

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

LOCAL FIRE AND RESCUE PLAN

FOR MORAY

2017



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Foreword

As Local Senior Officer for Aberdeenshire & Moray and as Chair of Moray Police, Fire and Rescue Services Committee, it gives us pleasure to present the Moray Local Fire and Rescue Plan for 2017. This plan details our key priorities and how we intend to deliver against these and associated performance measures. This reflects our continued contribution to ensure Moray is a safe place to live, work and visit.

The Local Fire and Rescue Plan has been developed as an outcome of a detailed local area assessment allowing for the targeting of resources to those most vulnerable or at risk from fire and/or harm in Moray communities. This extends to and includes within the home, workplace, environs and natural and built heritage.

As a statutory partner, the Scottish Fire and Rescue Service is committed to continued collaboration within the Community Planning Partnership to support the delivery of Local Outcome Improvement Plan and Locality Plans. Notwithstanding our lead role within Moray Public Protection Partnership.

A key aim for us is to work together with communities to target our resources to where the need is greatest. It is fundamental that we invest in preventing the problems of the future through a strong commitment to early intervention and focus on “Place”.



David Rout
Local Senior Officer
Aberdeenshire & Moray
Rescue Services



Cllr. Walter Wilson
Chair
Moray Police and Fire
Committee

Introduction

The Police and Fire Reform (Scotland) Act 2012 provides the statutory basis for the Scottish Fire and Rescue Service (SFRS) to deliver a range of core services and functions. While the service is ready to respond to fire and other emergencies, it also maintains a strong focus on **Prevention** and **Protection** arrangements to ensure the safety of our communities. The associated Fire and Rescue Framework for Scotland 2016 and SFRS Strategic Plan 2016 - 19 sets the overarching strategic direction for the SFRS.

Our focus remains firmly on **Working Together for a Safer Scotland** and our local contribution to making Moray a safe place to live, work and visit. This establishes a clear and committed message of what we are here to do. Our ambition goes well beyond 'safer from fire'. It means we are committed to making people safer from experiencing the effects of harm, much of which is driven by social and economic inequality.

The Moray Local Fire and Rescue Plan details the priorities which are most significant within Moray and sets out to identify solutions to deliver a broad range of prevention services which add the greatest value to peoples' lives. A common understanding between agencies and communities of local priorities will allow for better integration of plans, co-production and coordination of services to target prevention activity where it will be most effective. We will therefore increasingly deliver our prevention work through the deployment of our local area Community Safety Action Team.

Our safety work goes beyond protecting people in their own homes. We also have a statutory duty under Part 3 of the Fire (Scotland) Act 2005 to provide advice and enforce fire safety regulations in most non-domestic buildings across Moray.

To do this more efficiently and effectively across a wider range of community issues and risks requires strong collaborative working with our partners and communities.

The introduction of the Community Empowerment (Scotland) Act 2015 (CEA) and Community Justice (Scotland) Act 2016 reinforces the commitment required of local partners to plan together with communities. As the Local Outcome Improvement Plan and Locality Plans are embedded to meet the requirements of these Acts, we will continue to integrate fire and rescue services with other community planning partner services to prioritise and achieve shared goals in all of Moray's communities.

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 2016-19 has been designed to meet these national expectations. Set against a complex and evolving backdrop our Strategic Plan encapsulates our mission, values and Strategic Priorities.



These have been shaped with due regard to the challenges we face and to what we need to achieve to be a highly effective, sustainable public service. Operating within a climate of significant financial uncertainty and public service reform means we need to transform how we operate. This will particularly include how we prepare for and respond to changing societal needs, the impact of climate change and the threat of terrorism.

Strong leadership, supported by sound governance and management arrangements are at the very core of our foundations. These arrangements will direct and provide assurance that we comply with our statutory responsibilities. In addition, they will provide Local Senior Officers with supporting mechanisms to deliver services specifically tailored to local needs.

The changing environment the SFRS operates within has identified the need for service transformation and redesign. The 1947 Act of Parliament established fire services in their current form and provided the foundations for our response model which has served us well. It has ensured that for many years our communities are safer than they have been from the risk of fire. However, the world today is very different from that 70 years ago. The SFRS is operating against a backdrop of both significantly changing risks and the greatest financial challenge seen in decades.

