

**Adult Support & Protection Committee  
Community Safety Board Briefing Note**

<b>Issue/Topic:</b>	Adult Support and Protection
<b>Author:</b>	Kate Gabb
<b>Date of meeting:</b>	15/5/2014

The purpose of this briefing note is to provide the Shetland Community Safety Board with concise, clear and easy to read information about the issues you/your respective Partnership/Working Group are responsible for. Please ensure that the briefing note is no longer than one page long.

**Background:**

**The Adult Protection Committee met on 18<sup>th</sup> April 2014**

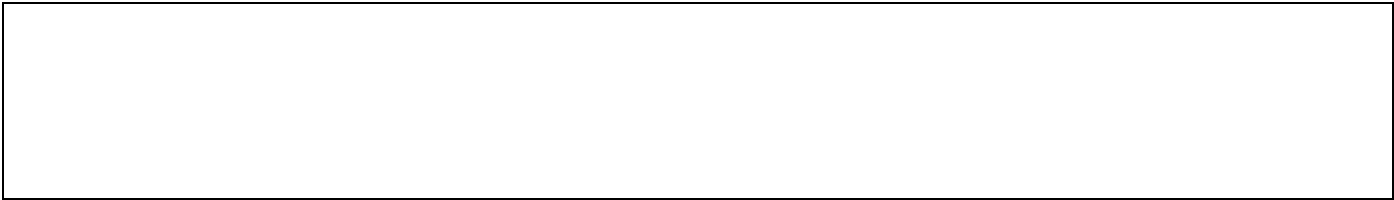
**Current Situation:**

**key tasks at present are**

- **Preparation for Biennial Report to be submitted to the Scottish Government in October 2014**
- **Preparation for interagency case review of adult protection cases**
- **Undertaking work with link inspectors from Care Inspectorate in preparation for forthcoming inspection of older peoples Services (which is likely to take place in early 2015) will include looking at how adult protection work is undertaken in Shetland**

**Key Considerations:**

**Conclusions:**



**Antisocial Behaviour Working Group  
Community Safety Board Briefing Note**

<b>Issue/Topic:</b>	February Update
<b>Author:</b>	Billy Mycock
<b>Date of meeting:</b>	12 <sup>th</sup> February 2014

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**Background:**

This group meets four times a year. All partner agencies are invited to attend and discuss strategic issues relating to tackling Antisocial Behaviour (ASB) in Shetland through the implementation of the PIER model  
(-Prevention, early Intervention, Enforcement, Rehabilitation).

**Current Situation:**

Review of action plan from Antisocial Behaviour Strategy 2011-2015 for the next two years. Starting to look at what will be in the next 5 year strategy. No further recommendations at present.

Continue to monitor problematic cases and make recommendations as necessary.  
Continue to develop Acceptable Behaviour Contracts for first time & vulnerable tenants.

Continue to roll out noise education programme for young tenants.

Continue to help to develop young tenant's prevention of vandalism and repairs project.

Continue to use FAST & Midnight football schemes to divert young men away from ASB related behaviour and support them in maintaining positive outcomes.  
Identify a list of projects that impact on ASB.

Continue to input to when appropriate:

*Wi Wis Fir Wis* Mossbank Participatory Budgeting Initiative;  
Community Bullying Protocol.

**Key Considerations:**

There are no key considerations to be made at this time.

**Conclusions:**

Our conclusions remain the same as last time.

The best way to tackle ASB in Shetland at the moment appears to be improved information sharing between agencies  
and more targeted schemes at tackling the underlying issues to ASB.



**Child Protection Committee  
Community Safety Board Briefing Note**

<b>Issue/Topic:</b>	Child Protection Committee
<b>Author:</b>	Kate Gabb
<b>Date of meeting:</b>	15 May 2014

