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for a safer Scotland**



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**MORAY AREA**

# **LOCAL FIRE AND RESCUE PLAN REVIEW 2020**

**Safety. Teamwork. Respect. Innovation.**

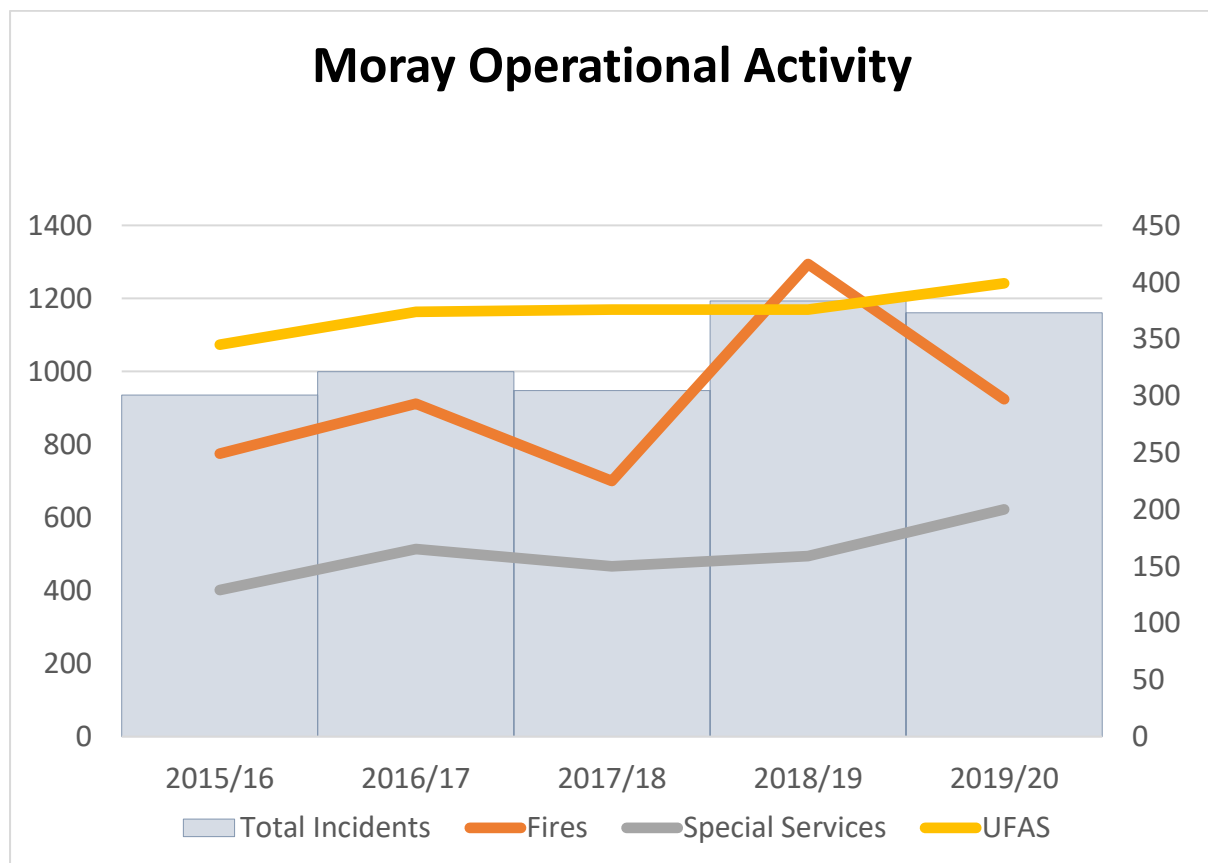
## Introduction

The Scottish Fire and Rescue Service is required under the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012, to prepare Local Fire and Rescue Plans for each local authority in Scotland. Our first Local Fire and Rescue Plans were published in April 2014. These were reviewed and replaced in 2017/18.

These Plans were developed to direct the Service through its initial transformation journey and to forge our place as a national organisation with a strong sense of local accountability. Against the drive of public sector reform, the local planning landscape continues to evolve to tackle inequalities and improve community outcomes through strong and open collaborative working.

The publication of our new Strategic Plan 2019-22 in October 2019 now instigates a requirement to carry out a mandatory review of all Local Fire and Rescue Plans. This review will provide us with information on how well we are performing against our existing priorities as well as highlighting areas for continued improvement and opportunities for change against the growing needs of our communities.

**Chart 1. Performance Data – what the figures told us**



The graph above shows the overall number of Incidents attended by the Service in Moray over the previous 5 years, there has been a slight increase over the past two years. When compared to the 3-year rolling average there has been a reduction in incidents involving fires

(9% reduction), however there has been an increase in UFAS (4% increase) and there has been an increase in special service calls (18% increase) across the area.

In carrying out the review of the Local Fire and Rescue Plan for Moray we firstly looked at the priorities that we had agreed for the Local Plan from 2017-2020, these were;

- Unintentional Harm and Home Safety
- Non-Fire Emergencies
- Anti-Social Behaviour
- Non-Domestic Fire Safety
- Unwanted Fire Alarm Signals
- Emergency Response and Community Resilience

Looking at each of priorities we can now provide both quantitative and qualitative information to demonstrate the progress that has been made.