The SFRS must transform to continue to protect our communities from new and emerging risks. Staying as we are is not an option:

- Fires are reducing but new risks are emerging
- New risks include terrorism, emergency medical response and severe weather
- The SFRS needs to be trained, equipped and ready to meet these new risks
- Staff and resources are simply not aligned to need
- The Retained Duty System (RDS) model needs strengthened to ensure the continued safety of our rural communities.

By transforming, the SFRS can:

- Create a fire and rescue service designed to meet today's risks
- Deliver the current role more efficiently and effectively
- Protect and enhance frontline delivery
- Improve safety in rural communities by strengthening our RDS
- Undertake a broader role in vital preventative work.

The SFRS transformation vision is to build a modern, flexible and efficient fire and rescue service to meet the changing risks in communities.

Further information on the SFRS proposals for transformation can be obtained from the website at:

<http://www.firescotland.gov.uk/transformation.aspx>

Our Transformation Strategy

OUR VALUES

- Safety
- Teamwork
- Respect
- Innovation

OUR VISION

To deliver a modern, flexible and efficient fire and rescue service to meet the changing risks in our communities

WE'LL DO THIS BY...

- Enhancing our firefighter role
- Refining our station footprint
- Reviewing our crewing models
- Introducing fleet of responsive vehicles
- Modernising our retained duty operating model
- Utilising new technology

...AND WE'LL ACHIEVE:

- Trained and equipped to meet new risks
- Broader prevention role
- More efficient operating model aligned to need
- Safer ways of working
- Enhanced delivery within reducing budgets

Local Context

Moray lies in the North East of Scotland between Inverness in the Highlands to the West and Aberdeenshire to the East. It sits along the south shore of the Moray Firth and extending further south into the Cairngorm Mountains and National Park. Its area of 2,238 square kilometres makes it the eighth largest council area in Scotland. The area is mostly rural, comprising 70% open countryside and a further 25% woodland. However in terms of its population, it ranks 22nd out of 32 with a population of 96,070. Just over half the population live in the five main towns of Elgin, Forres, Buckie, Lossiemouth and Keith.

Moray is a diverse area of rich agricultural landscape and is renowned for whisky and scenic coastline. There are a significant number of listed buildings, conservation areas and other culture and artistic assets within the area. There are 68 designated protected areas either wholly or partially within Moray.

The age profile of Moray varies from the Scottish average. In Moray, 16.1 per cent of the population are aged 16 to 29 years. This is smaller than Scotland where 18.2 percent are aged 16 to 29 years. People aged 60 and over make up 26.9 percent of Moray's population. This is larger than Scotland where 24.4 percent are aged 60 and over.

The Moray economy is still largely based on its natural resources with focus on agriculture, fishing, forestry, food products, whisky and tourism. The largest employer is the Ministry of Defence with bases at Kinloss and Lossiemouth.

Statistical information on the population, local economy, housing and employment land development in Moray and its main towns can be obtained from the "Your Moray" website at:

http://www.yourmoray.org.uk/ym_standard/Page_104818.html

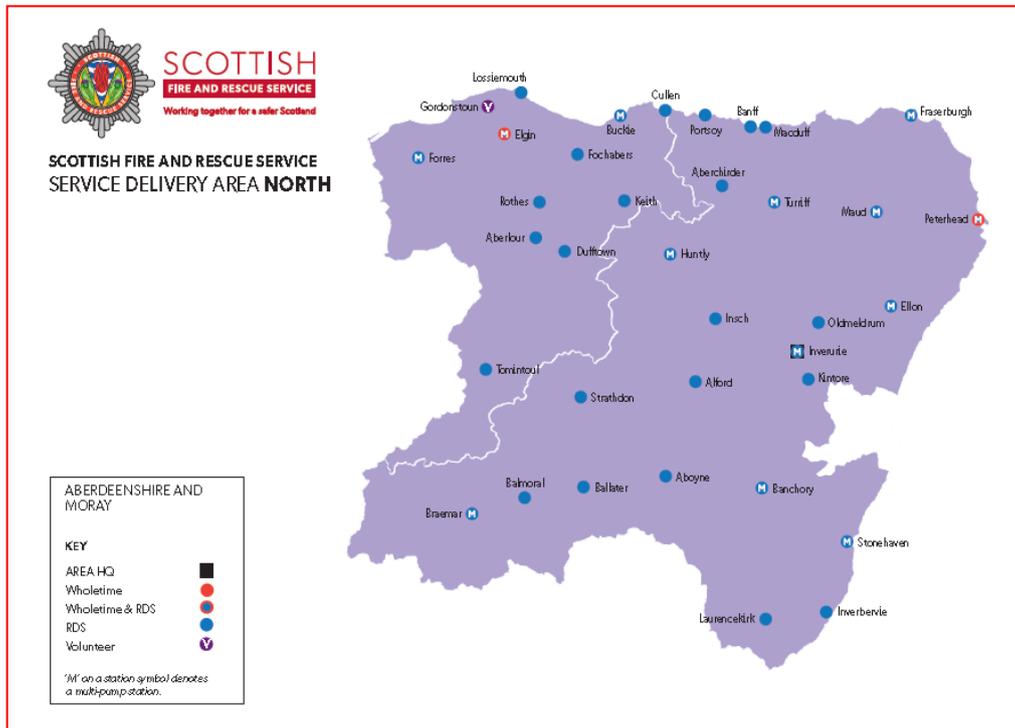
The SFRS participates as a statutory partner within community planning in Moray and this extends to and includes our involvement in the Local Outcome Improvement Plan, Community Planning Partnership, Public Protection Partnership, Police, Fire and Rescue Services Committee, and Area Forums as examples. In addition and to support wider community safety the SFRS is a member of Grampian Local Resilience Partnership (GLRP).

Moray CPP Board formally agreed four priorities for Moray:

- Growing, diverse and sustainable economy
- Building a future for our young people in Moray
- Connections and access
- Changing our relationship with alcohol.

The SFRS locally will proactively support the above priorities through deployment of necessary resources as aligned to the priorities detailed within this plan.

Moray is served by 12 Community Fire and Rescue stations, 1 permanently staffed at Elgin, a volunteer station at Gordonstoun School and the remainder on a part-time basis by our cadre of retained duty system (RDS) staff. This is supported through local and national department staff in Training & Employee Development, Prevention & Protection (Fire Safety Enforcement and Community Safety & Engagement), Response & Resilience, Finance, People and Organisational Development, Fleet and Asset Management.



Moray presents a unique and diverse range of risks for the fire and rescue service to protect and respond to. These range from commercial industry that includes the whisky industry, military bases, marine transport, the vast network of roads, heritage sites, agriculture, an ageing population and associated socio-demographics, as examples. External national and local challenges faced include climate change and the threat from International terrorism.

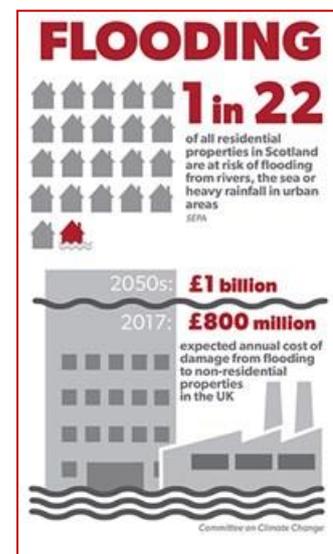
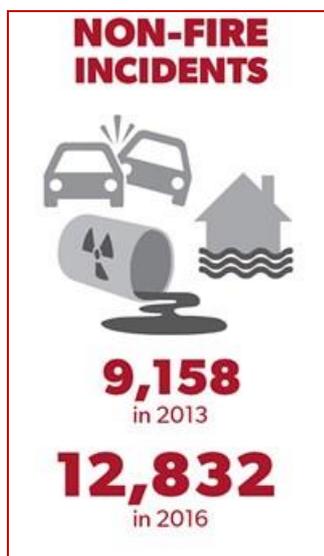
Protecting and responding to those most vulnerable and at risk from fire and/or harm in the home is a key priority for us. This includes the reduction of casualties and fatalities associated with accidental fires in the home and our contribution to making the home a safe place to live free from harm and risk. This can only be achieved through effective collaboration with partners and will do so through the priorities contained within this plan and support from Moray Community Planning Partnership.