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**Background:**

**The Child Protection Committee met on 30 April 2014**

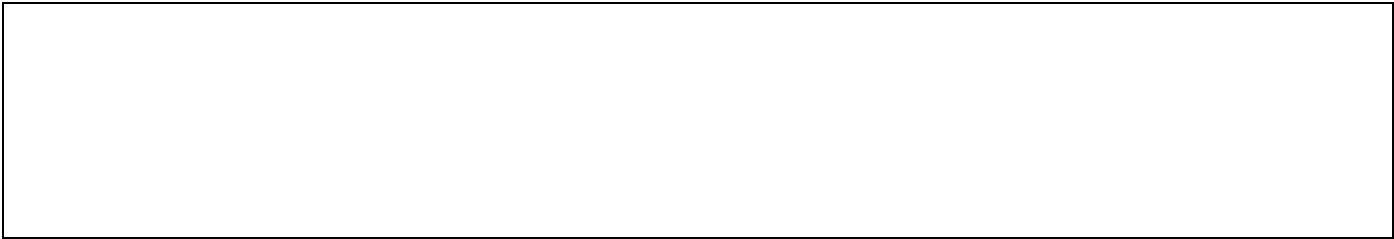
**Current Situation:**

**The following are current key tasks**

- **Completing the 2013/14 CPc Annual report**
- **Working with link inspectors from the Care inspectorate in preparation for a Childrens Services Inspection that will take place in early 2015. This inspection will look at how all services in Shetland work together to provide support to children and families. Child protection will be one element of this**
- **Contributing to the new Children Services plan**

**Key Considerations:**

**Conclusions:**



**Road Safety Advisory Panel  
Community Safety Board Briefing Note**

<b>Issue/Topic:</b>	Road Safety
<b>Author:</b>	Elaine Skinley
<b>Date of last meeting:</b>	10 <sup>th</sup> March 2014

The purpose of this briefing note is to provide the Shetland Community Safety Board with concise, clear and easy to read information about the issues you/your respective Partnership/Working Group are responsible for. Please ensure that the briefing note is no longer than one page long.

**Background:**

The panel was established with the purpose of consultation with interested external parties and to coordinate efforts within the Council to improve road safety.

**Current Situation:**

- The Panel has requested that a Road Safety Campaign in partnership with Police Scotland is run to highlight the poor standards of driving on Shetlands roads. This publicity campaign is to specifically focus on speeding, being considerate towards other road users and dangerous driving.
- A leaflet is being designed by the Road Safety Officer in consultation with Community Councils to encourage mutual respect between all road users in Shetland. The leaflet will be distributed to a variety of locations to enable residents and visitors to access it.
- Regular updates are given by the Roads Engineer, Road Safety Officer and the Police in terms of the 4 'E's' of Road Safety.
- The Panel discussed the proposed new 20MPH speed limit in Lerwick Town Centre.

**Key Considerations:**

To improve safety on Shetlands roads and decrease casualty numbers in line with National Casualty Reduction Targets.

**Conclusions:**





**Shetland Alcohol & Drugs Partnership  
Community Safety Board Briefing Note**

<b>Issue/Topic:</b>	Shetland Alcohol and Drug Partnership (SADP)
<b>Author:</b>	Karen Smith
<b>Date of meeting:</b>	15.05.14

The purpose of this briefing note is to provide the Shetland Community Safety Board with concise, clear and easy to read information about the issues you/your respective Partnership/Working Group are responsible for. Please ensure that the briefing note is no longer than one page long.

**Background:**

SADP last met on Wed 23<sup>rd</sup> April. The next meeting is scheduled to take place on Wed 25<sup>th</sup> June

**Current Situation:**

Treatment services are currently being redesigned. This involves CADSS, NHS Substance Misuse Service and Specialist Social Worker. SADP members have agreed a Service Specification that merges elements of these services. The implementation phase with support from HR, Legal and Finance will start during May.

A working group has been established for Novel Psychoactive Substances (NPS)/Synthetic Highs. This group has recently undertaken a Shetland wide survey to gather information on how aware the public is on NP. An event is being planned for Sept to further raise awareness and support the community.

A mapping of current substance misuse education is to be undertaken and an annual plan to be developed and offered to all Schools. This will ensure a consistent and age appropriate message is being delivered to all School age children across Shetland

SADP has adopted a 3 year delivery plan 2014 – 2017, copies available on request.

**Key Considerations:**

Redesign of treatment Services will involve a number of stakeholders including service users and their families.

Resources may need to be reallocated as part of the redesign. This may impact on service providers.

**Conclusions:**

Members will be regularly updated on the redesign progress.



