



HM Fire Service Inspectorate

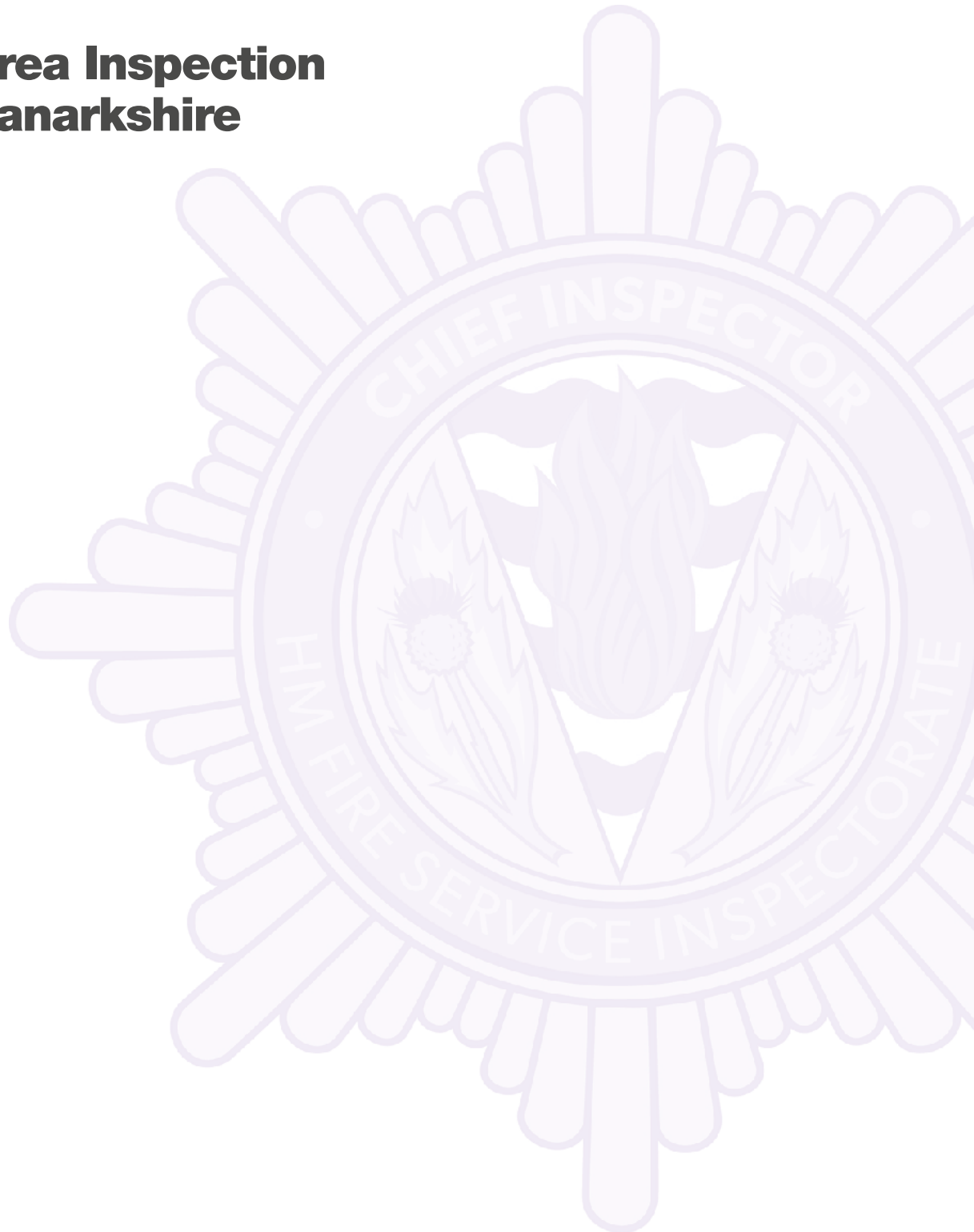
Local Area Inspection North Lanarkshire



Integrity, Objectivity, and Fairness.

**HM Fire Service
Inspectorate**

**Local Area Inspection
North Lanarkshire**



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Acknowledgements

We are grateful to Stephen Wright the Local Senior Officer for North Lanarkshire, and those members of staff who provided us with information, helped us to organise visits, hosted us and contributed constructively to interviews. We also wish to thank the representatives of partner organisations who agreed to be interviewed.

The fieldwork for this local area inspection was carried out in January and February 2019.

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A quality assurance review of this report was provided by Assistant Inspector Andrew Thomas.

All the members of the inspection team contributed to the development of this report and the quality assurance reviewer provided a professional challenge to the contents, assumptions and conclusions made. However, the Chief Inspector takes sole responsibility for the report, its contents and conclusions.

Published August 2019

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1_The local area inspection programme

The Fire and Rescue Framework for Scotland 2016 sets out how Scottish Ministers expect the Scottish Fire and Rescue Service (SFRS) to operate and how, in part, its effectiveness and efficiency are to be measured. The Framework sets strategic priorities for the Service to achieve. In a change to the previous Framework, the 2016 Framework devolves responsibility for developing performance measures to the SFRS, albeit subject to Ministerial approval.

The Fire (Scotland) Act 2005 (the 2005 Act) requires the SFRS to appoint a Local Senior Officer (LSO) for each local authority area in Scotland for the purpose of carrying out its functions in that area. The LSO reports to the Head of Service Delivery for the relevant SFRS Service Delivery Area (SDA) (North, East or West). The SFRS is also required by the 2005 Act to have a Local Fire and Rescue Plan for each local authority area, which sets out the SFRS's priorities and objectives for that local area; why they have been selected; how the SFRS intends to deliver them, and (insofar as is practicable) outcomes by reference to which the SFRS's service delivery in the local authority area can be measured. The fact that the 2005 Act is structured in this way is a clear demonstration of the Scottish Parliament's intention that the SFRS's service delivery should be considered both at the national and local authority levels.


Inspections of SFRS service delivery within local authority areas, that examine the development and delivery of Local Fire and Rescue Plans, help to provide assurance about the way in which the SFRS is meeting this intention. By undertaking inspections of SFRS service delivery within local authority areas, HM Fire Service Inspectorate (HMFSI):

- can provide assurance to Scottish Ministers and the public, that the SFRS is making adequate provision for local service delivery, and that local areas have access to specialist national resources, and make suggestions for improvement if necessary;
- can take a detailed look at the nature and quality of service provision within local areas and can draw attention to significant matters and areas of good practice;
- maintains a good level of awareness of the Service's functions and builds a record of how the Service is functioning; and
- can gather intelligence that may inform, or cause to be undertaken, more strategic, thematic inspections of the SFRS.

The findings in our report follow the structure of the Framework. In following the structure of the Framework, there will be occasions when our observations could be reported against more than one of the strategic priorities contained in the Framework. We aim to ensure that our observations and text are allocated in the most appropriate place or places to give an understanding of our findings. But there may be occasions when it will be appropriate to repeat our observations against more than one priority.

During our local area inspections we look at a range of matters relevant to fire and rescue service delivery within the area being inspected, including any relevant issues arising from our thematic work.

In our inspections we aim to visit as many service delivery locations as we can, and speak to managers and a range of uniformed and non-uniformed staff. We look at premises and equipment, and view a sample of records to enable us to understand the way in which business within the area is conducted. In this way we aim to cross-reference the SFRS's written plans and procedures, and what we are told about the local area by SFRS managers, with our own observations and discussions with local staff.



We do not, however, carry out our local area inspections as a comprehensive audit. The sampling methodology that we adopt cannot identify all potential areas for improvement: we intend that it should be a proportionate activity that provides an overview of the area, comparable with other local area inspections that we carry out. The SFRS has a programme of internal station audits that involve a detailed look at station activity and records, and we do not want to duplicate that work, although we do take these into consideration within our inspection.

During our inspection of North Lanarkshire, we visited every fire station in the area, speaking to retained duty system (RDS) personnel on their training night and two duty groups for each wholetime duty fire station. We met with the LSO and local managers with the following areas of responsibility:

- Prevention and protection
- Service delivery
- Training and employee development
- Health and safety
- Fire station supervision

We interviewed community safety staff, support staff and a trade union representative, and visited the Fire Reach youth initiative.

We met with representatives of North Lanarkshire Council and Police Scotland.

To gauge service users' opinion of the SFRS we contacted 38 Community Councils within North Lanarkshire. Each was invited to complete a brief questionnaire which explored the relationship between the Community Council and the SFRS, sought awareness regarding SFRS local activity, and asked about views of service quality and suggested areas for improvement. We received six responses.