Evidence reflects the incidents of Unwanted Fire Alarm Signals (UFAS) and the detrimental impact this has on businesses, economy and our RDS firefighters is an area of concern and as such has been rightfully identified as a priority. This extends to our fire safety enforcement programme aimed to ensure the safety of public, visitors and businesses across Moray.

The SFRS locally attends an unwelcoming amount of road traffic collisions (RTC) in Moray. Following on from previous work local staff will ensure a continued contribution to road

safety and the reduction in casualties and fatalities that occur on Moray's roads. This extends to and includes our lead role in delivering Crash Live events, our contribution to successful road safety initiatives such as Safe Drive Stay Alive & CEDAR, as examples.

Through our wider contribution to community resilience and aligned to our work with the Community Planning Partnership we will explore ways in how we can further maximise the use of our community fire and rescue stations and our staff in communities. The network of community fire and rescue stations are located in key towns in Moray and have opened our doors to a variety of groups including the provision of CPR life-saving awareness skills to members of the public in support of our commitment to Scottish Government Out of Hospital Cardiac Arrest strategy. To compliment this Wholetime staff at Elgin are operating as a Co-response with Scottish Ambulance Service to immediate life threatening emergencies.



The response to, and recovery from, major emergencies as defined within the Civil Contingencies Act 2004 will continue through our participation in the GLRP. These arrangements include the emergency plans and agency specific operational orders and procedures and are intended to facilitate an effective joint response to any emergency affecting Grampian or the North of Scotland. These emergency plans are written in response to identified hazards and are recorded in the GLRP Community Risk Register.

The development of a local youth engagement framework and supporting young persons in our communities is also seen as a priority area in support of reducing anti-social behaviour and incidents of deliberate fire setting in key areas of Moray. As a statutory partner in The Community Justice (Scotland) Act 2016, The Children and Young People (Scotland) Act 2014 (CYPA) and GIRFEC (Getting it Right for Every Child) provides a unique foundation to support the development of such youth engagement activities through supporting restorative justice programmes and the delivery of our Firesetter Intervention and Re-education Scheme (FIReS).

The provision of community safety information and making adjustments to how, what and when we will communicate with communities is an important aspect of our work. The effective use of the media can support communities through targeted or generic safety information to the promotion of events and vacancies in the Moray Area. Whenever possible

we will deliver joint safety messaging along with our partners through the use of social media, broadcast, publications, leaflets and newspapers.

In order to meet the needs of Moray and support wider community safety agenda in Moray the following Priorities have been identified and these will be delivered from 2017 onwards:

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

Local Priorities

Priority - Unintentional Harm and Home Safety

Unintentional harm in the home environment, and in particular, accidental fires, slips, trips, falls and burns/scalds to the very young and old, is now widely recognised as presenting significant issues to the health of the public, as well as the wider impact these injuries have on our public services.

Working with our community safety partners in Moray and across Scotland, SFRS has a significant role to play in contributing towards identifying those persons most vulnerable and/or at risk, the risks they are exposed to, and reducing those risks, either directly through SFRS, or indirectly through partner intervention. Our key aim is to improve safety, including fire safety and reducing injury and/or harm.

The SFRS is national lead for Building Safer Communities Phase 2: Reducing physical and psychological harm and champion “Home Safety”.

The promotion and delivery of free Home Fire Safety Visits remain a priority theme for the SFRS locally across Moray and these visits will be expanded to include home safety and through a targeted approach delivered to those most vulnerable and at risk from fire and/or harm in the home.