## Shetland Domestic Abuse Partnership Community Safety Board Briefing Note

<b>Issue/Topic:</b>	Domestic Abuse & Gender-Based Violence
<b>Author:</b>	Claire Derwin SDAP Chair
<b>Date of meeting:</b>	CSRB – May 2014
<p><b>Background:</b></p> <p>The Shetland Domestic Abuse Partnership (SDAP) is a formal multi-agency approach to addressing domestic abuse and other forms of violence against women. The Partnership feeds into the Shetland Community Safety &amp; Resilience Board (CSRB), the key strategic partnership with responsibility for the <i>Safer</i> strand of the Single Outcome Agreement (SOA).</p>	
<p><b>Current Situation:</b></p> <p><b>MARAC</b></p> <p>The SDAP continues to support the implementation of the Multi Agency Risk Assessment Conferencing (MARAC) process. The MARAC core group have now been meeting once a month since August 2013, 22 cases have been heard, 10 referred through Police Scotland, 7 from Women's Aid, and 5 from other agencies. From these meetings a total of 66 safety planning actions have been made for high risk domestic abuse cases. Attendance at the meetings by the core group agencies has been positive and with Police attending 100%, MARAC Advocate 100%, SIC Housing 86%, SIC Criminal Justice and Community Care 100%, SIC Children and Families 57%, CADSS 100% and NHS Shetland 100%. Recent publicity in the local media has taken place to raise awareness of this new approach to tackling DA. Also the MARAC Lead Officer has been visiting staff groups across the sectors to raise awareness amongst frontline professionals. Ongoing training is planned. Funding for this project came through the Violence Against Women (VAW) fund at the Scottish Government and is due to end March 2015. Evaluation of the project will include a self-evaluation by the Steering Group following the 12 month of Core Group meetings, this will enable the Steering Group to gather the necessary information to help secure future funding to sustain the positive high risk management of the group. The MARAC Coordinator has recently left the post and there has been an interim Coordinator in place until a replacement is found. Women's Aid currently cover the MARAC Advocate post, they have a part-time Advocate in post who offers independent support to MARAC clients. There is currently one dedicated staff and 1 depute.</p> <p><b>Refuge Provision</b></p> <p>Shetland Women's Aid has recently undertaken a review of their refuge provision. It is clear that the amount of spaces available does not meet demand, with 16 out of 72 accommodated between April 2010 – March 2014. Whilst this is a common challenge across Scotland, locally the figures for those that Shetland Women's Aid were unable to accommodate were a higher percentage than the national average. There was 54% increase in refuge requests, from 13 in 2011/12 to 20 in 2012/13. According to COSLA there should be a <b>minimum</b> of one refuge place (space to accommodate a woman and her children) per 10,000 population, therefore there should be 3 family refuge places in Shetland (population 23,210) and currently there is only one. Shetland Women's Aid will continue to address this concern, however funding will need to be sought in order to increase refuge capacity.</p> <p>Adult support requests also continue to increase and Shetland Women's Aid have recently secured funding through the Big Lottery to provide another full time worker.</p> <p><b>NHS Shetland Policy – Preventing and Dealing with Gender Based Violence</b></p> <p>NHS Shetland has recently published their new employee policy for Preventing and Dealing with Gender Based Violence. This Gender-Based Violence Employee Policy is designed to contribute to a safe working environment and provide a clear framework for a partnership approach. This policy has accordingly been created to promote the welfare of staff affected by current or previous experience of such abuse. It further aims to ensure that managers respond effectively to staff members who may be perpetrators of such abuse. The SDAP considers this to be a good practice approach and hopes to support the roll out of such employee policies across other employers in Shetland. The SDAP has committed to conduct an audit of other large employers in Shetland to gain understanding of how DA and GBV is tackled in the workplace.</p> <p><b>Data Sharing</b></p> <p>The SDAP has been collecting data from its partner agencies in relation to the number of people approaching frontline services where domestic abuse is an issue. The group will now write up this information and use this as a base line for future comparison.</p>	

**Key Considerations:****MARAC**

To begin to consider the long term future of the MARAC and how it is funded. Further analysis of the pilot will be available later in the year.

**Refuge Provision**

Shetland Women's Aid will produce a proposal paper on the appropriate provision of refuge for Shetland and this will need a multi-agency commitment to securing funding to meet the recommendations.

**Employee policies on preventing and dealing with GBV**

We would ask the members to support the audit process and encourage the roll out of this good practice.