### **Unintentional Harm and Home Safety**

#### **Reduction of Accidental Dwelling Fires**

Throughout Moray, dwelling fires occur within a wide variety of home types; this includes both the private and rented sectors. Ward based analysis reports show that a high percentage of fires start in the kitchen when the occupier is cooking in the home.

Accidental dwelling fires can have a significant negative impact upon both the individuals and the wider community and are financially costly to house holders and housing providers in terms of repair and the reinstatement of homes. Key contributory risk factors include:

- Lifestyle including smoking, consumption of alcohol and prescribed and non-prescribed drugs.
- Individual capability and vulnerability.
- Ageing demographics

We are progressing well against this priority and when comparing Moray with the other 31 Local Authorities in Scotland we have the 5<sup>th</sup> lowest number of Accident Dwelling Fires per 10,000 population, averaged over the last five years.

The table below shows the number of accidental dwelling house fires in Moray for this period plus the previous 2 years for comparison;

**Table 1. Accidental Dwelling Fires**

2015-16	2016-17	2017-18	2018-19	2019-20
47	51	35	55	76

The table above shows that the number of accidental dwelling fires in Moray is steadily increasing despite the increase in the number of home fire safety visits carried out in the area and despite an increase in the number of agency referrals.

Further prevention and partnership work is required to reverse this trend.

By far the biggest cause of accidental dwelling fires in Moray is cooking within the home. Fires starting in the kitchen accounted for 172 (65%) of the 264 accidental dwelling fires that occurred over the last five years.

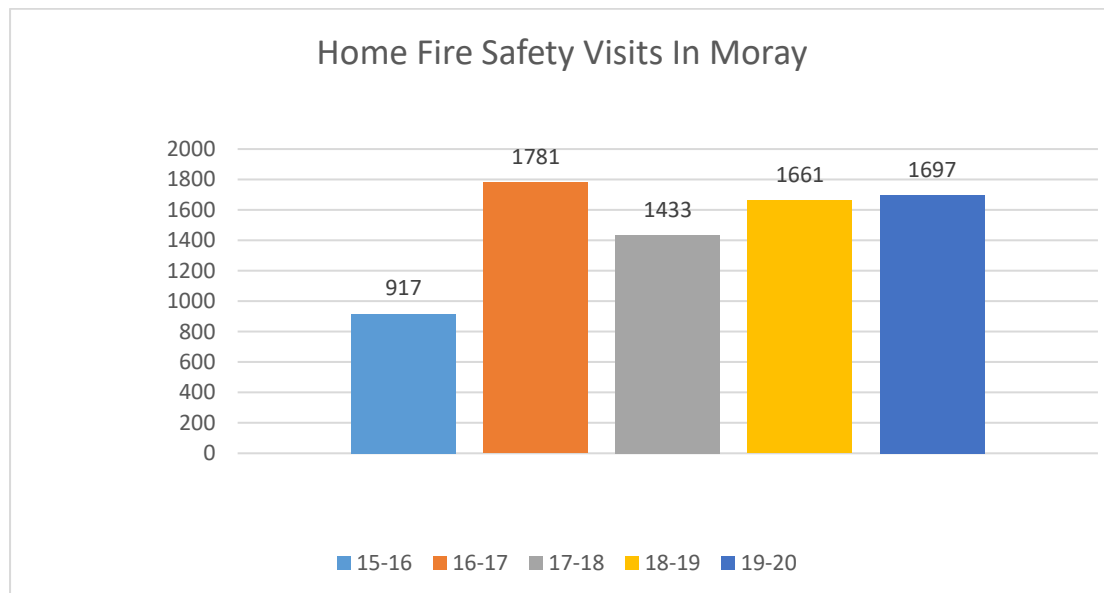
Out of the 264 incidents, human factors including distraction, falling asleep, alcohol and medical conditions were determined to be an influencing factor on 144 occasions (55%).

Of the 264 incidents 184 (70%) required no action from firefighters on arrival other than removing the item from the heat source and providing reassurance and community safety advice.

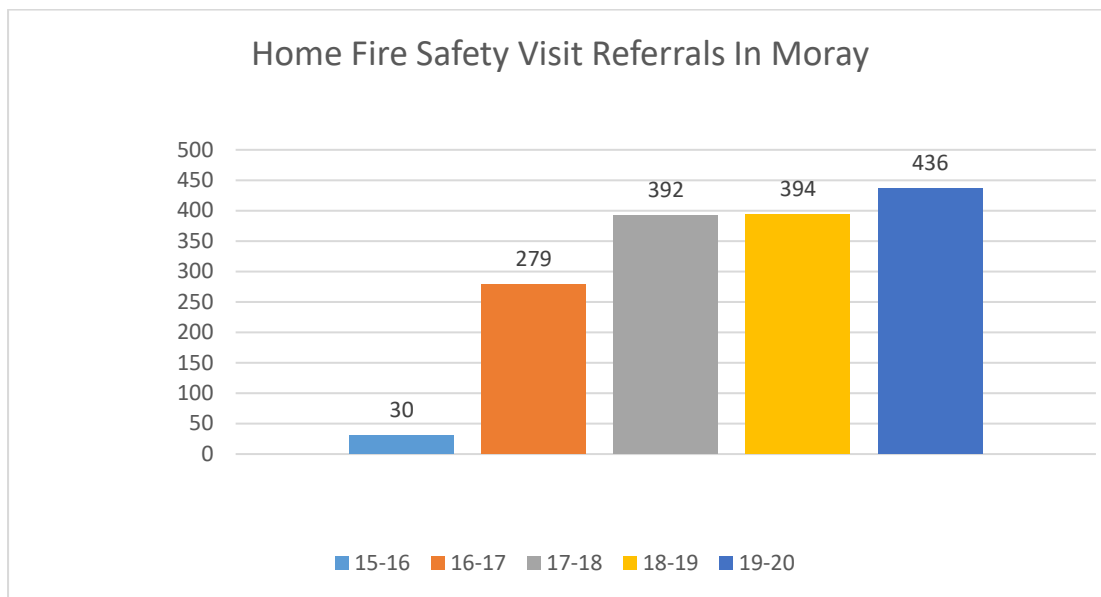
Out of 264 incidents firefighters assisted with evacuation from the building at 61 incidents (23%).