We will achieve it by:

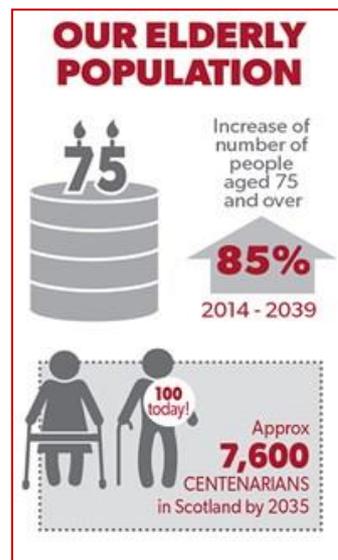
- *Promoting and undertaking Home Safety Visits to those deemed most vulnerable and at risk from fire and/or harm*
- *Working with our partners in Moray to share information where risks within the home have been identified and to provide solutions to reduce risk and protect those from harm*
- *Focusing engagement activities in those areas where service demand has been identified*

Performance Indicators:

- *Accidental Dwelling Fires*
- *Accidental Dwelling Fire Casualties & Fatalities*
- *Number of Home Safety Visits delivered*
- *Number of Referrals for Home Safety Visits received.*

Expected Outcomes

- *Reduction in the number of Dwelling House Fires*
- *Reduction in the significant injuries from fires and accidents in the home.*
- *Increased contribution to supporting wider Health and Social Care priorities.*



Priority- Non-Fire Emergencies

A core part of SFRS's activity locally is responding to emergencies such as Road Traffic Collisions (RTCs), co-response to medical emergencies and flooding as examples. Firefighters are trained to a high standard and have at their disposal the most modern equipment for the rescue of persons in traumatic situations.

The SFRS has a crucial role at a local level in contributing to the wider road safety agenda, as statistically most of our casualties from Non-Fire Emergencies arise from Road Traffic Collisions.

Moray has experienced significant flooding events over the years. The SFRS has a duty to respond to and support communities in recovering from these incidents. The development of our local water rescue teams strategically located across the area has significantly improved emergency response and public safety.

We will achieve it by:

- *Contributing to Partnership Road Safety initiatives such as Crash Live and Safe Drive Stay Alive.*
- *The SFRS locally will support the priorities of the North East of Scotland Road Casualty Reduction Strategy and our contribution to evidence based and partnership led initiatives.*
- *Contributing to the development of local flood action plans and supporting local community initiatives*
- *Contributing to the Grampian Local Resilience Partnership*
- *The delivery of a co-response model to medical emergencies in key evidence based locations.*
- *Staff development and allocation of resources to meet local and national need.*

Performance Indicators:

- *All Special Service Incidents (E.g. RTCs, flood rescues, co-response, gaining entry)*
- *All Special Service casualties and fatalities.*

Expected Outcomes

- *Reduction in the number of Special Service Incidents*
- *Reduction in the number of Special Service Casualties*
- *Contributing to reducing the impact of large scale flood events for business community and people*
- *Reducing the negative impact on local communities and reducing the costs to the NHS for the treatment of casualties.*

Priority- Anti-Social Behaviour

Historically the SFRS have contributed to reducing Anti-Social Behaviour by focusing on reducing Deliberate Fire Raising. While this remains a focus for us, we will expand our work with local partners to make a wider contribution to reducing Anti-Social Behaviour.

Firefighters are widely recognised as being positive role models in the community. We will use this position to ensure that future engagement continues to promote safer communities and develop young citizen's skills for life through learning and work - promoting fairness and equality through active participation and engagement opportunities.

We will achieve it by:

- *Delivery of thematic and multi-agency action plans tailored to meet local need*
- *Delivering Firesetters and diversionary programs to educate young people that have been involved with deliberate firesetting.*
- *Working with partners to identify the areas of greatest need and deliver appropriate interventions in these areas.*
- *Increasing youth engagement in areas that are identified as having a higher level of anti-social behaviour.*

Performance Indicators:

- *Number of Deliberate Fires.*
- *Number of Deliberate Primary Fires.*
- *Number of Deliberate Secondary Fires.*
- *Initiatives undertaken to reduce anti-social behaviour.*

Expected Outcomes

- *Reduction in the number of Deliberate Fires*
- *Reducing the negative impact on local communities*
- *Diverting young people away from anti-social behaviour to positive destinations by encouraging them to be good citizens, through youth engagement and participation.*
- *Contributing to the LOIP priority of 'Building a Future for Our Young People in Moray'.*

Priority- 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 aimed at preventing fire and reducing fire deaths and injuries, restricting fire spread and advising on means of escape from buildings. All such 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 and Houses in Multiple Occupation make up the greatest proportion of these risks within the Moray area.