**New Chair**

The current chair and author of this report is moving from her work within Domestic Abuse field and therefore a new chair will need to be found. The current vice chair will lead the next meeting and an election of a suitable replacement chair.

**Conclusions:**

The SDAP is working well and on track to meet the targets set in its Action Plan.

## Tolerant & Integrated Shetland (TIS) Community Safety Board Briefing Note

<b>Issue/Topic:</b>	Tolerant and Integrated Shetland (TIS)
<b>Author:</b>	E. Graham Area Commander Shetland
<b>Date of meeting:</b>	15/05/2014

The purpose of this briefing note is to provide the Shetland Community Safety Board with concise, clear and easy to read information about the issues you/your respective Partnership/Working Group are responsible for. Please ensure that the briefing note is no longer than one page long.

### **Background:**

TIS was rebranded as such following the initial Hate Crime Groups decision to widen the inclusive nature of the group.

Whilst there is no formal Mission Statement the groups direction of travel sits comfortably within Outcome d “ Shetland stays a safe place to live, and we have strong, resilient and supportive communities” The group is as inclusive as possible

### **Current Situation:**

The group last on the 20<sup>th</sup> of January 2014 and was chaired by the Area Commander at the time Chief Insp Angus Macinnes however he has now moved to J Division within Police Scotland. Other significant moves have been Jenny Wylie from Community Safety who has moved to Aberdeen.

There is a meeting planned on the 30<sup>th</sup> June 2014 at the Islesburgh where discussions are required about the position of chair. Once this is resolved the group will move forward to continue to share information and produce a tangible product in support of the single outcome agreement.

### **Key Considerations:**

It is important that the group receives continued support from all partner agencies so that issues that impact on our community are shared and addressed in an open and collaborative manner.

**Conclusions:**

Chair and vice chair positions to be decided at next meeting on 30th June 2014

# Community Safety & Resilience Board

<b>Meeting Date</b>	<b>15<sup>th</sup> May 2014</b>
<b>Report Title</b>	<b>Resilience Activity</b>
<b>Presented by</b>	<b>Ingrid Gall, Emergency Planning &amp; Resilience</b>

## 1.0 Overview/Introduction

- 1.1 A brief of the activity currently being undertaken by Emergency Planning & Resilience but which affects all departments and services across the Council together with other organisations in Shetland and on the Mainland.

## 2.0 Background Detail & Content

### 2.1 Training

- 2.1.1 A training matrix is attached at Appendix 1, showing training which will be made available to Council staff and other organisations within Shetland over the course of the current financial year. The Scottish Resilience and Development Service (ScoRDS) of the Scottish Government will deliver multi-agency training at no cost other than provision of venue. The training and workshop provided by Plan B Consulting will be met from existing Emergency Planning & Resilience budgets. The training being provided will address the capability gap created by the reorganisation of public sector organisations and new appointments, specifically within management, and the lessons learned from the Helicopter Incident in 2013. The training will not be compulsory and can be run again in future.

### 2.2 Exercises

- 2.2.1 There are a number of exercises planned over the current year and participation and observation from the Corporate Management Team and their staff is requested where appropriate.

- 27-03-14 - Tingwall Airport – tabletop
- 14-05-14 - SVT – Live - Pollution Exercise
- 27-05-14 – Queen’s Baton Relay Exercise by Mass Point Team Police Scotland
- 28-06-14 – Sumburgh – Live – Friends & relatives reception
- Summer – Inter-Islands Ferries – Live
- 06-08-14 – Total – tabletop – tentative date
- 19-08-14 – Scatsta – Live exercise
- September 2014 - Tingwall Airport – Live exercise
- September – SVT – Live exercise – CoMAH
- 2014 - Oil Sensitivity – BP – part of Scientific & Technical Advice Cell / National Contingency Plan – tie in with a future SVT exercise?
- 2014 – Possibility of a live exercise at Hospital?

## 2.3 Events

- 2.3.1 The Queen's Baton Relay (QBR) will be in Shetland on 1<sup>st</sup> July 2014. Events will take place at Sandwick, Lerwick, Aith, Brae and Lerwick involving a large number of Shetland's school pupils. The events are being led by Mr. Neil Watt, Executive Manager – Sports & Leisure with support by a number of other organisations.