A key element in reducing the number of accidental dwelling fires has been partnership working and the increased number of high value Home Fire Safety Visits (HFSV's) delivered by both local crews and our dedicated staff in our Community Action Team. The chart below shows the number of HFSV's delivered over the duration of the Local Fire and Rescue Plan.

**Chart 2. Home Fire Safety Visits Delivered**



Developing our referral process for HFSV's is fundamental in ensuring that those who are most vulnerable and at risk from fire are identified and appropriate interventions are undertaken. During the lifetime of this plan a key area of work has been developing our referral processes and increasing the number of referrals from partners. The chart below shows the progress that has been made in relation to this and the positive direction of travel.

**Chart 3. Home Fire Safety Visit Referrals**

### Reduction in Fire Casualties and Fatalities

The reduction of fire casualties and fatalities is clearly linked with our priority to Reduce Accidental Dwelling Fires. The reduction of fire fatalities and casualties is at the core of our preventative and early intervention activities carried out by the SFRS in the Moray area.

Significant contributory factors associated with the number of fire casualties and fatalities include:

- Lifestyle including smoking, consumption of alcohol and prescribed and non-prescribed drugs.
- Individual capability and vulnerability.
- Ageing demographics

We have seen an increase in the number of accidental dwelling fire casualties for 2019/20 and this directly correlates with the increase in the number of accidental dwelling fires for the same reporting period and when comparing Moray with the other 31 Local Authorities in Scotland we were the 10<sup>th</sup> highest local authority area for the number of accidental dwelling fire casualties per 10,000 population averaged out over the last five years.

When comparing the area against the other Scottish Local Authorities in relation to fatalities resulting from accidental dwelling fires we matched 10 other Local Authorities with 0 fatalities when averaged out over the previous 5 years.

The table below shows the number of fire casualties and fatalities as a result of dwelling fires in Moray for this period plus the previous 2 years for comparison;

**Table 2. Casualties and Fatalities**

	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
<b>Casualties</b>	<b>11</b>	<b>14</b>	<b>12</b>	<b>10</b>	<b>18</b>
<b>Fatalities</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>

As can be seen in the table above further work is required in order to progress with the reduction of fire casualties, these had been reducing for the first two years of the plan, however 2019/20 has seen an increase. Fire fatalities have remained low with 3 recorded over the 5-year period.

72 (79%) of the 91 fire casualties reported occurred as a result of a dwelling fire.

3 of the 4 fire fatalities that occurred were as a result of a dwelling fire.

Of the 65 non-fatal casualties 10 of them required to be rescued from the fire (7 by firefighters and 3 by other people before the arrival of the fire service).

Of the 65 non-fatal casualties their injuries can be further broken down into the following categories:

4 casualties went to hospital, injuries appeared to be serious

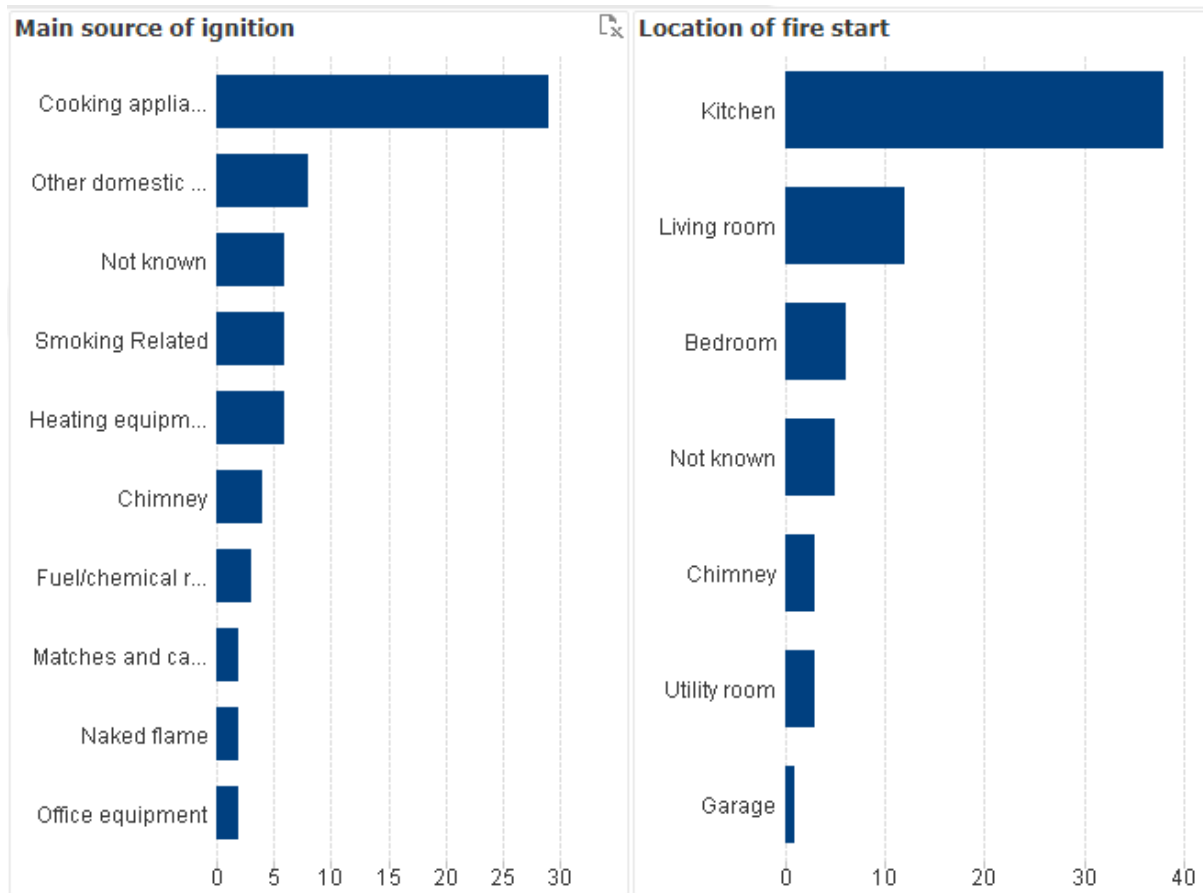
17 casualties went to hospital, injuries appeared to be slight