Secondary fires include fires involving agricultural land, forestry and moorland also present a unique risk to the Moray area as it contributes substantially to the local environment by providing economic benefit through tourism, employment and industry. It is a key role for the SFRS locally to promote fire safety to land owners and the farming community and in doing so contribute to making Moray a safe place to live, work and visit.

We will achieve it by:

- *Continuing the fire safety audit programme for high risk premises*
- *Engaging and supporting the business community to highlight their responsibilities for compliance with fire legislation.*
- *Identifying fire trends in building types and conducting thematic audits*
- *Contribution and engagement with recognised national and local wildfire groups, including the development of local memorandum of understanding.*

Performance Indicators:

- *All non-domestic fires.*
- *Number of fire safety audits of relevant premises completed.*
- *All accidental primary and secondary fires.*

Expected Outcomes

- *Assisting the private and business sector in understanding their fire safety responsibilities.*
- *Ensuring that buildings are safer, people feel protected and the opportunities for acts of deliberate or wilful fire raising are reduced.*
- *Supporting and protecting business continuity and employment within Moray.*
- *Contribute to protecting our natural heritage, biodiversity and environment.*

Priority- Unwanted Fire Alarm Signals

The SFRS 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 and businesses 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 entirely avoidable through good system design, management practice, procedure, maintenance and the appropriate use of space within buildings.

Key building types will be identified and monitored closely by our Fire Safety Enforcement staff with supportive interventions offered to duty holders and responsible persons.

The incidents attended by local staff not only impacts on local business but also on our part-time retained duty system firefighter's primary employment.

All operational response crews provide advice to occupiers on every occasion that we attend a UFAS incident. Our Fire Safety Enforcement Staff monitor UFAS calls and take appropriate action at the various stages as stipulated in SFRS policy.

We will achieve it by:

- *Identifying premises with high UFAS activity levels to determine if they comply with the Fire (Scotland) Act 2005 and have appropriate fire safety management procedures in place*
- *Engaging with owners and occupiers to provide necessary support, advice and guidance for developing suitable action plans for UFAS reduction*
- *Local implementation of service policy for UFAS*
- *Educating our frontline emergency response staff to identify problems, support responsible persons and provide feedback to our fire safety enforcement department.*

Performance Indicators:

- *Number of UFAS Incidents.*

Expected Outcomes:

- *Reduce the unnecessary demand and impact on the public and business sector through lost working time including employers releasing Retained Duty System staff to respond to such calls*
- *Reduce the road risk to staff and wider community*
- *Reduce the unnecessary cost of fire and rescue service response.*

Priority- 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 and 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.

We will achieve it by:

- *Ensuring our staff are developed and equipment is fit for purpose to meet our current risk profile and adaptable to changing circumstances*
- *Ensuring all known local risk information is obtained, communicated and tested*
- *Working locally with partner organisations to ensure effective emergency response plans are developed for identified local risks including local business continuity plans*
- *Fulfilling our statutory duties in relation to the Civil Contingencies Act 2004 by way of our contribution to GLRP and North of Scotland Regional Resilience Partnership and our contribution to the Moray LOIP.*

Performance Indicators:

- *Maintaining resource based crewing establishment levels at our fire and rescue stations and the provision of specialist equipment to meet local risks*
- *Multi-agency exercising as part of GLRP annual event training planner*
- *CPR life-saving awareness skills delivered to communities*
- *Operational Risk Visits completed.*

Expected Outcomes:

- *Keeping our staff and members of the public safe should an incident occur*
- *Reducing the financial burden and disruption caused to our communities when emergencies occur*
- *Proactively helping the wider community by contributing to preventing emergencies, planning to mitigate their effects when they occur, and by adding value through focus on prevention and protection.*
- *Contribute to community resilience through maximising the use of our estate and resources.*

Performance and Scrutiny

The Moray Local Fire and Rescue Plan is scrutinised and approved via the Council's administration and governance route of the Police, Fire and Rescue Services Committee.

