



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Report to: SCOTTISH FIRE AND RESCUE BOARD

Date: MONDAY 14 JANUARY 2013

Report By: CHIEF OFFICER ALASDAIR HAY

Subject: PRINCIPLES OF SERVICE DESIGN

1. PURPOSE

- 1.1 The attached Principles of Service Design were considered by Members during the Strategic Development Days on 19-20 December 2012.
- 1.2 At that time, Members discussed these Principles as key to the ongoing structural development of the Scottish Fire and Rescue Service and the need for formal endorsement at an early stage.

2. RECOMMENDATION

- 1.3 The SFRS Members are now invited to formally endorse the Principles of Service Design to allow the ongoing structural development of the SFRS.

ALASDAIR HAY
Chief Officer

January 2013



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PRINCIPLES OF SERVICE DESIGN

1 INTRODUCTION

On 1 April 2013, the Police and Fire Reform (Scotland) Act 2012 comes into full effect and formally merges Scotland's existing 8 fire and rescue services, creating the Scottish Fire and Rescue Service (SFRS).

This date, however, is not the end of the reform journey, rather (as identified in the High Level Blueprint) it is a significant date in the transition from the current state, into the intermediate state progressing the Service towards the final state at the end of financial year 2015/16.

Public services in Scotland are facing significant challenges and the reform of the fire and rescue service must be set in the wider context of public sector reform. It must address issues arising from our changing society, changing risks and changing demographics as well as the global financial crisis, the continued threat of terrorism and climate change. The new Service must, therefore, build on the excellent work done by its predecessors: driving down risk at a very local level, creating better outcomes for our communities and enabling the service to address any local, regional or national emergency incidents if and when they occur.

The overarching aim of reform is to provide world class fire and rescue services, which make a significant contribution to all 16 of the Scottish Government's National Outcomes, but which make life safer and stronger for everyone by reducing risks in our local communities.

Reform of existing delivery structures is a crucial part of the overall process. Fewer staff working in the new Service is inevitable; however, this reduction will be managed through careful workforce planning, taking into account individual needs and circumstances and in a way that never puts our communities or firefighters in danger.

These structures will develop as the Service moves through the reform process with service design focused on ensuring that the Service adheres to the following principles:

- i Delivers the benefits of reform.
- ii Meets its statutory responsibilities.
- iii Provides the Service within the approved budget.

2 BENEFITS OF REFORM

Moving forward, the SFRS will be designed and structured to ensure that it:

- Improves local services despite financial challenges by stopping unnecessary duplication of support services and protecting frontline services.
- Creates more equal access to specialist support and national capacity, for example fire investigation and flood rescue, where and when they are needed.
- Strengthens the connection between the Service and communities by creating a new formal relationship with all 32 local authorities, involving many more locally elected members and better integration with Community Planning Partnerships.
- Is committed to the delivery of workforce strategies (covering learning and development, employment, culture, equality and diversity, employee health, safety and fitness and organisational development matters) to provide highly skilled and motivated people that can deliver a modern, fit for purpose, public service.
- Provides a resilient, proportionate and integrated approach to incident command planning and response to emergencies at both Scotland wide and UK levels.

3 STATUTORY RESPONSIBILITIES

In common with other UK businesses and public organisations, the SFRS must adhere to legislation covering health and safety, equality and diversity, the environment, employment law and other relevant legislation.

Specifically, the Fire (Scotland) Act 2005 and the Police and Fire Reform (Scotland) Act 2012 direct the main functions and responsibilities of the SFRS, with other legislation such as the Civil Contingencies Act 2004 also placing specific responsibilities on the Service.

Design of Service structures must ensure that **all** statutory responsibilities are met. However, a key consideration in service design is the role of the Local Senior Officer.

Section 41J of the 2005 Act (as amended) establishes a new statutory role for the Local Senior Officer, who will be designated by and accountable to the Chief Officer, for the purpose of carrying out the following functions on behalf of the SFRS:

- Preparing a local fire and rescue plan (having regard to the Fire and Rescue Framework and the SFRS Strategic Plan and consulting on a draft plan) for local authority approval.
- Providing information and reports to the local authority, as requested.
- Participating in community planning within the local authority areas.
- Receiving feedback and recommendations from the local authority on the discharge of SFRS functions within the area.

Like all uniformed and non-uniformed staff, Local Senior Officers (LSOs) are SFRS employees accountable through the Chief Officer to the SFRS. These remain SFRS functions, delegated to

LSOs and thus, in carrying out these functions, LSOs are acting on behalf of the SFRS, under the operational direction of the Chief Officer and ultimately responsible to the SFRS. Nonetheless, LSOs must be authorised, supported and resourced to discharge these functions adequately and the need to develop meaningful and productive relationships and partnerships with local authorities should be given due weight.

4 BUDGET

Financial considerations must be taken into account by the SFRS at all stages in reaching and executing decisions, and the appropriate financial appraisal and evaluation techniques, consistent with the Appraisal and Evaluation Section of the Scottish Public Finance Manual (SPFM) must be followed.

Reform of the Police and Fire and Rescue Services in Scotland is expected to deliver £1.5 billion of savings over a 15 year period.

The SFRS budgets for 2013/14-2015/16, the reform period, are set out in the table below.

| | 2013/14 | 2014/15* | 2015/16* |
|---------|---------|----------|----------|
| Revenue | £277.2m | £265.2m | £258.2m |
| Change | £9.6m↓ | £12.0m↓ | £7.0m↓ |
| Capital | £15.1m | £22.2m | £24.0m |
| Change | £1.3m↓ | £7.1m↑ | £1.6m↑ |

* *Provisional*

Tackling this funding reduction by, for example:

- Reducing staff numbers;
- Asset and contract rationalisation;
- Shared support services;
- Streamlining processes;

Is an essential consideration of service design.

5 KEY OPERATING PARAMETERS

The Scottish Government has made a clear statement that there will be no compulsory redundancies in the SFRS as it moves through the reform process. The rationalisation of services and its impact on staff must be managed thoughtfully and appropriately. The Transfer of Undertakings (Protection of Employment) Regulations (TUPE) is the main piece of legislation governing the transfer of employees.

In the context of merging the 8 existing services it is acknowledged that the principles of TUPE will apply to our staff, thus protecting the rights of employees in this transfer situation, enabling them to enjoy the same terms and conditions with continuity of employment. This will ensure that the SFRS adopts a fair and ethical approach to all staffing issues.

6 CONCLUSION

The structures of the SFRS will develop as the Service moves through the reform process. However, at all times service design will focus on ensuring that the Service adheres to the following principles:

- i Delivering the intended benefits of reform.
- ii Meeting its statutory responsibilities.
- iii Providing the Service within the approved budgets.

Working to these principles will help to focus reform of existing delivery structures and ensuring that our communities and firefighters are not placed in danger as a result of the reform process.

A G Hay
Chief Officer