36 casualties were given first aid on scene

8 casualties received a precautionary check up on scene.

The charts below show the main source of ignition and the location for dwelling fires involving casualties:

**Chart 4. Main Source of Ignition and Location**



### **Non-Fire Emergencies**

A core part of SFRS's activity locally is responding to emergencies such as Road Traffic Collisions (RTC's) other rescue situations and flooding. 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.

The SFRS has a crucial role at a local level in contributing to the wider road safety agenda, as statistically fire and rescue operational activity continues to be an area of concern within Moray, National statistics identify that the most at risk group is young male drivers.

Moray has experienced significant flooding events in recent years. The SFRS has a duty to respond to and support communities in recovering from these incidents. The development of Water Rescue Teams strategically located across the area has significantly improved emergency response and public safety.

The table below shows the types of Non-Fire Emergencies attended by the SFRS over the lifetime of the plan and the previous 2 years for comparison

**Table 3. (Non-Fire Emergency Incidents).**

	2015-16	2016-17	2017-18	2018-19	2019-20
<b>All Non-Fire Emergencies</b>	<b>129</b>	<b>165</b>	<b>150</b>	<b>159</b>	<b>200</b>
<b>RTC's</b>	<b>37</b>	<b>38</b>	<b>53</b>	<b>45</b>	<b>51</b>
<b>Effecting Entry</b>	<b>23</b>	<b>35</b>	<b>31</b>	<b>43</b>	<b>49</b>
<b>Assist Other Agencies</b>	<b>14</b>	<b>16</b>	<b>6</b>	<b>16</b>	<b>27</b>
<b>Flooding</b>	<b>0</b>	<b>10</b>	<b>6</b>	<b>4</b>	<b>14</b>
<b>Medical Incident</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Other Non-Fire Emergencies*</b>	<b>51</b>	<b>62</b>	<b>50</b>	<b>46</b>	<b>53</b>

*\*Other Non-Fire Emergencies include Animal Rescues, Rescue / Release of Persons, Lift Release, Hazardous Materials Incidents, Removal of Object from People etc.,*

Road Traffic Collisions remain the largest single category of Non-Fire Emergencies that the Service respond to within Moray and account for 29% of all Non-Fire Emergencies attended over the reporting period. The number of RTC's continues to remain fairly static and we are fully committed to working with Partners, Businesses and the Local Communities to reduce these further.

The Table below shows the number of Non-Fatal Casualties resulting from Non-Fire Emergencies over the lifetime of the plan and the previous 2 years for comparison.

**Table 4. Non-Fatal Casualties (from RTC's, Flooding and other Non-Fire Emergencies)**



	2015-16	2016-17	2017-18	2018-19	2019-20
<b>RTC's</b>	<b>46</b>	<b>41</b>	<b>52</b>	<b>31</b>	<b>29</b>
<b>Effecting Entry</b>	<b>5</b>	<b>6</b>	<b>3</b>	<b>5</b>	<b>6</b>
<b>Water Incidents</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>2</b>
<b>Medical Incident</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>
<b>Other Non-Fire Emergencies</b>	<b>6</b>	<b>16</b>	<b>8</b>	<b>15</b>	<b>10</b>
<b>Totals</b>	<b>59</b>	<b>63</b>	<b>68</b>	<b>53</b>	<b>48</b>

**Table 5. Fatal Casualties (from RTC's, Flooding and other Non-Fire Emergencies)**

	2015-16	2016-17	2017-18	2018-19	2019-20
<b>RTC's</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>5</b>
<b>Effecting Entry</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>4</b>
<b>Water Incidents</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>
<b>Other Non-Fire Emergencies</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>1</b>
<b>Totals</b>	<b>7</b>	<b>10</b>	<b>8</b>	<b>12</b>	<b>12</b>

RTC's account for the highest proportion of both Fatal and Non-Fatal casualties that the Service deal with when attending Non-Fire Emergencies. It is encouraging to note the reduction in Non-Fatal casualties and we will continue to look for new and innovative ways to promote road safety in the area through a partnership approach. During the life of this plan we have invested in virtual reality headsets to assist with road safety messages, we continue to support Safe Drive Stay Alive and deliver Crash Live Events. We have invested in Rural Wholetime Watch Commander posts and a key element of their role will be promoting Road Safety throughout Moray.