The QBR will involve transporting 2,500 pupils from around the isles using inter-island planes, ferries and buses. On the same day the cruise ship "Aidacara" is due in and will be utilising ten buses. At present there are more than 2,500 construction workers travelling to the Shetland Gas Plant and Sullom Voe Terminal.

Transportation is seen as one of the biggest risks to the event. To address that risk, and others, a multi-agency exercise is being provided by Police Scotland through the Mass Point Team. This will take place on 27<sup>th</sup> May 2014 in the main hall of the Town Hall at 1400 hours.

## 2.4 Other Activity in Shetland

- 2.4.1 The Shetland Emergency Planning Forum Executive (SEPFE) involving Cat 1 Responders (Police, Fire, Ambulance, Coastguard, NHS, Local Authorities and SEPA) meets quarterly to go through current issues, exercises, training etc. The full Shetland Emergency Planning Forum which involves Cat 1 and Cat 2 Responders (Utilities, Transport Operators, Military and Voluntary Organisations) currently meets once a year in preparation for winter. The increase in resilience activity has highlighted the need to share information more frequently across the organisations. It was agreed at the recent Shetland Emergency Planning Forum Executive meeting that this be increased to three times a year.
- 2.4.2 Plan writing and updates – a number of new plans are in the process of being written (Offsite Control of Major Accident Hazards [CoMAH] and Pipeline Plans for the Shetland Gas Plant) and updated (SIC Emergency & Resilience Plan, NHS Shetland Major Emergency Procedure, and Multi-Agency Initial Response Plans). This will be completed in the next few months.
- 2.4.3 Mobile Telecommunications Privileged Access Scheme (MTPAS) is available to: Category 1 and 2 responder organisations; partners of Category 1 responders who have a requirement to be in communication with Category 1 responders when performing a front line role in the response phase of an emergency, including the voluntary sector; central government departments and devolved administrations. Through the Cabinet Office the Council has been allocated 40 registrations. The mobile phone number would remain the same (and would have to have been provided by the Council), but the SIM card would need to be replaced.
- 2.4.4 Community Resilience – this is an initiative from the Scottish Government for communities to create their own Emergency Plans. The aim is to progress this with assistance from Vaila Simpson and one of the areas which has expressed an interest (Unst or Westside) initially and then roll out across Shetland. Members of the Shetland Partnership Performance Group have asked to be involved in the process.



- 2.4.5 Emergency Helicopter Landing Site – the current EHLS will be lost as part of the development of the new school. An alternative site has been identified and various impact assessments carried out. Planning permission will be sought at the same time as the planning permission for the new school. This facility must be in place before the current EHLS is closed.
- 2.4.6 Health & Social Care Integration –Emergency Planning and Resilience (EP&R) also provide a service to NHS Shetland through a Service Level Agreement to support the Director of Public Health (the NHS lead for Emergency Planning and Business Continuity). EP&R supports the work of the Shetland Emergency Planning Forum and Executive which are responsible for local multi-agency preparedness and response. NHS Shetland recommend that Emergency Planning and Resilience remains outwith the Integration Body.
- 2.4.7 Multi-Agency Accommodation – the first floor of the Lerwick Fire station is not used. It has been suggested that it be used as a multi-agency response centre. There is a cost involved as there is no staircase there at present. It was looked at as alternative accommodation for both the Scottish Ambulance Service and Police Scotland but was deemed not suitable for various reasons, i.e., space available and the cost of conversion to what they required. The cost of the work would have to be shared. Should this be explored further as a response centre for the responding agencies?
- 2.4.8 Debriefs – These are created after an incident and detail lessons learned. They are circulated to the Cat 1 (Police, Fire, Ambulance, Coastguard, NHS, Local Authorities and SEPA) and Cat 2 (Utilities, Transport Operators, Military and Voluntary Organisations) Responders for information. Debriefs are reviewed at the Shetland Emergency Planning Forum Executive for discussion.
- 2.4.9 The second draft of the National Contingency Plan for Marine Pollution from Shipping and Offshore Installations has been out for consultation. This has been discussed in various Forums and Boards with a robust response from Shetland collated, drafted and now sent to the Marine Coastguard Agency (MCA).
- 2.4.10 The Scottish Government has created new guidance in relation to Risk Preparedness Assessment. Each area has a Community Risk Register which will now need to be updated and presented in the new format with a deadline for late 2014. This will lead onto what the consequences are if a particular risk happens together with the mitigation measures. The Scottish Government will then be able to identify where there are capability gaps across Scotland. This is being done locally, regionally and nationally.
- 2.4.11 Airports – New EU legislation will come into effect in July 2015, this is being promulgated through the Civil Aviation Authority with consultation involving the airports involved, in Shetland this will be Sumburgh and Scatsta. Emergency response plans may need to be reviewed as a consequence of this.

