in a number of areas. This has included attendance at incidents where there is a medical emergency within lock fast premises and the SAS cannot gain entry. SFRS personnel will attend the incident to gain entry and to assist the SAS when any casualty is located in the premises. In more recent times SFRS has been carrying out a pilot involving co-responding to out of hospital cardiac arrests. These additional activities will inevitably cause a rise in casualty numbers as SFRS strives to ensure that the local communities have the most efficient emergency response possible.

When compared to the rest of Scotland on a per 10,000 head of population basis North Lanarkshire at 3.98 sits below the Scottish average of 4.56 and below the midpoint when compared to other Local Authority areas. This can be seen in graph 5 shown below which highlights the North Lanarkshire performance in the red column.

Graph 5: Non-Fire Emergency Casualties per 10,000 head of population



Target Reduction in Casualties from Non Fire emergencies

The target for reductions in casualties from non-fire emergencies in the North Lanarkshire area will be a 5% reduction over an average of three years. The number of casualties from medical emergencies will be exempt from these reduction targets due to the fact that the Service will be attending increasing numbers of these incidents.

Reduction of Unwanted Fire Alarm Signals

Unwanted Fire Alarm Signals (UFAS) are those occasions when an automated fire alarm activates and results in a mobilisation of SFRS resources when the reason for that alarm turns out to be something other than a fire emergency. These can be categorised as either UFAS incidents from relevant premises under the Fire (Scotland) Act 2005 or from dwellings. In terms of relevant premises, the SFRS has statutory powers and bespoke policies to ensure reductions from poorly maintained, managed or installed fire alarm systems are achieved. Relevant premises that have repeated UFAS are subject to preventative measures that are designed to drive down false alarms.

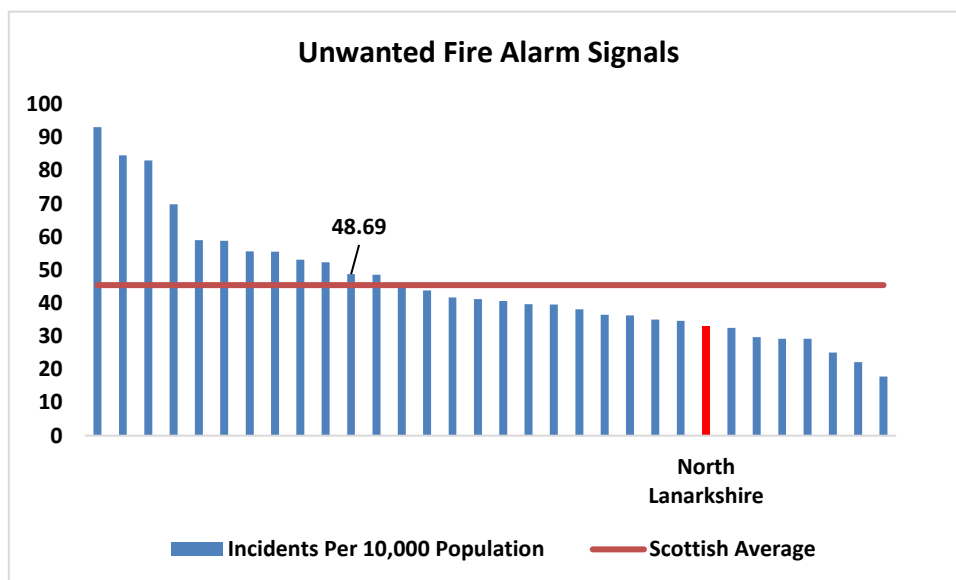
Every unnecessary blue light journey increases the risk of road accidents within North Lanarkshire, has an impact on available resources and has the potential to make members of our communities feel less safe. In regards to dwellings, SFRS employs an engagement strategy to try and reduce the impact from UFAS.