We continue to explore areas where we can assist other agencies as part of Service transformation and the expansion of the Firefighters role and we will ensure that we have the correct staff with the right skills in the right place at the right time to enhance the safety of our communities

One incident type which is on the increase is our response to "assist other agency" or "effect entry" this should be looked at as a positive increase as it shows a positive increase in partnership working with other emergency services and agencies.

### **Anti-Social Behaviour**

In Moray evidence reflects that deliberate fires are a problem in specific areas that can be closely linked to antisocial behaviour. Secondary fires (refuse and grass) are on a downward trend in a number of areas in Moray; however, they still account for a high percentage of our operational activity.

The table below shows the number of deliberate fires in Moray over the lifetime of the plan and the previous 2 years for comparison.

**Table 6. Deliberate Fires**

	2015-16	2016-17	2017-18	2018-19	2019-20
<b>Deliberate Dwellings</b>	3	4	4	3	4
<b>Deliberate Other Buildings</b>	7	6	8	4	5
<b>Deliberate Vehicle</b>	4	4	8	11	5
<b>Deliberate Other Primary</b>	2	4	5	9	10
<b>Deliberate Secondary Refuse</b>	25	20	8	13	12
<b>Deliberate Secondary Other</b>	27	40	36	84	37
<b>Total</b>	<b>68</b>	<b>78</b>	<b>69</b>	<b>124</b>	<b>73</b>

As can be seen in the table above the area are making good progress in reducing the number of deliberate fires when compared to the previous year.

During the reviewing period the service within Moray has attended 412 deliberate fires 302 (73%) of these have been deliberate secondary fires (Refuse or Grass). Longer spells of dry weather and increased temperatures can increase the number of deliberate secondary fires and we constantly monitor and review this type of incident so that we can deliver early interventions to reduce the number of fires.

Deliberate fires can be linked to wider anti-social behaviour and during the life of this plan we have worked with partners in both Community Planning and Community Safety to reduce anti-social behaviour and deliberate fires within the area.

Education is key partner in reducing these types of incidents and we have worked closely with targeted schools in the area to deliver Hazards and Consequences of Deliberate Fires presentations to pupils.

During the life of this plan we have invested in setting up a Fire Skills course, the aim of this is to engage with young people develop their life skills and increase their confidence and resilience while at the same time increasing their awareness around the dangers of setting deliberate fires.

### **Wildfires March – July 2019**

Local Moray Stations worked in collaboration with landowners and created a number of fire breaks at known trouble-spots including Sunbank Quarry in Lossiemouth, Covesea and the Burghead areas. In conjunction with this, local SFRS crews and the Community Action Team carried out a program of events and talks at local schools and youth groups to educate the community, highlighting precautionary measures and the dangers of Wildfires.

Following the unprecedented series of wildfires in Moray in April 2019, a structured debrief was carried out by SFRS specifically for external partners, landowners, gamekeepers and other organisations and personnel who attended and provided support to SFRS during the fires.

The debrief was held at Elgin Fire Station on 30 May 2019 with over 40 external partners attending from the local community and Moray Council.

Following this, 3 reports were produced and have been consolidated into a single debrief report, namely;

- The report from the External Partners
- The report from the SFRS internal debrief
- The report from the SFRS Strategic debrief

### **Non-Domestic Fire Safety**

The SFRS has a statutory duty to promote fire safety under Part 2 (section 8) of the Fire (Scotland) Act 2005 (as amended) to include provision of information and publicity aimed at preventing fire and reducing fire deaths and injuries, restricting fire spread and advising on means of escape from buildings. All workplaces and business premises involved in fire are classed as Non-Domestic Fires.

Sleeping risks are seen as a particularly high fire risk since most fatal fires occur at night when people are less vigilant and at their most vulnerable. Residential care homes, student accommodation, Houses in Multiple Occupation and self-contained sheltered housing make up the greatest proportion of these risks within the Moray area.

High fire risk properties are audited on a yearly basis by our dedicated Fire Safety Officers to ensure that the fire precautions within the property are to a suitable standard.

As well as our Fire Safety Audit Programme, following a fire at any relevant premise we carry out a Post Incident Audit to provide additional advice and guidance and to ensure that the building is still safe for use

The table below shows the number of non-domestic fires and the number of accidental fires that have occurred in Moray during the review period.

With the exception of a slight increase in accidental primary fires the table below shows a very positive downward trend in non-domestic fires.