## 2.5 Activity on the Mainland but involving Shetland

A briefing paper on the new Regional and Local Resilience Partnerships which were created as a result of the Police and Fire Reform is attached at Appendix 2. While work is still undertaken within Highlands and Islands, Shetland is now part of the North of Scotland Regional Resilience Partnership which includes Grampian and Tayside. Local representation on that group is the SIC & NHS Shetland Chief Executives. The reform has resulted in creation of capability and sub groups on a range of resilience issues across the regions. Representation on the different groups is mainly undertaken by EP&R but some are shared, i.e., Public Communications. In some cases representation is by Emergency Planning Managers in Highlands and the Western Isles, i.e., Mass Fatalities.

## 3.0 **Proposal/Expected Outcome**

- 3.1 That the responding organisations in Shetland are made aware of the current resilience activity being undertaken across Shetland, Highlands and Islands, and Scotland.
- 3.2 Agreement is sought to endorse the provision of training and to encourage participation in the Training.
- 3.3 Agreement to participate in Exercises as set out above and as appropriate.

## 4.0 **Risk Management Implications**

### 4.1 Professional

The reorganisation of the Shetland Islands Council has resulted in fewer staff and the appointment of some new staff, especially at Management level. Training of staff in preparing for and responding to an incident was identified following the Helicopter Incident on 23<sup>rd</sup> August 2013.

### 4.2 Political

The response and public communications elements to an incident and how they are handled will be critical to the responding organisations' reputations.

### 4.3 Social/Demographics/Community/Customer/Stakeholder Issues

A major incident may involve every element of communities, customers, stakeholders, partners, responders and Governments.

### 4.4 Financial/Economical

The response to a major incident can be very costly for Local Authorities with no guarantee that monies spent in response will be fully recovered. However, this can be mitigated by training staff before an incident so that they are fully aware of their involvement and ensuring the financial arrangements for readiness are in place.

#### 4.5 Legal

There is a statutory duty to be prepared for and able to respond to major incidents. This can be addressed through preparation, mitigation, awareness, training and exercising with the necessary staff in advance of a major incident.

#### 4.6 Physical

Training and exercising in preparation for a major incident will help staff in their knowledge and ability to respond when an incident occurs.

#### 4.7 Contractual

Responding organisations may not have sufficient resources to respond to a major incident on its own and may have to appoint contractors.

#### 4.8 Technical

The ICT element of response will be critical to any major incident. Technical response may also be required from other services, i.e., Roads, Environmental Health, etc.

### 5.0 **Conclusions**

- 5.1 Training has been identified for new and existing staff within the SIC and other members of the Shetland Emergency Planning Forum at no cost to participants. Endorsement for the training to be finalised and staff encouraged to attend is sought.
- 5.2 There are a number of exercises, mostly required by legislation, which are being organised across Shetland. Again, that staff be encouraged to participate where appropriate.
- 5.3 The Queen's Baton Relay takes place in Shetland on 1<sup>st</sup> July 2014, close to the start of the Commonwealth Games. This event is primarily being organised through the Executive Management – Sport & Leisure. Participation in the specific exercise in relation to that event is also sought.
- 5.4 There is a lot of resilience activity being undertaken in Shetland and across Scotland. An appreciation of how that resilience activity may affect members of the Community Safety and Resilience Board is required and this briefing report should address that.