A high number of UFAS can be attributed to residential accommodation which is inclusive of sheltered housing. SFRS continued focus on prevention and demand reduction has identified areas of action and strategic partnership groups have been formed over the reporting years to jointly analyse and take appropriate actions to reduce UFAS activity across North Lanarkshire.

Other types of false alarm include 999 and emergency calls made when a person genuinely believes that an emergency has occurred which requires the attendance of SFRS, and that belief subsequently turns out to be unfounded. These are categorized as false alarm good intent incidents.

When compared to the rest of Scotland on a per 10,000 head of population basis North Lanarkshire at 32.97 sits below the Scottish average of 45.41 and well below the midpoint when compared to other Local Authority areas. This can be seen in graph 6 shown below which highlights the North Lanarkshire performance in the red column.

Graph 6: Unwanted Fire Alarm Signals per 10,000 head of population



Target for Reduction in Unwanted Fire Alarm Signals

The target for reductions in Unwanted Fire alarm Signals in the North Lanarkshire area will be a 15% reduction over an average of three years. The number of false alarm good intent calls will not be included in the reduction targets.

SFRS will produce an UFAS Reduction plan that will detail the work that the Service and partners will carry out to meet these reduction targets.

The Way Forward

SFRS has started in early engagement with both employees and partners in relation to the requirement to transform the Service. Scotland is facing new and changing risks, fires are reducing and our delivery model was designed to meet the risks of the 1940s. These new risks include terrorism, emergency medical response and severe weather. The current delivery models within SFRS are not aligned to these new challenges and our Retained Duty System needs to be strengthened to ensure the continued safety of our rural communities.

All of the public sector organisations in Scotland are currently facing financial challenges and SFRS cannot ignore these financial realities. The Service has already made savings of over £53m from across Scotland and any further reductions will have an impact on 'front line' service delivery. The Service cannot sustain the current frontline delivery model beyond the end of this financial year. There is however, an opportunity to transform the Service, introducing a model that can better face these new risks and to ensure a more sustainable organisation going forward.

This will allow the Service to better address the risks within Scotland and provide the best service possible to our communities. A full consultation on the transformation will be carried out across Scotland giving the opportunity for partner agencies, communities and or own staff a say in how to shape the future of the Scottish Fire and Rescue Service.

Therefore it is anticipated that by transforming the Service additional areas of prevention and response will be added to the remit of the SFRS in the near future. These are likely to include some or all of the following areas:

Within the North Lanarkshire the aim will be to increase the following:

- The number of out of hospital cardiac arrests attended
- The number of referrals to partners in relation to vulnerable persons
- The number of high risk home safety visits
- The number of Safe and Well visits
- The number of joint assessments carried out with partners.
- The number of initiatives through the Health and Social Care reform

SFRS will work closely with North Lanarkshire Council and other relevant landlords to ensure that any new legislation or recommendations arising from the recent tragic events at the Grenfell Tower incident in London are implemented as appropriate.

Review

In light of the above and to ensure that the plan is both current and appropriate to meet the needs of the North Lanarkshire area, there will be a full review of the document carried out on an annual basis.

North Lanarkshire Area

North Lanarkshire Partnership - Local Outcome Improvement Plan

How is community planning in North Lanarkshire organised?



our communities impact evidence partnership development

Population distribution and density

- North Lanarkshire has a population of 338,260 and covers an area of 470 sq km
- North Lanarkshire's population accounts for 6% of the Scottish total
- The council area is the 5th most densely populated in Scotland
- Only 1% of the population lives outwith the main urban areas
- North Lanarkshire has a total of 150,273 households



Projected population and household changes over the next 10 years



Total population is expected to increase by 1,200 or 0.4%

- | | |
|-----------------------------|--------------------------|
| ↓ Pre-school age down by 4% | ↓ School age down by 4% |
| ↓ 18-29 years down by 8% | ↓ 30-64 years down by 3% |
| ↑ 65-74 years up by 16% | ↑ 75 years+ up by 30% |