**Table 7. Non-Domestic and Accidental Fires**

	2015-16	2016-17	2017-18	2018-19	2019-20	Total
<b>All Non-Domestic Building Fires</b>	<b>36</b>	<b>28</b>	<b>36</b>	<b>41</b>	<b>24</b>	<b>165</b>
<b>Of Which Part 3 Fire (Scotland) Act Applies</b>	<b>30</b>	<b>24</b>	<b>24</b>	<b>31</b>	<b>15</b>	<b>124</b>
<b>Accidental Primary Fires</b>	<b>109</b>	<b>110</b>	<b>89</b>	<b>124</b>	<b>133</b>	<b>565</b>
<b>Accidental Secondary Fires</b>	<b>43</b>	<b>67</b>	<b>39</b>	<b>140</b>	<b>53</b>	<b>342</b>

Part 3 Fire (Scotland) Act refers to those buildings deemed “relevant premises” under the act and therefore have a duty to comply with the associated sector specific fire safety guidance and regulations.

### **Reduction of Unwanted Fire Alarm Signals**

The SFR’s aim is to reduce the impact of unwanted fire signals generated by automatic detection systems on service delivery, business and commerce. By doing this we aim to improve the safety of Moray communities by ensuring that our service is more readily available for genuine emergencies. An Unwanted Fire Alarm Signal (UFAS) is defined as a signal transmitted by an Automatic Fire Detection (AFD) system reporting a fire where, upon arrival of the fire service, it is found that a fire has not occurred. UFAS are mainly avoidable through good system design, management practice, procedure, maintenance and the appropriate use of space within buildings.

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

**Table 8. UFAS**

	2015-16	2016-17	2017-18	2018-19	2019-20
<b>UFAS</b>	<b>345</b>	<b>374</b>	<b>376</b>	<b>376</b>	<b>399</b>
<b>False Alarm Malicious</b>	<b>14</b>	<b>10</b>	<b>16</b>	<b>14</b>	<b>20</b>
<b>False Alarm Good Intent</b>	<b>82</b>	<b>65</b>	<b>87</b>	<b>146</b>	<b>120</b>
<b>Totals</b>	<b>441</b>	<b>449</b>	<b>479</b>	<b>536</b>	<b>539</b>

The reduction of unwanted fire alarm signals remains a priority. All crews have been trained in the reduction of UFAS and provide advice to occupiers on every occasion that we attend a UFAS incident. Our Fire Safety Enforcement Staff and our UFAS champion monitor UFAS calls and take appropriate action at the various stages as stipulated in the SFRS UFAS Policy.

### **Emergency Response and Community Resilience**

The SFRS has a statutory duty to reduce the risks to our communities and to make certain that they receive the best possible service. It is essential our firefighters possess the skills, knowledge and expertise to respond to incidents which, by their nature, can be varied in both their type & complexity.

The SFRS has a duty to prepare for and respond to major emergencies. The scope of such preparations may include responding to adverse weather events, natural disasters, pandemics, chemical incidents or major transport incidents. The threat of terrorism also compels the SFRS to ensure it can also respond alongside other partner agencies should such an event occur.

It is essential that we have enough staff with the right skills in the right place at the right time to deliver our services when communities need them.

Throughout the period of this plan we have made good progress against this priority and have contributed to risk planning through Scottish Fire and Rescue Service internal processes and procedures, Grampian Local Resilience Partnership and the Moray Community Planning Partnership.

An important element in achieving this priority is ensuring that we have enough staff with the right skills in the right place at the right time to deliver our services when communities need them. We have achieved this throughout this plan and continually work at a local level to maintain our establishment and ensure that we recruit staff where needed. The Retained Duty System has proved challenging with turnover of staff due to changing personal circumstances and retirements but local managers have worked tirelessly to ensure that appliance availability is maintained and improved upon by running local recruitment campaigns to maintain numbers.

During this review period we have introduced a 5 Watch Duty System for our wholetime staff at Elgin and for geographical reasons the station has been deemed as standalone which allowed us to increase the establishment by one firefighter on each watch.

In relation to the RDS we have created 2 Wholetime Rural Watch Commanders posts who provide additional resource for the area and assist with providing resilience for appliance availability.

The SFRS is committed to innovative working and making best use of new technology where possible. As part of this commitment every fire appliance within the Moray area has had a state of the art mobile data tablet installed.

This piece of equipment enables fire crews to access visual information including mapping, building floor plans, and key information documents, when it is required the most at any operational incident.

This is particularly important for any incident with premises that present a greater inherent risk, and provides fire crews with sufficient intelligence to develop a suitable risk assessment and effective tactical plan.

By embracing and developing this new technology on all our fire appliances, it helps ensure operational incidents are dealt with safely, improving outcomes to our communities, businesses, partners, and staff.

### **CPR Life-saving Awareness**

We have entered into a partnership with the British Heart Foundation to provide CPR awareness sessions through our network of Community Fire Stations, this has proven to be a successful partnership and a good way of promoting bystander CPR in line with the Governments strategy to improve survival rates for out-of-hospital cardiac arrest.

### **Grampian Local Resilience Partnership (GLRP)**

We continue to be an active member of GLRP with the Local Senior Officer representing the area on the group and various managers contributing to the work of the various groups that sit under the GLRP.

We contribute to the GLRP testing and exercising program both in relation to table top and live play exercises.

### **Engagement – what our stakeholders told us**

Building on the intelligence we gathered during consultation of our Strategic Plan 2019-22 we re-engaged with our key stakeholders to seek further views on our local service delivery.

All key stakeholders were sent an email communication inviting them to participate in the Local Fire and Rescue Plan review survey and further engagement was undertaken at key Community Planning Partnership meetings and Moray Police and Fire Committee.