This report is a product of both our direct observation and interviews held with staff and partners of the SFRS, and reflects the circumstance at the time of our visits. The SFRS is continuing to change and evolve, consequently material changes may have occurred since then.

2_About the area



Figure 1: Scottish council area boundaries

North Lanarkshire is the area numbered 22 on the map in figure 1. It covers an area of around 470 km². It has a border with the local authority areas of Stirling, Glasgow City, South Lanarkshire, Falkirk, West Lothian and East Dunbartonshire. In terms of SFRS organisation, North Lanarkshire is within the West SDA, and borders some LSO areas that are within the East SDA.

Figure 2 shows North Lanarkshire in more detail with the surrounding areas and how it is split into 21 council wards.



Figure 2: North Lanarkshire

The population of North Lanarkshire in 2017 was around 340,000¹ making it the fourth highest populated of the 32 local authority areas in Scotland. Around 6.3% of the Scottish population reside in North Lanarkshire. In North Lanarkshire, the population spread percentage in each age gap is similar to the overall percentage for Scotland.

The main centres of population are Motherwell, Cumbernauld, Airdrie and Coatbridge. There are various operational risks in the area, including 48 high rise domestic buildings, major roads, railways, a minor airport, various commercial and industrial, rural and a prison.

There are seven fire stations in North Lanarkshire. Their locations are shown in figure 3, and table 1 shows the fire station duty system, the resources based there and incident activity.

¹ National Records of Scotland, Council Area Profiles - <https://www.nrscotland.gov.uk/statistics-and-data/statistics/stats-at-a-glance/council-area-profiles>

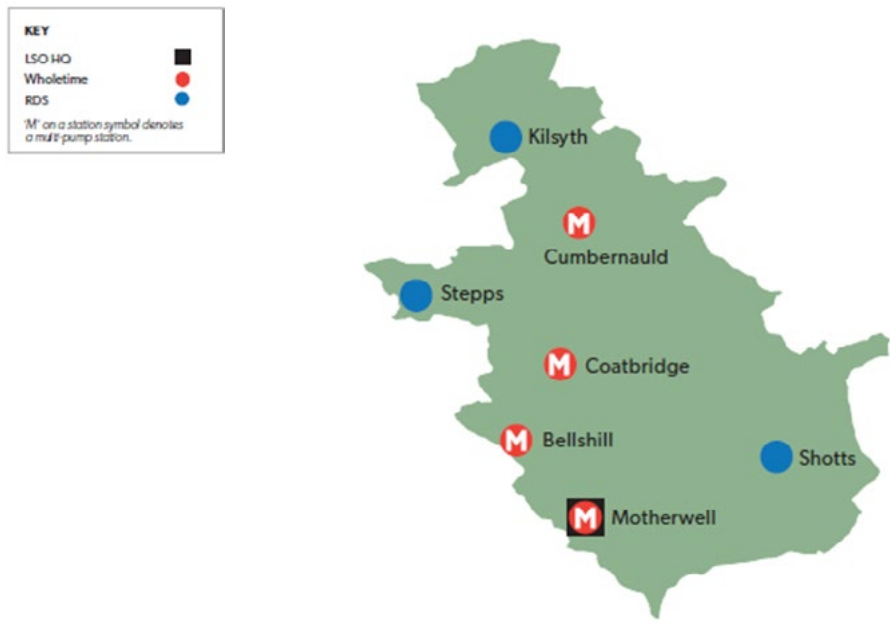


Figure 3: location of fire stations in North Lanarkshire

Fire station	Duty system	Appliances (dual crewed)	Activity (turnouts)* 2017/18
Kilsyth	RDS	1 rescue pump 1 incident support unit	300
Shotts	RDS	1 rescue pump	318
Stepps	RDS	1 rescue pump	168
Bellshill	wholetime	1 rescue pump 1 command support unit	1,338
Coatbridge	wholetime	1 aerial rescue pump 1 rescue pump 1 mass decontamination unit flood response resources	1,684
Cumbernauld	wholetime	2 rescue pumps 1 USAR prime mover	981
Motherwell	wholetime	1 aerial rescue pump 1 rescue pump 1 water rescue unit 1 hose lorry	1,599

Table 1: North Lanarkshire fire station information

*this is the number of times that appliances from the fire station mobilised – it is not an indication of the number of incidents

Employees²: The SFRS employs 213 uniformed staff in the area. There are 30 RDS firefighters and 183 wholetime firefighters and managers. Seven (3%) of the uniformed operational staff are female.

There is a support staff team, station cooks and station based general assistants.

Incident statistics

Table 2 shows the number of incidents attended by the SFRS in North Lanarkshire over a period of four years³.

Incident type	2014/15	2015/16	2016/17	2017/18
Primary fire	661	655	687	657
Secondary fire	1,415	1,540	1,484	1,206
Chimney fire	4	4	8	0
Road traffic collision	87	124	152	128
Other non-fire Incident	443	546	468	549*
False alarm (including non-fire false alarm)	2,728	2,650	2,777	2,893
Total incidents	5,338	5,519	5,576	5,433

Table 2: incidents in North Lanarkshire

*subsequently revised by the SFRS

Figure 4 gives a visual reflection of the make-up of incidents within North Lanarkshire for the most recent available year, 2017/18.

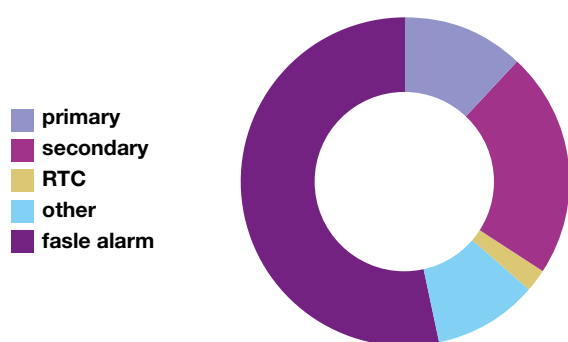


Figure 4: North Lanarkshire incidents 2017/18

Responding to false alarms represents 53% of all incidents attended by the SFRS in North Lanarkshire in 2017/18. Unwanted fire alarm signals (UFAS) from non-domestic premises made up 1,289 of these false alarms and therefore comprise 24% of all incidents.

² as at December 2018

³ Fire and Rescue Statistics in Scotland <http://www.firescotland.gov.uk/about-us/fire-and-rescue-statistics.aspx>

The incident rates for 2017/18 are shown in figure 5 benchmarked against the rates for Scotland. Incident rates for secondary fires are above the average rate for Scotland. In 2017/18 the rate of secondary fires in North Lanarkshire by population was sixth highest when compared with other local authority areas.

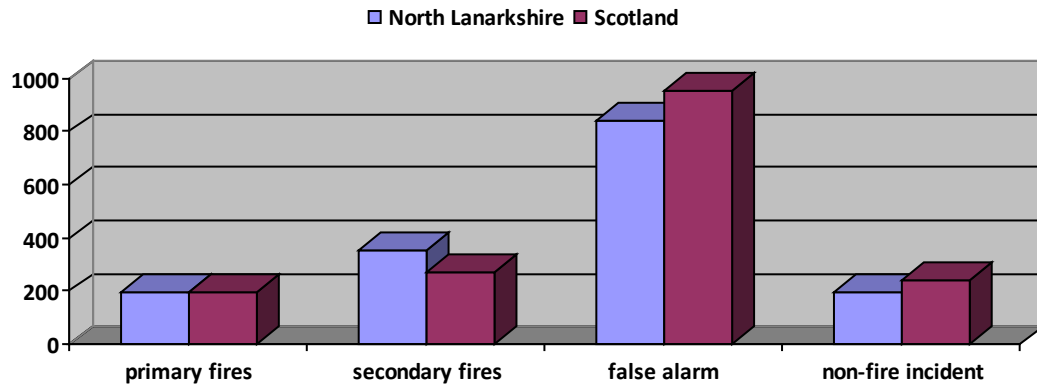


Figure 5: incident rates per 100,000 population, 2017/18 – North Lanarkshire and Scotland

3 Our findings

As mentioned earlier in this report we structure our findings to be in line with the Fire and Rescue Framework for Scotland 2016. The Framework sets the strategic direction for fire and rescue. Contained within the Framework are 10 strategic priorities for the SFRS. To aid the reader, we have replicated the text of those strategic priorities in appendix 1.