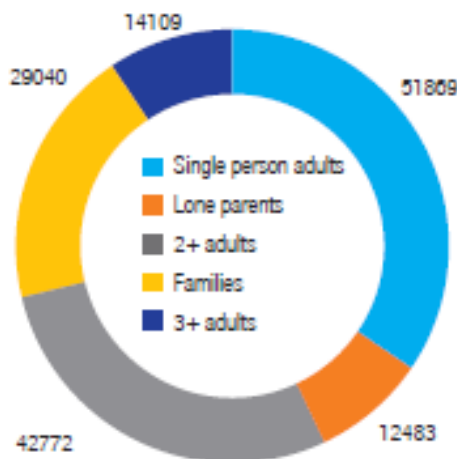
Total households are expected to increase by 7,520 or 5%

- | | |
|-------------------------------------|-------------------------|
| ↑ Single person up by 15% | ↑ Lone parents up by 7% |
| ↑ 2+ adults (no family) up by 10% | ↓ Families down by 12% |
| ↓ 3+ adults (no family) down by 12% | |

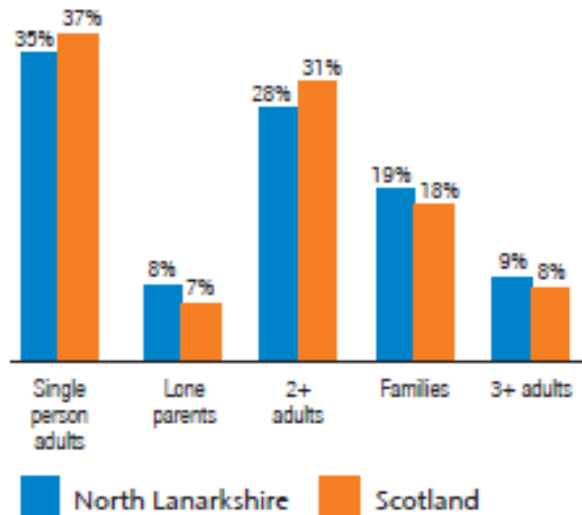


Household structure

Households split by type (nos)



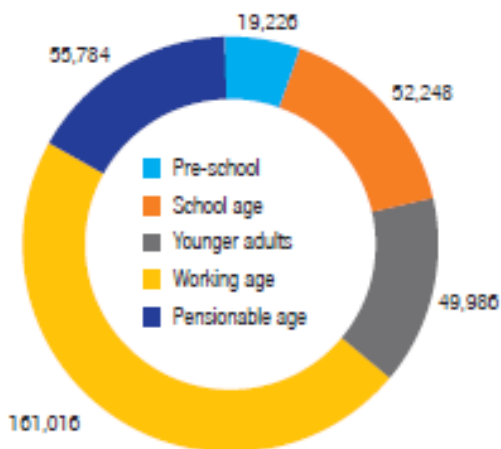
North Lanarkshire compared to Scotland (% share)



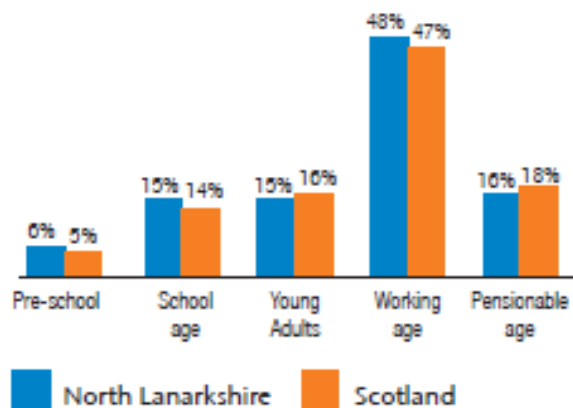
Population age structure



Population split by key age group (nos)



North Lanarkshire compared to Scotland (% share)





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