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For further information please contact:

*Name:* Ingrid Gall, Emergency Planning & Resilience  
*Contact information:* 20 Commercial Road, Lerwick, Shetland, ZE1 0LX  
*Date:* 6<sup>th</sup> May 2014

*Attachments:* Appendix 1 - Training Matrix  
Appendix 2 - Briefing on NSRRP, HILRP & Other Groups

**Appendix 1 – Training Matrix - Multi-Agency Strategic & Tactical Training, i.e., Directors, Executive Managers & Team Leaders:**

<b>Suggested Training:</b>	<b>Crisis Management - Founding Principles</b>	<b>Crisis Management - Decision Making Under Pressure</b>	<b>Crisis Management – Leading &amp; Communicating</b>	<b>Incident Team</b>	<b>Business Continuity Workshop</b>	<b>Airwave</b>
<b>Training Provider:</b>	ScoRDS	ScoRDS	ScoRDS	Plan B Consulting	Plan B Consulting	Police Scotland
<b>Proposed Date/s:</b>	<b>1 day</b> <b>– 23 &amp; 24 June 2014</b>	<b>1 day - October</b>	<b>1 day - February</b>	<b>½ day - November</b>	<b>½ day - November</b>	<b>1 hour – local, whenever</b>
<b>Detail:</b>	<p><b>Aim of the programme is to:</b> introduce tactical and strategic managers to the non-technical skills involved in crisis management.</p> <p><b>Learning Outcomes:</b> <b>On completion of the programme, be able to:</b></p> <ol style="list-style-type: none"> <li>1. Identify the challenges of crisis management.</li> <li>2. Differentiate between the levels of response in crisis management</li> <li>3. Explain how response arrangements are organised in Scotland.</li> <li>4. Demonstrate the ability to contribute to a Resilience Partnership multi-agency team (in a crisis situation).</li> </ol>	<p><b>Aim of the programme is to:</b> develop situation awareness and decision making skills of resilience partners in a crisis situation</p> <p><b>Learning Outcomes:</b> <b>On completion of the programme, be able to:</b></p> <ol style="list-style-type: none"> <li>1. Apply the process of situation awareness to information management in order to make effective decisions</li> <li>2. Identify how to make effective decisions at the appropriate level in a multi-agency response</li> <li>3. Demonstrate the ability to contribute to a resilience partnership multi-agency team</li> </ol>	<p><b>Aim of the programme is to:</b> develop the leadership, team working and public communication skills of tactical and strategic managers in a crisis response.</p> <p><b>Learning Outcomes:</b> <b>On completion of the programme, be able to:</b></p> <ol style="list-style-type: none"> <li>1. Demonstrate appropriate styles of leadership when collaborating in a resilience Partnership multi-agency team</li> <li>2. Evaluate the benefits of public communications to an effective multi-agency response</li> <li>3. Analyse the stressors impacting upon effective multi-agency response</li> </ol>	Training in practical tools and techniques to help in delivering a successful outcome to an emergency incident	Opportunity to update BC Plans and explore what's new, problem areas – i.e., one plan for North Ness, etc.	Practical session on the use of Airwave handsets and the services available (Airwave handsets work similarly to mobile phones except that they permit instantaneous access to radio communications).

**Multi-Agency Administrative Training:**

<b>Suggested Training:</b>	<b>Loggist</b>
<b>Training Provider:</b>	<b>Plan B Consulting</b>
<b>Proposed Date/s:</b>	<b>½ day - November</b>
<b>Detail:</b>	Training in practical tools and techniques to log information during an emergency incident.

## **Appendix 2 - Briefing on NSRRP, HILRP & Other Groups**

The North of Scotland Regional Resilience Partnership (NSRRP) was created in 2013 following Police and Fire reform. Highlands and Islands Local Resilience Partnership (HILRP) replaced HISCg and a HILRP Working Group replaced HIEPG.

Capability Groups were created together with sub groups to incorporate previous groups across Highlands and Islands, Grampian and Tayside.

The four new Capability Groups consist of: Training & Exercising, Response, Risk and People.

The Sub Groups arranged under the capability groups are: Public Communications, Security/CBRN, Critical Infrastructure/Utilities, Communications, Regional Business Coordination, Mass Fatalities, Public Health and Animal Health. There is direct Shetland representation on some of the groups and Emergency Planning Officers from other Highlands and Islands areas representing Shetland on others.

The meetings are now getting underway, agreeing membership and terms of reference.

The NSRRP has an agreed business plan and I have summarised it here:

The Business Plan provides the opportunity to monitor progress made against defined objectives and measure the commitment and effort given to improving preparation and arrangements for dealing with an emergency.

The Scottish Government funded Resilience Co-ordinators will coordinate and support delivery of objectives and actions by individuals and organisations at regional and local levels. Through this coordinated and collective approach, the business plan will: reduce effort, improve consistency in approach, identify and promote best practice and make best use of skills, expertise and assets.