3.1 Performance Measures

The local Fire and Rescue Plan and Local Outcomes Improvement Plan

The 2005 Act requires the SFRS to publish a delivery plan for the local authority area. A local Fire and Rescue Plan for North Lanarkshire was published in December 2018, replacing the original local plan.

Nationally, the SFRS sets out a planning structure which defines how it expects its strategic aims will be achieved. The SFRS has a Strategic Plan describing its strategic aims, from which the statutory local Fire and Rescue Plans are derived. The local plans are further developed into local Operating Plans which describe local actions and targets. Ultimately these documents are used to generate Station Plans containing station actions and targets, which in turn should be used to populate the individual personal objectives for the staff based at fire stations.

Consistently, we previously commented on the original tranche of SFRS local plans in so far as there were similarities in the way the 32 local plans were structured, with the content similar in many of them. Whilst easing the burden of plan production for the Service, if plans are not appropriately customised, then they may be of less relevance at the local level.

The 2018 Fire and Rescue Plan for North Lanarkshire includes explanatory and background material, community planning arrangements, and alignment with the partnership priorities: homelessness, looked after children and young people, and resilient communities.

The plan also contains local fire related priorities and targets. The SFRS has national targets against which it measures performance, though the North Lanarkshire targets are not merely replicated from the SFRS national targets.

The plan targets are:

- Reduction of accidental dwelling fires: target reduction 10% over an average of three years
- Reduction in fire casualties and fatalities: a zero target for fatalities and a 5% reduction in non-fatal casualties over an average of three years
- Reduction in deliberate fire setting: target 10% reduction over an average of three years
- Reduction of fires in non-domestic premises: target 5% reduction over an average of three years
- Non-fire emergencies: target to increase number and variety attended
- Reduction of UFAS: target 15% reduction over an average of three years

We checked the content of the 2018 North Lanarkshire Fire and Rescue Plan against a number of randomly selected fire and rescue plans to see if there are similarities. While some of the other plans that we checked against are very similar to each other, that was not the case with the North Lanarkshire Plan. Although there are some similarities in structure and content, none of the other local plans that we randomly examined contained prescriptive targets.

The North Lanarkshire plan also identifies three strategies for addressing local priorities:

- A casualty reduction strategy
- A deliberate secondary fire reduction strategy
- An unwanted fire signal strategy

The SFRS Annual Operating Plan 2018-2019 for North Lanarkshire contains explanatory information relative to each target and details how the Service will focus its activity on each issue.

Formal scrutiny of SFRS performance is carried out quarterly at the North Lanarkshire Community Safety and Partnership Governance Sub-committee. The Service supplies a performance update to the Sub-committee which comprises a report on the six targets that the Service has in its local plan. We observed one meeting of this Sub-committee and found it to operate in a similar way to other scrutiny arrangements we have observed across Scotland.

Community planning is organised in a hierarchy which is shown in figure 6. SFRS representation is:

- LSO attends the Partnership Board
- Group Manager (prevention and protection) attends and chairs the Officers Group
- Relevant Station Manager attends the Local Area Partnership

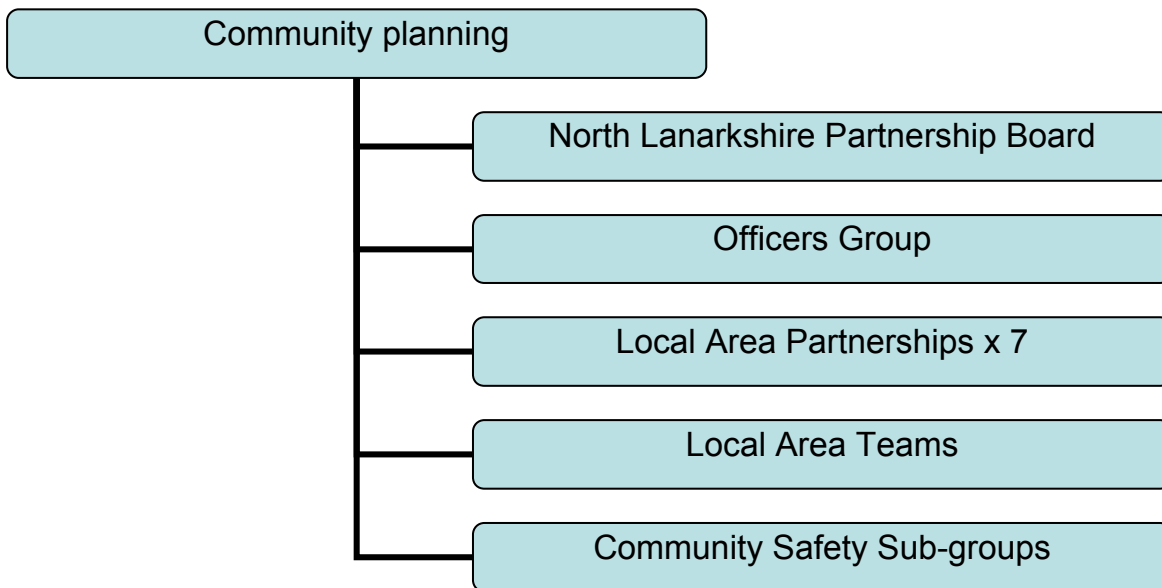


Figure 6: community planning structure in North Lanarkshire

The Officers Group has developed the Local Outcomes Improvement Plan. The local authority is very positive about the SFRS charring meetings and credits the Service with introducing action rather than discussion. There is less evidence to show the effectiveness of the Local Area Partnerships.

We mention locality plans and ward plans later in the report.

Community Councils in Scotland are voluntary organisations run by local residents to act on behalf of the local community. The response rate to our short questionnaire sent to Community Councils (CCs) in North Lanarkshire was 16% (six responses). In our experience a low response rate is not unusual.

With one exception, the responding CCs identified very little or no relationship with the SFRS. Where a view was expressed on community perception, this is positive. However, one CC reports an ongoing relationship and attendance at its meetings by the local RDS watch manager, a situation also positively described by an elected member.

3.2 Protecting Communities: Risk, Prevention and Response

Safety, Well-being and Prevention

Prevention and Protection

There is a Group Manager and a Station Manager responsible for the management of the Prevention and Protection function.

Community Safety Engagement

There is a small CSE team in North Lanarkshire. The team comprises one community safety advocate (CSA) and one community firefighter (CFF), line managed by a watch manager with the role of local area liaison officer (LALO).

The CSE team has lower resources than other areas with similar local outcomes.

We were unable to interview the CSA due to extended absence.

The CFF has been in the role for five years and has therefore offered continuity. He has a good relationship with relevant North Lanarkshire Council staff and is invited to training events run by the council. His role is to reduce fires and engage with partners to identify vulnerable persons. He has a busy schedule with a wide range of work, a lot of which is reactive in response to requests. Some examples of work undertaken are:

- joint HFSV where there has been a referral
- delivers fire safety input at fire stations to those participating in an eight week restorative justice programme
- works with young fire setters who are referred by social work (recalls on the scheme are low)
- assists with delivering the Fire Reach programme
- activity based on a CSE thematic action plan calendar
- talks to youth groups and other groups on request
- targeted talks to P7/S1 pupils
- S6 pupils driving awareness training
- dementia projects
- day care centre visits and referrals to falls team

There have been four different line managers in two years. One consequence of the changes was uncertainty regarding role and focus. The LALO postholder changed shortly before our fieldwork. We interviewed the present and previous post holders.

The LALO operates as liaison with North Lanarkshire Council and has desk space there and access to council IT systems. The previous LALO had an over onerous commitment as a member of groups and committees. There is little formal networking between LALOs in different LSO areas.

Deliberate fires

North Lanarkshire is an area where there has been a high incidence of fire-raising. This is reflected in the local Fire and Rescue Plan in which there is mention of a Deliberate Secondary Fire Reduction Strategy, and a target for the reduction of all fire raising incidents by 10% over an average of three years.

Secondary fires are mostly grass and refuse fires. The Service has chains and locks for wheelie bins which can be issued as part of a partnership initiative in an effort to reduce deliberate refuse fires.

Table 3 shows the incidence of deliberate fires over a four year period. There has been a reduction in deliberate fires over two years up to March 2018. The drop is principally in deliberate secondary fires. Secondary fires can be influenced by the weather. We looked at Scottish statistics to see if this was a national trend or uniquely local. Table 4 indicates a reduction in Scotland but a welcome superior fall in North Lanarkshire.