To ensure performance monitoring is consistent with our strategy we will work with our managers, staff representatives and wider partners to develop a comprehensive set of performance measures against the outcomes, priorities and objectives outlined in this Local Fire and Rescue Plan.

These measures will form the basis of our future performance reports, which will enable us to continue to provide relevant, accurate, timely and consistent data and information to maintain effective scrutiny and challenge both at national and local levels.

In support of this Local Fire and Rescue Plan, there are seven Community Fire Plans, one for each of the Area Forums (with the exception of Elgin North & Elgin South where there is a combined plan). These plans detail more localised activities and give ownership to our clusters of community fire and rescue stations, supported by Station Plans.

The Local Senior Officer and / or their deputy will attend Moray Police and Fire Services Committee and provide an update on progress against this plan, overall performance, and any other matters deemed relevant to the delivery of fire and rescue matters in Moray.

Local Group and Station Managers, or their deputies, will continue to attend Area Forums.

Local Station Managers, or their deputies, will engage with elected members, communities, community councils and other key stakeholders.

Performance Indicators

PRIORITY: UNINTENTIONAL HARM AND HOME SAFETY	
KPI	Target
Number of Accidental Dwelling Fires	Ongoing reduction in the number of accidental dwelling fires compared to the three year rolling average.
Number of Accidental Dwelling Fire Casualties and Fatalities	Ongoing reduction in the number of accidental dwelling fire casualties and fatalities compared to the three year rolling average.
Number of High Risk Home Safety Visits Delivered	Ongoing increase in the number of high risk visits delivered compared to the previous year.
Number of Referrals for Home Safety Visits received	Ongoing increase in the number of referrals received from partners compared to the previous year.
PRIORITY: NON-FIRE EMERGENCIES	
KPI	Target
Number of Road Traffic Collisions	Ongoing reduction in the number of Road Traffic Collisions compared to the three year rolling average.
Number of Water Rescues	Ongoing reduction in the number of Water Rescue Incidents compared to the three year rolling average.
Number of Co-Response Incidents	Ongoing increase in the number of co-response incidents compared to the three year rolling average.
PRIORITY: DELIBERATE FIRE SETTING	
KPI	Target
All Deliberate Primary and Secondary Fires	Ongoing reduction in the number of Deliberate Primary Fires compared to the three year rolling average.
Number of Fire Setters Interventions	Ongoing increase in the number of Fire Setters Interventions Delivered compared to the three year rolling average.
PRIORITY: NON-DOMESTIC FIRE SAFETY	
KPI	Target
Number of Non-Domestic Fires	Ongoing decrease in the number of Non-Domestic Fires compared to the three year rolling average
Number of Fire Safety Audits of Relevant Premises Completed	SFRS will deliver 369 risk based Fire Safety Enforcement Audits per Annum
All Accidental Primary and Secondary Fires	Ongoing decrease in the number of Accidental Primary and Secondary Fires compared to the three year rolling average.
PRIORITY: UNWANTED FIRE ALARM SIGNALS	
KPI	Target
Number of Unwanted Fire Alarm Signals	Ongoing decrease in the number of Unwanted Fire Alarm Signals compared to the three year rolling average.
PRIORITY: EMERGENCY RESPONSE AND COMMUNITY RESILIENCE	
KPI	Target
Resource Based Crewing Levels across both Wholetime and Retained Stations	Maintain Resource Based Crewing Levels at recognised establishment levels.
Number of Multi-Agency Exercises Undertaken	SFRS attendance at a minimum of one multi-agency exercise per Quarter.
CPR-life saving awareness sessions delivered to communities	Ongoing increase in the number of awareness sessions deliver to communities compared to the previous year.
Operational Risk Visits completed	Ongoing increase in the number of Operational Risk Visits completed.



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