We had a total of 17 responses from the Moray area and the key areas of feedback that we received during engagement on the review of our plan were the importance of;

- Being prepared for and responding to fires
- Promoting fire safety in the home
- Enforcing fire safety in non-domestic buildings
- Being prepared for and responding to non-fire emergencies
- Assisting the community in preparedness for emergency situations
- Being prepared for and responding to acts of terrorism
- Working with partners to identify and help people at risk of preventable accidents in their home

Two questions in the survey were general in nature and gave the stakeholders the opportunity to add comments:

Most of the responses reflected the need for increased community engagement, for the SFRS to further their work in partnerships with others such as NHS Grampian, Schools, nurseries and other groups such as Scouts (e.g. to increase awareness of dangers), local Councils (e.g. to highlight any issues such as people living in abject poverty, involvement in planning applications where public safety is at risk).

There were other suggestions such as sharing information about RDS stations, recruitment drives, extending capacity of crews however a few people also stated that prevention was vital but only a secondary role.

Many of the responses relating to what we need to improve on reflected training and community engagement needs.

### **Local Planning – what we learned from other local plans**

The Moray Local Outcome Improvement Plan is currently under review, we have had an opportunity to contribute to this at local level by attending LOIP workshops with other key partners. There are currently only 2 Locality Plans live within the Moray area, further engagement will be undertaken when additional plans are being produced.

The refreshed Moray Local Fire and Rescue Plan will take cognisance of the priorities contained within the next iteration of the Moray LOIP.



### **Scrutiny – what we learned from the Inspectorate**

To support this formal review the outcomes from HM Fire Service Inspectorate's (HMFSI) Local Area Inspections of SFRS service delivery within local authority areas have been considered.

In total, 12 local authority area inspections have been concluded since 2015. These include Aberdeen City, East Renfrewshire, Western Isles, West Lothian, Dundee City, South Ayrshire, Scottish Borders, Moray, Glasgow City, Highland, North Lanarkshire, and most recently Dumfries and Galloway. Once prepared and agreed, inspection reports are published by HMFSI on their [website](#).

The findings of HMFSI inspections influenced how Local Fire and Rescue Plans were developed in 2017. In response to these findings, our reports on the review of our first tranche of Plans provided risk-based evidence to identify and shape new priorities. The review reports also provided benchmark information against other authority areas. The timing of preparation and publication of new Plans was also staggered to enable alignment with the development of Local Outcome Improvement Plans.

Although a common corporate template is used to prepare Plans, Local Senior Officers have the flexibility to identify specific local priorities supported by appropriate local performance measures relevant to their area.

An area HMFSI highlights for exploration is the identification of local targets. To avoid expressing desired results which are unachievable, uncontrollable or impractical the SFRS will only apply targets when it is appropriate to do so.

HMFSI Local Area Inspection Reports will continue to be monitored to ensure the continuous improvement of Local Plans and to identify good practice.

### **HMFSI Moray**

Following a HMFSI inspection carried out in Moray a report was published in November 2017, the following significant issues were encountered by the inspection team and identified within the main body of the report;

- ■ We would encourage the LSO to raise his profile within the Community Planning Partnership by making greater personal attendance at its meetings. This would benefit the collective and overall decision-making process.
- ■ The LSO should look to confirm, document and re-circulate a structure to ensure all partnership meetings are attended by the appropriate Officer to meet the needs of the area. This structure should be shared with the partners to ensure continuity and consistency of attendance.
- ■ The LSO should be working towards a comprehensive performance system where individual contribution to the Service's overall performance can be linked and demonstrated.
- ■ The LSO should conduct a review of the Group Manager role within Prevention and Protection in conjunction with the Aberdeen City LSO and the Prevention and Protection Directorate. This role currently covers three local authority areas over a large geographical

area. The review of this position should consider comparing the job size for this position against other Prevention and Protection Managers within the Service.

■ ■ The LSO should conduct a review, in conjunction with the Prevention and Protection Directorate, of the provision of resources for the Moray area within the Prevention and Protection function. The staff performing this role for Moray also carry out the same role for the other part of the LSO area, Aberdeenshire, making the overall geographic area quite challenging. Local Area Inspection Moray 36 Integrity, Objectivity, and Fairness.

■ ■ The LSO should ensure that the servicing schedule of vehicles is communicated appropriately to station personnel so that crews could contribute more in making any concerns known. It would also enable better planning of training on station if crews knew when appliances are planned to be removed for servicing.

■ ■ The LSO should ensure that robust records for the standard testing of equipment are maintained. This should include a review of available data from the previous Miquet system to ensure that a 'cradle to grave' record of equipment is available. A consistent format for all stations should be put in place until the new national system is implemented, ensuring that comprehensive records are kept for all equipment.

■ ■ The LSO should review, in conjunction with colleagues in SFRS's asset management function, the BA cylinder/recharging arrangements for the more remote stations so as to ensure that the opportunity for BA training or operational availability is not impeded by the lack of, or delay in obtaining charged replacements.

■ ■ The LSO should monitor the implementation plan for EASE equipment created by colleagues in Response and Resilience making representations as necessary so as to ensure that it becomes operational as soon as possible.

■ ■ Where appropriate we would encourage the LSO to promote the wider use of fire stations by the community.