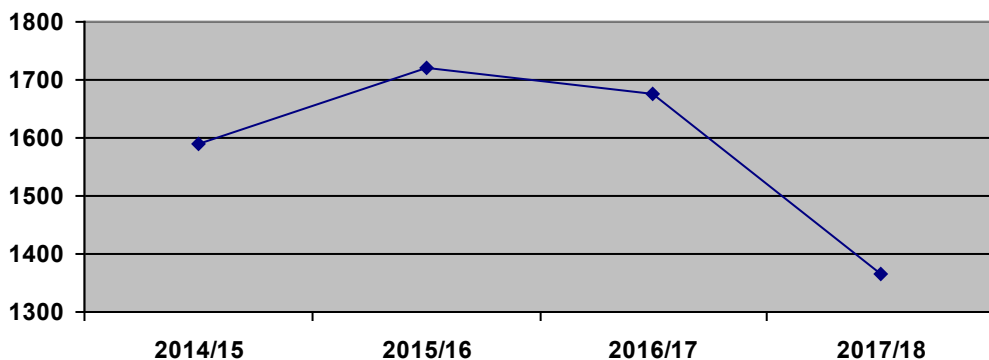


Table 3: deliberate fires North Lanarkshire

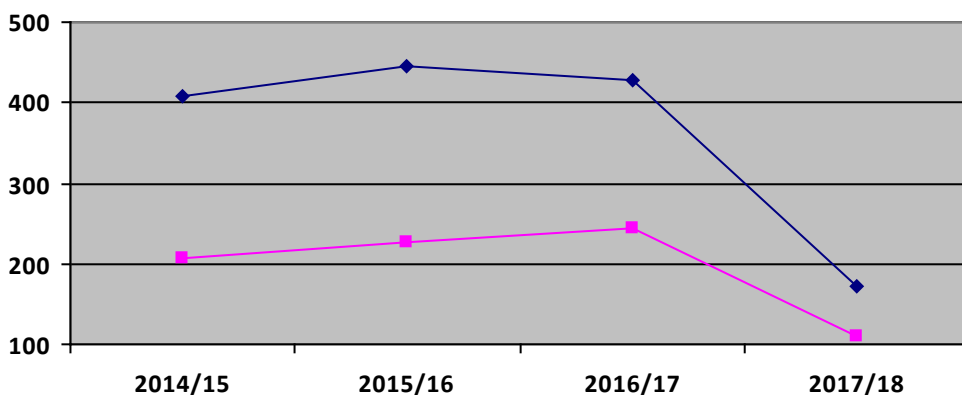


Table 4: deliberate secondary fire rate per population, North Lanarkshire and Scotland

Fire Reach

Fire Reach is a youth development programme run by the SFRS, in North Lanarkshire, from a dedicated building within Coatbridge fire station and using a dedicated fire appliance and equipment.

Fire Reach is a diversionary programme for young people who may not prosper in a traditional educational environment. Course attendees are nominated by schools and a criteria is that those who attend should be those who may benefit most from the programme. The course has a strong practical emphasis and consists of nine modules completed over a week. It also includes homework for students (something which some students have never previously taken seriously). Successful students attain a Scottish Credit and Qualifications Framework SCQF level 4 employability award.

This programme is a good example of partnership working. It is delivered by the SFRS and funded by North Lanarkshire Council with some funding from the Scottish Attainment Challenge fund. There is liaison with schools. The local community Police deliver the anti-social behaviour input and are regular attenders in support of the programme.

The programme is audited every two years by Police Scotland on behalf of the SCQF to ensure compliance with a national attainment standard and ensure continuation of accreditation. There is also an annual audit by the SFRS.

We found the staff to be committed and enthusiastic. One staff member is a term time appointment. Outwith school term other community safety work is undertaken. Fire Reach is supported by the SFRS Local Area Management Team. A Station Manager attends every week for presentation of end of course certificates, sharing the achievement with the young people. Attendees families are invited to an end of course presentation.

The staff job satisfaction in this role is described as wonderful and as satisfying to see the change in youths after one week. Six students have progressed to work experience within the unit giving something back from their experience and sharing it with others.

Unit members monitor secondary fire occurrences in relevant areas, and think that there is a reduction in wilful fire raising and anti-social behaviour influenced by their input. They have a lot of feedback from schools which usually includes evidence of improved behaviour of students. And staff have some specific anecdotal evidence of success through the positive behaviour of former Fire Reach students.

We were impressed by the evidence of the Fire Reach programme. We think that there is scope for improved evaluation and analysis of successes and outcomes. The programme is in the third year of a four year budget commitment. Improving analysis and evaluation to highlight the benefits of the programme may produce a strong case for the continuation of the programme and allow successes and outcomes to be shared across the Service.

Recommendation

Evaluation of the successes and outcomes of the Fire Reach youth development programme should be improved with a view to supporting the long-term continuation of the programme in North Lanarkshire.

Solihull approach

Following an initial trial with operational firefighters, a project was established in the North Lanarkshire area to expand the knowledge and understanding on the 'Solihull approach'. Funding for a trainer post was provided through the North Lanarkshire Council Early Years Collaborative. A CSA trainer was appointed in January 2018. The programme was led by the LSO and supported by the Early Years Collaborative and the SFRS youth engagement officer.

Solihull is a model or method for addressing childhood behavioural problems based on an understanding of impact of adverse childhood experiences (ACE). It was developed by the NHS in Birmingham. The basis of the concept is that initial childhood experiences impact the brain development of the child and influence behaviour in later life. Understanding this is key to being able to interact with the individual and thereby influence behaviour and so improve outcomes. Those impacted by ACEs commonly include persons that are most at risk from fire and accidental injury.

The trainer delivered awareness sessions and/or training to CSE staff across Scotland, operational firefighters in North Lanarkshire, Fire Reach team, staff from partner agencies and selected Scottish Government employees. The aim was to give SFRS personnel an opportunity to learn about the impact of trauma and ACEs, so that personnel who engage with members of the community or professional agencies have a full understanding of ACEs and their effect, and to provide knowledge on a common language being used by partner organisations. The project was developed and training evaluated - feedback was positive and those involved in managing and delivery are very positive about what the project could deliver.

The project, and with it the appointment of the trainer, got caught up in a wider industrial dispute over transformation role changes in the Fire Service and as a consequence, the project was not further developed. The CSA returned to a role outside North Lanarkshire and has been unable to operate as a specialist resource and has had no feedback in respect of there being any central direction on the future. The CSA trainer remains very motivated and is committed to the benefit of the Solihull approach and sees a need to embed this practice in the workplace and manage a programme.

Domestic fire safety

Home fire safety visits are an established activity undertaken mostly by fire station personnel. The rate of home safety visits per dwelling in 2017/18 was slightly below the Scottish average. The number of visits made in North Lanarkshire has been decreasing as shown in table 5.

	High risk	Medium risk	Low risk	Total
2015/16	1,646	1,683	847	4,176
2016/17	1,574	1,321	616	3,511
2017/18	1,450	1,267	662	3,379⁴

Table 5: Home safety visits North Lanarkshire

At station level, personnel are having difficulty achieving targets and are chasing referrals to try to achieve visit numbers. In some cases an approach has been made to GP practices for referrals. The number of HFSVs that can be carried out is influenced by a number of factors including the number of occasions that two pump stations are without the second pump, and by the number of times that appliances are sent to stand-by at other fire stations.

⁴ this data is supplied by the LSO area. The SFRS national statistical publication shows the lower total of 3,315.

Some RDS personnel carry out HFSVs, and travel in their private vehicles. This is a source of local contention since in other LSO areas, RDS personnel will use the station appliance for travel.

Of course HFSVs are only a measure of activity rather than outcome. Dwelling fire statistics are shown in table 6. The reduction in HFSVs has not been associated with a rise in accidental dwelling fires.

	2015/16	2016/17	2017/18
Accidental fires	294	290	262
Fatalities	4	1	1
Non-fatal casualties ⁵	61	60	75

Table 6: Dwelling fires in North Lanarkshire⁶

The totals for 2017/18 are provisional, and revision typically increases counts by a small proportion. We note that the totals contained in the LSO local performance reporting differ from those published, possibly explained by the revision of provisional statistics.

Fire Safety Enforcement (FSE)

Fire safety enforcement is undertaken by a team comprising three watch managers (enforcement officers) and one auditing officer. The team is based in Coatbridge fire station. The team members are experienced in the enforcement role and come across as capable and conscientious. There is the normal line management arrangement of a Station Manager and a Group Manager who both have a wider 'Prevention and Protection' role.

The area has a delivery plan for carrying out fire safety audits in relevant premises. There is a target of 122 fire safety audits per year per person - the national target issued by the SFRS. In addition the local plan has a target for reducing fires in non-domestic premises.

The SFRS has an emphasis on measuring FSE performance in respect of the number of fire safety audits undertaken. Like staff in other LSO areas, there is a substantial amount of fire safety work undertaken which does not involve undertaking an audit. For example, consultation work is important in respect of achieving public safety but for which there is little credit because of the emphasis on audit completion.

Staff have a high potential workload from licensing consultation but adopt a selective risk based approach, and always attempt to comment on public entertainment licences.

Because of the target-driven culture, staff take every opportunity to claim an audit for work completed and at times undertake audits that they wouldn't otherwise do. The numbers of audits completed are shown in table 7.

2015/16	2016/17	2017/18
301	500	351

Table 7: fire safety audits – North Lanarkshire

⁵ This includes casualties recorded as precautionary check.

⁶ Fire and Rescue Incident Statistics (Scotland), SFRS <https://www.firescotland.gov.uk/about-us/fire-and-rescue-statistics.aspx>

Premises types that are targeted for audit in the local area delivery plan also follow the guidance issued centrally by the SFRS. An annual audit is mandatory for certain premises such as care homes, while other categories of premises receive an annual audit only when risk and compliance level criteria are matched. However the actual practice differs, while the core activity list is generally followed, audits are carried out on all ‘sleeping risk’ premises each year regardless of risk and compliance level.

We asked the Service for information on the number of relevant premises in North Lanarkshire broken down by risk level to ascertain the potential audit workload. The data submission identified that there are 1,144 recorded relevant premises in North Lanarkshire. The list of premises is shown in the table in appendix 2. The list of known premises is extracted from the SFRS national Prevention and Protection database (PPED)⁷ and, as is normal, not all relevant premises are recorded.

The number of premises for annual audit under the SFRS scheme⁸ can be no more than around 270. It is easy to see why staff take every opportunity to carry out audits. Local staff describe their work as being concentrated on sleeping risk premises because these are a higher risk, and that the workload is manageable. However North Lanarkshire frequently reports high audit totals for non-sleeping risk premises.

Staff report that there have been challenges with the demands of onsite visits during the European Championships and with staff shortages.

In common with other areas we have visited, enforcement staff do not have a high opinion of PPED. The ‘audit due list’ facility on PPED is considered problematic and staff maintain their own spreadsheet to monitor workflow.

A local initiative as a consequence of the tragic fire at Grenfell Tower in London, has been the creation of a North Lanarkshire Tower Strategy Working Group. SFRS FSE staff are members and give input to this group. There is a perceived lack of central guidance on the subject of high rise fire safety and local determination without central guidance, with the result that there is no consistency of approach across Scotland⁹.

Local management support and relationships are good. There are few development opportunities for personal development and little networking between FSE staff in different LSO or SDA areas.

Response and Resilience

Appliances

Our inspection took place at a time when we were finalising a thematic inspection of the Service’s national arrangements for fleet and equipment¹⁰. Comment on relevant national issues, some of which were apparent in North Lanarkshire, appear in that report.

7 We identified issues with the premises records on PPED in two of our thematic inspection reports – ‘Fire Safety Enforcement’ and ‘Performance Management Information Systems’

8 while we have reported on the effect of the SFRS scheduling system, we previously recommended to the SFRS in a national thematic report in 2018 that changes should be introduced to the way that it assesses premises’ risk. But that is a matter for the Service nationally and is not an issue for local determination

9 At the time of inspection, the Scottish Government is producing guidance for high rise domestic, which should improve consistency and safety standards in this sector

10 HM Fire Service Inspectorate, The Scottish Fire and Rescue Service’s Management of its Fleet and Equipment function, 2019

The appliances allocated to the North Lanarkshire area are of a varying age but are generally in a reasonable condition. They are listed in table 8.

Type of vehicle	Number of vehicles	Age/age range
Rescue Pump	8	3 – 9 years
Arial Rescue Pump (ARP)	2	11 and 13 years
Water Rescue Unit (WRU)	1	7 years
Command Support Unit (CSU)	1	9 years
Mass Decontamination Unit (MDU)	1	15 years
Prime Mover	1	14 years
Hose Lorry	1	14 years
Incident Support Unit (ISU)	1	10 years

Table 8: SFRS appliances in North Lanarkshire

The area has a good provision of relatively modern rescue pumps. If looked after and maintained properly these vehicles will provide many more years of service and with good asset rotation their longevity could be further extended.

The two Arial Rescue Pumps provide a combined Rescue Pump and High Reach capability. This type of vehicle is generally not popular amongst staff due to its lack of versatility and the restrictions in both its designated functions. A national SFRS ‘Review of High Reach Appliance Provision’ in 2017 recommended that, in the long-term, ARPs should be phased out to be replaced by dedicated high reach appliances. The report also recommended a reduction in high reach appliances – Motherwell is one of the locations designated for a reduction.

The MDU, Prime Mover and Hose Lorry are all approaching the end of their economic lifespan and it is unclear if or when they will feature in any replacement programme.

The Incident Support Unit is an RDS staffed small van with tail lift. It has interchangeable caged equipment used in general support of an incident. It can transport equipment such as scene lighting, flood equipment and salvage gear, dependant on incident requirements. Staff feel that the ISU is underutilised due to a lack of appreciation of capabilities by Operations Control and incident commanders.

Recommendation

We suggest that the LSO provides some clarity to the personnel at Kilsyth fire station regarding the use and longevity of the Incident Support Unit.

The availability and poor condition of spare appliances is reported as being an issue in the local area: this is highlighted as a national issue in our report on the Service’s Management of its Fleet and Equipment Function. Also mentioned in the inspection report and brought up by local staff during our fieldwork is that, in some cases, during an appliance changeover, existing equipment cannot be securely stowed due to spare appliance locker configuration and is left off the appliance.

The fact that vehicle CCTV cameras are not operating was mentioned by station staff throughout our inspection. There is speculation as to why this is the case but no definitive reason given. Staff feel that this introduces increased risk, especially to drivers in the event of collision and seek a resolution to the CCTV camera issue.

Bellshill fire station has recently taken delivery of a replacement Command Support Unit with the original vehicle still onsite awaiting relocation to Inverness. Due to the ramp construction of the front apron this replacement CSU cannot be driven out of the front appliance bay doorway, subsequently the vehicle has to be reversed in and driven out the rear doorway. Whilst reversing into the bay there is minimal clearance resulting in only a small margin for error. We agree with staff that this poses an increased risk and calls into question the Provision and Use of Work Equipment Regulations (PUWER) assessment carried out in advance of the vehicle's relocation.

The SFRS has transferred a vehicle to Bellshill which is too large for the physical constraints of the station. This shows a failure to undertake a PUWER assessment in advance of the vehicle relocation. (Failure to undertake PUWER assessments is an issue which has been separately identified during our thematic inspection on fleet, and which is being addressed nationally by the Service).

Recommendation

The dimensions of the CSU at Bellshill fire station make it unsuitable to be driven out the front door of the station. Management should consider rectifying this.

Equipment

With some exceptions, personnel are generally positive about the level and quality of operational equipment supplied.

A common observation is that fire-ground hand-held radios have a poor transmission range. Handlamps are considered poor standard. Staff are keen to receive modern hydraulic rescue equipment: this is a Service-wide issue concerning high pressure injection risk potential.

Staff at Cumbernauld fire station are unfamiliar in the use of some of the USAR equipment available there. Training has been requested locally however none is forthcoming after two years. Staff feel strongly that USAR is poorly supported nationally, with a reduction in practical training opportunities. There is a suggestion by staff of a need for a national USAR training programme to ensure maintenance of competency on use of USAR equipment generally.

There is mass decontamination equipment at Coatbridge fire station, some of which is defective. We heard that there should be a greater provision of thermal imaging cameras.

When defective equipment is sent for repair, there is a perception that the time taken to repair and return is excessive.

Personal Protective Equipment (PPE)

There are some issues with lack of communication when kit is sent for repair. And there is an issue with storage and drying at Shotts, which we mention later in the report. Those firefighters who have been issued with new style kit are very positive about the quality. RDS staff we interviewed were generally unaware of the new PPE replacement programme and questioned the methodology used which dictated that their PPE would be replaced in years two and four of the programme. They feel that there should be earlier replacement.

Property

The building at Motherwell contains a fire station and offices used as the LSO area headquarters. While the property is in a relatively good state of repair, catering facilities separate the two occupational parts of the building (fire station and area headquarters). This is seen by some staff as a negative feature because it imposes a barrier between station personnel and the area management team.