■ ■ The LSO should review the management of UFAS calls, assess the impact of the change to PDAs and take action to reduce the vehicle movements, the burden on fire crews and the issues raised by primary employers. Thereafter we would encourage the LSO to continue to monitor UFAS performance and effect of designating a UFAS 'champion' in order to provide evidence of any improvement.

■ ■ We would encourage the LSO to reassess the local performance framework and, if possible, refine or adapt targets to meet changes in local community risks.

■ ■ The LSO should continue to provide encouragement to staff to appropriately report health and safety near-misses, particularly near-misses occurring at incidents.

■ ■ We suggest that the LSO ensures that personnel appropriately record the training, that they should be in receipt of, in respect of COSHH.

■ ■ We would suggest that the LSO examines whether it would be possible to introduce a system where station audits are carried out by officers other than those responsible for the particular station.

■ ■ The LSO should discuss with colleagues in the SFRS Training and Employee Development (TED) department how the new training planner can be adapted to recognise the competing demands on RDS staff.

■ ■ We suggest that the LSO work with his colleagues within TED to explore whether the Crew Managers based at Portlethen could be used to supplement the station training provided by local training officers. 37

■ ■ We would expect the LSO to ensure Station Mangers continue to monitor the impact on station availability caused by insufficient drivers, due to a lack of training courses. More widely, we would encourage the LSO to review, in conjunction with colleagues in TED, the appropriateness of the content of the driver training to develop a course that is more suited to the rural roads in the area.

■ ■ In order to assist in the promotion of good practice we would encourage the LSO to work with his other LSO colleagues to explore what could be done to facilitate a forum for the exchange of examples of good practice.

■ ■ We would encourage the LSO to explore the possibility of utilising staff who normally fulfil a specialist role, such as fire safety enforcement, to augment the number of available RDS firefighters, during their normal work routine, where possible.

■ ■ The LSO should investigate the provision of risk information and mapping, and take steps to ensure that comprehensive site-specific operational risk information is available to crews through the appliance MDTs.

■ ■ The LSO should, in conjunction with his colleagues in HR, assess what the potential benefits and costs may be of a change to the leave process, allowing personnel, particularly RDS, to take leave in increments of less than whole days.

As a result of these significant issues a 23-point Moray HMFSI Action Log was created. All 23 points/actions have been addressed and are marked as having been actioned/completed.

## **Conclusion**

Although our current Local Fire and Rescue Plan has served us well and we are making some progress against the indicators there is scope to widen our priorities to look at the wider issues on the prevention agenda and make a wider contribution to meeting the outcomes contained within the Moray Local Outcome Improvement Plan

Staff within the area are committed to making a full commitment to making our communities within Moray safer.

We have made significant progress in relation to the delivery of Home Fire Safety Visits, agency referrals and community safety and engagement activity within the area over the period of the current plan, this has been achieved through strong visible leadership, staff engagement, commitment to partnership working and developing our partnerships and a willingness from all staff to contribute to making Moray a safer place to live, work and visit.

An area of innovative progress has been the introduction of Rural Wholetime Watch Commanders to the Moray area. This role will further develop and expand the partnership working within the area and provide significant support to the local RDS stations in terms of training, operational intelligence visits, home fire safety visits and staffing of appliances when required.

From an incident response perspective, we have performed well along with partners to emergencies throughout the Moray area. We will continue to build on this by working with partners through civil contingencies and the Local Resilience Partnership to ensure that joint training and exercising is conducted for the risks within Moray and that staff are confident and competent in the roles that they undertake.

### **SFRS Strategic Plan 2019-22**

The next iteration of the Moray Fire and Rescue Plan will take cognisance of the long-term outcomes the SFRS aspires to achieve and the shorter term strategic objectives that we will work towards to realise these aspirations. The 4 outcomes embedded within the strategic plan will influence the refreshed local plan in order that we can work in partnership with communities and others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Moray.

### **Recommendation**

It is recommended that the following priorities are taken forward in the new Local Fire and Rescue Plan for Moray area:

**Priority 1: Unintentional Harm and Home Safety** - Prioritising Accidental Dwelling Fires and associated casualties – targeting those most at risk in the community and an emphasis on fire safety in the kitchen. Developing a strategy for the introduction of safe & Well visits in the Moray area.

**Priority 2: Unwanted Fire Alarm Signals** - Seeking to reduce the incidence and impact of unwanted fire signals, and ensuring the service is more readily available for genuine emergencies. Our primary focus will be on the whisky industry.

**Priority 3: Deliberate Fires/Anti-Social Behaviour** - Investigating fires and seeking to identify those responsible, engagement and diversion activity to address the underlying causes of this behaviour and continue with the Firesetters programme where appropriate.

**Priority 4: Non-Fire Emergencies** – The main focus of this priority will be the reduction in Road Traffic Collisions and the casualties associated with these. This priority will also focus on OHCA, CPR awareness sessions and water safety.

**Priority 5: Emergency Response and Community Resilience** - This priority will focus on ensuring that we have the right people, with the right skills in the right place at the right time to meet the needs of our risk within Moray. It encompasses our contribution to Grampian Local

Resilience Partnership and the work that we do through the partnership to ensure we are all properly prepared to meet risks within Moray.

**Priority 6 – Non-Domestic Fire Safety including Accidental Primary & Secondary Fires**

- This priority will focus on reducing the number of fires in relevant premises and delivering our legislative fire safety enforcement program as well as the reduction of other accidental primary and secondary fires.