For three months the ARP at Motherwell has had to reverse into the appliance bay due to an ongoing door fault, we feel that this introduces an increased risk of a slow manoeuvring accident.

There remains a lot of legacy signage on buildings and in order to fully transition into an SFRS identity, these need to be replaced. We found that, with some exceptions, the SFRS buildings in North Lanarkshire are in a reasonable condition. Two exceptions are worthy of mention.

In Shotts fire station there is no locker room and no drying facilities for PPE - storage facilities are poor. The appliance room is used for the storage and drying of PPE and also contains personal lockers. And the metal lockers are considerably rusted because they are sitting directly on the floor rather than on a plinth.

While Cumbernauld fire station is generally fit for purpose, some areas are tired and in poor condition and the site has limited capacity to evolve in its present configuration. With an increase in types of equipment and the evolution of the firefighters role, a lack of usable space is proving challenging with minimal spare capacity for additional stowage both on appliances and on station. Training facilities are basic although useable, with little opportunity to vary conditions or layout for imaginative progressive training. There is no external lighting.

Operational Intelligence

The SFRS has a statutory duty to obtain information which may be required by its personnel in carrying out their operational role. When information is created, either by collection as part of that duty or through the writing of an operational policy, such as a Standard Operating Procedure (SOP) for an incident type, it is made available to firefighters through a device within the cab of the fire appliance.

In April 2018, the SFRS issued a national Operational Intelligence (OI) system and is in the process of implementing this. Separately, the provision of risk information was subject to a thematic inspection¹¹ by HMFSI. In our report we describe in detail the policies and process used for managing the collection and use of data, and the software and hardware used in the system.

The new system uses a demountable tablet computer device. Prior to the new system going live in 2018, firefighters in North Lanarkshire used the legacy Strathclyde Fire and Rescue VMDS system and the mobile data terminal (MDT) permanently installed in the appliance cab.

As part of our local area inspection we wanted to see how the new system was being used and the local processes for managing site specific data collection. As we ascertained in our thematic inspection, management of the scheduling of visits is done using a SharePoint based spreadsheet, with the premises allocated across watches to conduct visits. At the time of our station visits the new system didn't have a scheduling function for visits and therefore the former system process was still in use. We asked whether the Service had a list of premises

11 HM Fire Service Inspectorate, The Scottish Fire and Rescue Service's arrangements for the provision of Operational Risk Information, 2019

in North Lanarkshire under the categories for which it will hold risk information under the new system but received no information.

Training in the use of the new system is via an online package as part of the SFRS's Learning Content Management System (LCMS). We undertook a small sample of risk information for premises to review the ease with which staff could retrieve the information and how familiar they were with the tablet device. In our sampling we found varying levels of skill amongst station based staff on the use of the new system.

We found examples where site specific risk information for known premises in the area was not included in the new system, information for these premises had previously been on the legacy VMDS. The new selection criteria used will mean that, in some cases, information for some lower risk premises will not be transferred over. However we found examples of higher risk premises where we would have expected information to have been transferred over and that had not yet happened. At the time of our visits the legacy information contained on the MDTs is still available and therefore firefighters still had access to it should it be required. At some point the ORI information on the MDTs will be removed.

Recommendation

We encourage the LSO to arrange an audit of premises on which risk information is held, to ensure that information on higher risk premises continues to be available for reference.

Health and Safety

Health and safety reporting is carried out using the RIVO Safeguard system. Generally, the system is considered very awkward to use by staff who think this is a factor causing low reporting of near-misses. These types of events occur on the incident ground as well as on-station: there is a lack of understanding among personnel about the importance of reporting near-misses. Near-miss reporting is described by the Health and Safety Executive as a very important way of identifying problem areas. We have found this issue during a number of other local area inspections which we have carried out.

There are also some IT issues which has prevented access to the RIVO system, this is linked to the wider issue of problems following the rollout of Office 365 in the area the previous year. Personnel at the majority of fire stations we visited reported difficulty accessing corporate IT systems.

Staff counselling following critical incidents generally involves asking personnel, whilst part of a group, if they require any help. In other areas of the Service we are aware that staff are offered counselling in a private individual way.

Recommendation

The LSO should consider implementing a procedure whereby the offer of counselling services to personnel is undertaken in a discreet way that maintains anonymity.

Partnership

There is an arrangement for the use of Bellshill fire station by the Scottish Ambulance Service, and a paramedic is occasionally based there.

After discussions with flexi duty officers, it was apparent that there was little understanding of the Lanarkshire Local Resilience Partnership.

Recommendation

We encourage the LSO to raise the awareness of flexible duty managers regarding the Lanarkshire Local Resilience Partnership.

3.3 Evolving Role of the Scottish Fire and Rescue Service

Service Transformation

Issues around transformation of the role of the SFRS are a major factor for firefighters. The lack of information and the uncertainty on future plans for the Service is unsettling for staff.

A UK-wide industrial dispute over transformation has prevented some local CSE activity.

Station personnel are well sighted on the potential training that would accompany any expansion of role, given that completing training for their existing role is seen as difficult (due to factors described elsewhere in this report). This is a particular issue for RDS firefighters, most of whom at present have a short finite opportunity for training.

Modernising Response

As part of the SFRS's transformation plans new, smaller, fire appliances have been introduced at certain locations. These Rapid Response Units (RRUs) are intended to provide greater flexibility in response. The RRUs are fitted with Ultra High Pressure Firefighting lances which are designed to improve firefighter safety by reducing the need to commit Breathing Apparatus crews and can be used to reduce compartment temperatures faster and more effectively than traditional firefighting methods. By comparison to a traditional larger fire appliance, the RRUs carry a smaller amount of water and equipment, such as ladders and hose, and seat a maximum of four personnel, which is at least one less firefighter than the majority of larger appliances. There are positive and negative aspects associated with RRUs.

In July 2018, the SFRS announced that Kilsyth fire station would be an early recipient of one of the new concept RRUs, to replace the Rescue Pump there. The announcement was not popular with the Kilsyth RDS crew and attracted a lot of community and political opposition. This is the sole example where we received negative comment about the timescale for local engagement.

The Service ultimately reversed its decision in September 2018. HMFSI has undertaken a thematic inspection of the SFRS's fleet arrangements and greater detail regarding the development of RRUs can be found in our report¹².

There remains resentment among the RDS crew at Kilsyth and a concern that such a change might happen at a later date.

¹² Op. cit.

Unwanted Fire Alarm Signals

The 2018 fire and rescue plan contains a target of a 15% reduction in UFAS calls over an average of three years. The previous plan also envisaged a reduction in UFAS calls. Table 9 shows that UFAS calls have been on the increase. (However, the first two quarters of 2018/19 shows a modest reduction when compared to the same period in 2017/18).

Year	2015/16	2016/17	2017/18
calls	1,174	1,197	1,289

Table 9: UFAS calls North Lanarkshire¹³

We conclude that the SFRS local ambition to reduce UFAS calls is not matched by local outcomes.

Recommendation

The LSO should lead a review of the local effort to reduce UFAS calls and create an improved focus on tackling the issue.

¹³ Supplied by LSO in response to information request

3.4 Governance, Accountability and Performance

Effective Governance and Performance

Local scrutiny arrangements

As mentioned earlier, reporting of performance is made to the local authority as part of the local scrutiny arrangements. The reports of activity are broken down to ward level which may provide a useful level of detail for elected members. There is also, where appropriate, a level of narrative which helps provide context to some of the results. We are advised by the LSO that he intends to review the reporting format currently used, although he believes that the strategic aims of SFRS are much wider than fire and therefore makes it difficult to measure the SFRS's actual contribution to improving local outcomes and highlight successes.

It is an SFRS objective to use Station Plans to demonstrate how the aims of the organisation are delivered locally through relevant actions and targets. We have seen in other areas of Scotland local awareness and ownership of plans by prominently displaying the local plan and station plan on fire station noticeboards. In North Lanarkshire we found that Locality Fire Plans based on ward boundaries, are at an early stage of introduction.

There are 21 wards and each station-based wholetime Watch Manager (and by inference that individual's Watch) is being allocated responsibility for delivering community safety engagement in that particular ward and contributing to targets. One of the consequences of this is that some watches will have responsibility for a ward that is not in the immediate vicinity of their fire station, and which was traditionally in the area of another fire station.

Wards are grouped into seven localities to align with Community Planning structures and for planning and performance reporting. The relevant Station Manager will attend and report to the LAP quarterly.

We were supplied with, and examined five of the SFRS Locality Fire Plans that had been developed. They are unreassuringly similar. While they contain a description of the locality, and some specific local incident statistics (restricted to the seven incident types for which the North Lanarkshire local plan contains targets), the rest of the content is common to all the plans. Whilst this eases the burden of plan production for the Service, a plan that is not appropriately customised becomes inappropriate at the local level.

The local plan has already identified that dwelling fires and deliberate fire activity are more prevalent in some wards. But the locality plans have a 'one size fits all' approach. There is no analysis, justification or targeting specific to the locality. The local plan targets are merely transposed into all locality plans and issues are seen as common across all localities, without analysis to arrive at that conclusion. We realise that this is an area under development, but we think that Locality Plans offer little value in their present form.

Locality Plans are silent on the allocation of ward responsibility to specific watch managers.

From our discussions with the Council Chief Executive, Convener and officials, we concluded that the Service is well engaged with strategic partners in North Lanarkshire, playing an integral part in service delivery. The dedication and professionalism which the SFRS brings to partnership working is described very positively.

People

Appliance availability

There are occasions when appliances are unavailable. This can be the result of training commitment, scheduled maintenance, vehicle defect and crew shortages. We concentrate here on unavailability due to crew shortage.

RDS stations in North Lanarkshire operate on a stand-alone basis in respect of crewing. A pump will be unavailable if the personnel at the station cannot muster a crew. The availability for the pumps in the RDS staffed fire stations is shown in table 10.

Fire station	Availability
Shotts	87%
Kilsyth	95%
Steps	86%

Table 10: RDS availability – February 2018 to January 2019

Recruitment and retention issues are generally not a factor, all the RDS stations are well established. Appliance availability is more closely linked to general societal issues where people do not work within their local community, or travel further afield.

While RDS stations in North Lanarkshire operate on a stand-alone basis in respect of crewing, the situation with wholtime-crewed pumps is different. While the availability of wholtime-crewed pumps is influenced by the station establishment and absence rates, they are also 'dropped' because of personnel shortages in different areas and the need to detach personnel to other fire stations, often in other LSO areas.

The number of occasions¹⁴ that the second pumps at the three 'two pump stations' in North Lanarkshire have been unavailable due to staffing over a six month period ending February 2019 is shown in table 11.

Motherwell has one extra staff member per watch to act as a buffer and this influences the occurrences at Motherwell as well as the need to maintain the specialist resources provided there. Other than this, there is no preferential sequence for which station's pump should drop first. Over the last 12 months there have been no occurrences of more than one second pump dropped at the same time.

Fire station	Shifts worked	Occurrences
Cumbernauld	362	76
Coatbridge		39
Motherwell		4
Total	362	119

Table 11: second pump unavailable due to staffing – September 2018 to February 2019

¹⁴ There were 362 shifts during this period (181 days, 2 shifts per day)

Appliance reduction is a major issue and source of frustration for personnel. Staffing in Cumbernauld and Coatbridge fire stations is below 'target operating model'. In Cumbernauld four out of the five watches are frequently dropping pumps because the watch has a lower number. The high volume of detached duties out affects the morale of station personnel. In Coatbridge, some watches have eight some have ten. Those with eight drop the second pump more often.

The dropping of pumps also has a knock on effect on performance such as training and HFSVs.

FRS staffing is a dynamic subject which brings with it challenges. The SFRS utilises a 'central staffing unit' to coordinate and organise staffing including the day to day deployment of wholetime personnel and the granting of time off. Appliance crewing is an area under pressure and there is a general consensus from every watch we engaged with that the unit is not working well and lacks transparency.

Recommendation

The central staffing unit is not within the control of the LSO, but the strength of feeling among personnel in North Lanarkshire, regarding deployment and time off, is so strong that we think that the LSO needs to consider the effect that those staffing issues are having on morale.

Appraisal

We were advised that personal appraisals are carried out for wholetime operational personnel and support staff. The use of appraisals for RDS personnel is relatively new.

Learning and Development

The SFRS has a standard training programme for firefighters for general maintenance of skills and knowledge. The programme comprises TFOC (training for competence) modules. There are 12 core modules, 12 standard modules, and 24 advanced modules. These modules apply to wholetime and RDS firefighters.

Due to competing demands on the time available to RDS firefighters and the finite time for their training, TFOC modules are applied to RDS firefighters in the following way:

- all 12 core TFOC modules should be covered annually
- all standard TFOC modules should be covered over a rolling three year period
- advanced TFOC modules that are relative to risks in their area should be covered on a three year rolling programme. The decision on what advanced modules to cover should be made by the LSO on the basis of risk.

The SFRS submitted a training plan and an RDS schedule for training in North Lanarkshire as evidence for our inspection. The RDS schedule includes:

- all core TFOC modules over 12 months
- all standard TFOC modules over three years (plus an equality and diversity module)
- 12 advanced TFOC modules over three years

Twelve other advanced TFOC modules are not included in the North Lanarkshire programme with no explanation why these modules are excluded: and it is difficult to see why some of them should be excluded from the programme.

However we discovered inconsistency in application of the schedule and in decision-making relative to the schedule. We think the LSO should issue a definitive schedule for RDS TFoC modules based on risk and that this should be consistently applied in respect of all RDS personnel in North Lanarkshire.

Recommendation

The LSO should approve risk based guidance on the use of advanced Training for Competence (TFoC) modules by RDS firefighters, and these should be adhered to.

As we have found elsewhere, RDS firefighters generally have a desire for more practical training and less theory content. We received the same comment at a wholetime fire station.

Wholetime firefighters work on the national five watch system based on a seven week cycle. This cycle poses problems for adhering to the monthly scheduling of the training programme. It also influences monthly performance monitoring. The number of stand-bys undertaken at other fire stations was also mentioned as a factor which interferes with consolidation of training.

The SFRS has a policy to train its firefighters in compartment fire behaviour techniques during their initial training and then on a refresher programme every two years. This training usually includes a hot compartment component, either through the use of a gas-fired simulator or, more commonly, a carbonaceous unit. The majority of firefighters we spoke to in North Lanarkshire advised that they had not received hot compartment training for some time.

One training issue that was raised consistently at every fire station, is the impact that a lack of scrap cars is having on the ability to train for road traffic collisions. This issue is ongoing for more than a year and is described as having a negative effect on firefighters' confidence in the use of hydraulic rescue equipment. We are advised that a solution has been found and that vehicles will be available for training in the near future.

LSO Support Staff

The North Lanarkshire area is supported by a team of support staff consisting of 6.5 FTE members who have a shared remit including South Lanarkshire and support to the West SDA DACO, with work fluctuating due to need and priority. The team is peripatetic and work out of Motherwell, Clydesmill and Hamilton. The team feel well supported and enjoy a good relationship with North Lanarkshire staff. However, there is frustration with the following national issues:

- IT hardware problems, especially printers
- few opportunities for training development
- few business impact assessments on new policies
- no corporate directory to identify points of contact for issues arising
- recruitment issues, due to low grading of admin support assistant

Workforce

During our inspection, a local road traffic incident is the cause of unease amongst drivers throughout the area and is also a factor causing reluctance of firefighters to go forward to take on a driving role.

More generally, there is a recognition that a number of wholetime drivers are eligible for retirement soon and that this may impact because there is difficulty obtaining driver training courses.

Recommendation

We would urge the LSO to increase managerial communication around the issues affecting appliance drivers and potential drivers in North Lanarkshire.

RDS firefighters often have a principal employer and in some cases have their employer's agreement to leave their place of principal employment to respond to a call, thereby supporting safety in the local community. Employers release can be an important factor for daytime RDS cover. RDS-crewed appliances are treated by the Service as a resource and are frequently mobilised to incidents outwith their local area and to stand-by at other fire stations without any consideration of the pressures this may place on individual crew members and the consequent employers' support. There are personnel who are finding that this is having an effect on the goodwill of their principal employer.

The management structure in North Lanarkshire comprises one LSO, two Group Managers, and five Station Managers.

During our inspection work we find that it can be difficult to establish the relationship between senior and middle managers, and fire station-based staff because staff are often reluctant to offer criticism. However we received some comment describing a poor relationship that had existed with management in North Lanarkshire, and that some managers were seen as challenging and unsupportive.

Traditionally, managers in the FRS were expected to serve a number of years in post (perhaps two or three years) before moving on – this aided stability and personal development. However, in today's FRS, FDM rotations can occur frequently. North Lanarkshire has experienced a turnover of managers. Since the creation of the SFRS in 2013, there have been five different LSOs. The LSO that we interviewed during our fieldwork had been in post only for some weeks.

Staff turnover has also occurred at Station Manager and Group Manager level. The turnover of LSOs was not criticised and was described as seamless. However, changes at Station Manager level are seen by some as having greater potential to affect station issues, station priorities and rapport with station personnel.

Some of the FDMs provide fire cover mostly outwith North Lanarkshire due to their residence location. Two Station Managers provide cover mostly in the East SDA. FDMs that provide cover in the West SDA can be busier with incident attendance. Activity can be influenced by an individual's attributes and skills and there is a perception among staff that there is an imbalance of skills within FDMs in the West SDA and that this places greater demands on certain individuals. This is an SDA level issue and outwith the control of the LSO.

3.5 Conclusions and recommendations

Our impression in North Lanarkshire is on the whole, positive about the effort and quality of the SFRS staff there.

While national issues regarding conditions and future changes are impacting on the morale of staff, strong local issues are the unavailability rate of second pumps in Cumbernauld and Coatbridge and the associated detached duties this brings about, and the operation of the central staffing unit.

We are impressed with the operation of the Fire Reach youth engagement project. North Lanarkshire has been associated with deliberate fires but has seen a successful reduction in 2017/18.

North Lanarkshire is an area that has experienced a notable turnover of managers. We undertook the inspection fieldwork a number of weeks after the LSO had changed. Stephen Wright, the incoming LSO, indicated some early priorities he had identified. These being:

- changes in management
- improvements to performance reporting
- community use of fire stations
- better internal communications

The 2005 Act requires that the SFRS must have regard to this report and, having done so, must take such measures (if any) as it thinks fit in relation to the report. We are therefore confident that where we express a view on particular issues, the LSO will consider what we have said and will take it into account in forward planning.

We support the LSOs intention to change management and improve internal communications and hope this can improve relationships and trust in management.

We have identified a number of issues during the inspection. In order to assist the LSO in improving performance, we have included recommendations in the body of the report for the LSO to explore further. We list these recommendations below for ease of reading.

List of Recommendations

- Evaluation of the successes and outcomes of the Fire Reach youth development programme should be improved with a view to supporting the long term continuation of the programme in North Lanarkshire.
- We suggest that the LSO provides some clarity to the personnel at Kilsyth fire station regarding the use and longevity of the Incident Support Unit.
- The dimensions of the CSU at Bellshill fire station make it unsuitable to be driven out the front door of the station. Management should consider rectifying this.
- We encourage the LSO to arrange an audit of premises on which risk information is held, to ensure that information on higher risk premises continues to be available for reference.
- The LSO should consider implementing a procedure whereby the offer of counselling services to personnel is undertaken in a discreet way that maintains anonymity.
- We encourage the LSO to raise the awareness of flexible duty managers regarding the Lanarkshire Local Resilience Partnership.
- The LSO should lead a review of the local effort to reduce UFAS calls and create an improved focus on tackling the issue.
- The central staffing unit is not within the control of the LSO, but the strength of feeling among personnel in North Lanarkshire, regarding deployment and time off, is so strong that we think that the LSO needs to consider the effect that those staffing issues are having on morale.
- The LSO should approve risk based guidance on the use of advanced Training for Competence (TFoC) modules by RDS firefighters, and these should be adhered to.
- We would urge the LSO to increase managerial communication around the issues affecting appliance drivers and potential drivers in North Lanarkshire.

Glossary and abbreviations

ACE	Adverse childhood experiences
CC	Community Council
CFF	Community Firefighter
CSA	Community Safety Advocate
CSE	Community safety engagement
DACO	Deputy Assistant Chief Officer
Dual crewed	An arrangement where more than one fire appliance is crewed by the same crew
FDM	Flexible duty manager (Station Manager and Group Manager)
FSE	Fire safety enforcement
HFSV	Home fire safety visit
LALO	Local Area Liaison Officer
LCMS	Learning content management system: an online learning resource for firefighters
LOIP	Local Outcomes Improvement Plan
LSO	Local Senior Officer: by law the SFRS has to appoint an LSO for each local authority area in Scotland
ORI	Operational risk information
PPE	Personal protective equipment
PPED	Prevention and protection enforcement database
RDS	Retained duty system
Relevant premises	Non-domestic premises to which fire safety law applies
RRU	Rapid response unit
SDA	Service Delivery Area. The SFRS is organised into three SDAs, North, East and West
SFRS	Scottish Fire and Rescue Service
TED	Training and Employee Development
UFAS	Unwanted Fire Alarm Signals: a false alarm incident in non-domestic premises where the SFRS is called out as a consequence of a fire alarm operating
USAR	Urban Search and Rescue
2005 Act	Fire (Scotland) Act 2005

Appendix 1

The strategic priorities in the Fire and Rescue Framework for Scotland 2016

Performance Measures

1. The SFRS must, in discussion with the Scottish Government, specify appropriate performance measures to support its Strategic Plan, for the delivery of outcomes relating to the strategic priorities and objectives set out in this Framework.

Safety, Well-being and Prevention

2. The SFRS should fully contribute to improving the safety and well-being of Scotland's communities and must continue to build on the successful focus on prevention. It should ensure that there is a clear process for working with partners to identify the risks faced by communities and individuals so that the SFRS can target activity on a risk-based approach and where it can most effectively improve safety and contribute to addressing inequalities within and between communities.

Response and Resilience

3. The SFRS should work with other public sector partners to evolve a holistic and dynamic process of identification, evaluation and assessment of community risk and Best Value in order to prioritise and target its use of resources to ensure an appropriate response to incidents across Scotland and support improved outcomes for communities. As part of this approach, the SFRS should promote optimal command, control, communication and tri-service co-operation in response to incidents.
4. The SFRS should support effective multi-agency emergency planning and response arrangements including contributing fully to the work of Regional and Local Resilience Partnerships in assessing risk; and preparing, planning for, responding to and recovering from major and catastrophic incidents and threats. When working with other responders, the SFRS should play a key role in building community resilience and protecting both Scottish and UK critical infrastructure assets.

Partnership

5. Community planning and partnership working with other services and communities should be embedded throughout the SFRS. Building on its existing Engagement Strategy, the SFRS should proactively seek collaborative opportunities and innovative ways of working in partnership with other blue light services/key stakeholders to improve outcomes for communities and should ensure effective stakeholder engagement in its approach to all its work including partnership working.

Service Transformation

6. The SFRS should continue to ensure that the benefits of Fire Reform are fully realised, evidenced and tracked, and it should explore through Service redesign new and innovative ways in which it can improve the safety and well-being of communities throughout Scotland by building on the traditional roles carried out by the Service.

Modernising Response

7. The SFRS should develop and implement dynamic, innovative and sustainable operating systems throughout Scotland which are fit for purpose and meet local needs (covering both the Retained Duty System and Wholetime firefighter work patterns).

Unwanted Fire Alarm Signals

8. SFRS should develop a new approach to reducing unwanted fire alarm signals (UFAS) demand and road risk. This approach should involve the SFRS Board setting stretching targets to support the Service's Strategic Plan in relation to this priority.

Effective Governance and Performance

9. The SFRS should ensure it has an effective approach to performance management to support robust scrutiny of the Service at national and local levels. This approach should be regularly reviewed and evaluated in pursuit of continuous improvement. The SFRS should also collect, produce and analyse data and other intelligence to promote the safety and well-being of communities, support operational efficiency and performance improvements (including its partnership contributions) and enable effective public reporting of performance.






People

10. The SFRS should aim to be an employer of choice – maximising the effectiveness of its approach to workforce planning; promoting the safety, health and well-being of all staff; and being a learning organisation with opportunities for all. The SFRS should also seek to be an organisation that is more representative of the people and communities of Scotland that it serves.

Appendix 2

Fire safety audit frequencies

Occupancy	No.	Very High	High	Medium	Low	Very Low
A hospital/prison	12	1	2	9		
B care home	59		9	39	11	
C house in multiple occupation	47	1	2	42	2	
F hotel	33		3	30		
H other sleeping	8		1	5	2	
J further education	3		2	1		
K public building	13		3	9	1	
L licensed premises	104		12	77	15	
M school	30		1	24	3	2
N shop	285	1	42	172	66	4
P other public building	54		14	39		1
R factory	118	1	6	99	12	
S office	211	1	46	156	7	1
T other workplace	167	2	14	122	28	1
TOTAL	1,144	7	157	824	147	9

Key	
	Compulsory annual audit
	Every three years
	Every six years
	Annual audit (depending on compliance level)
	Annual audit (depending on compliance level)



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ISBN: 978-1-910349-24-3

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