Taking direction from the strategic aims and objectives, the membership of each RRP will meet annually to endorse activity, intended to be undertaken at the regional level, which provides for: collaborative benefit, reduced effort, economy of scale, less duplication, more consistency, better quality and efficient engagement.

These groups are in the process of being developed, however, there is a general consensus that the number of separate groups cannot be sustained in future.

Copies of the Business Plan can be provided.

# Community Safety & Resilience Board

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<b>Meeting Date</b>	<b>15<sup>th</sup> May 2014</b>
<b>Report Title</b>	<b>Response Capability</b>
<b>Presented by</b>	<b>Ingrid Gall, Emergency Planning &amp; Resilience</b>

## 1.0 Overview/Introduction

- 1.1 A report was requested by the Chair of the Community Safety & Resilience Board at the meeting on 26<sup>th</sup> February 2014 to ascertain the ability of member organisations to respond to a major incident on a prolonged basis.

## 2.0 Background Detail & Content

- 2.1 The response to a major incident can vary immensely depending on what the incident is, i.e., the helicopter incident on 23<sup>rd</sup> August 2013 was a very intense, high resource incident but only for a short period of time. A more prolonged incident would stretch responding organisations as they are working with reduced resources both physical and financial.

- 2.2 An incident similar to that of the “Braer” would be extremely challenging to support, with many different aspects to address. An oil tanker transiting through the Fair Isle Channel has an engine breakdown in severe weather resulting in the vessel coming ashore at the South end of Shetland.

- 2.4 Issues to consider (without going into detail):

### 2.4.1 Agency in charge:

- At sea – the Maritime & Coastguard Agency
- Onshore – Loss or threat to life – Police
- Onshore – No loss or threat to life – Local Authority

### 2.4.2 Can anything be done before the vessel comes ashore/stop it coming ashore?

- Emergency Towing Vessel
- North of Scotland Regional Resilience Partnership / Highlands and Islands Local Resilience Partnership – assistance / interface to Government
- Emergency Response Centre(s)
- Emergency and Contingency Plans – provide checklists and detail on mitigating measures and response
- Groups which will need to meet (strategic, tactical, operational, Technical Group, Scientific and Technical Advice Cell, local and Mainland etc.)

- Discussions with vessel owners, cargo owners, Insurance, Secretary of State's Representative (SOSREP), Legal implications, Scottish and UK Governments, etc.
- Communications: public and technical
- Pre-clean beaches? (waste is classed as non-hazardous – so is easier to dispose of)
- Decisions on which beaches to clean and which to sacrifice – consider access, beach type, i.e., shale, sand, rocks
- Manpower and machinery – prioritise beaches – spread your manpower or focus on less areas?
- Check finance protocol - audit systems are in place to optimise spend recovery
- Ensure service / business continuity – there are still statutory duties to be performed
- National Stockpile of Oil Pollution Response resources
- Weather

#### 2.4.3 Vessel and oil ashore:

All of the above, and:

- Mutual Aid arrangements with Local Authorities and other organisations to supply staff and resources.
- Specialist Oil and Salvage Contractors
- Hazardous oil waste management – where can the hazardous waste go?
- Decision Making – local, regional, national, UK, EU and international
- Care for People: Communications, Rest / Humanitarian Assistance Centre(s), accommodation, feeding, welfare and counselling
- Recovery
- Third Sector: British Red Cross, Royal Voluntary Service & VAS
- Volunteers

2.5 This is intended to be a “snapshot” of what the local response capability would look like and is limited to members of the Community Safety & Resilience Board. The information has been provided by each organisation.

	Initially	One Week	One Month	Beyond
<b>Coastguard</b>	28	12	2	2
<b>Police</b>	9	3	1	1
<b>Fire</b>	1	1	1	1
<b>Ambulance</b>	4	0	0	0
<b>NHS</b>	12	2	2	2
<b>SEPA</b>	6	6	2	2
<b>SIC – Executive Services</b>	5	5	5	4
<b>SIC – Corporate Services</b>	17	17	17	15
<b>SIC – Children's Services</b>	6	6	4	4
<b>SIC – Community Care</b>	6	6	4	4
<b>SIC – Development Services</b>	10	10	7	7
<b>SIC – Infrastructure Services</b>	30	40	40	40
<b>Totals</b>	134	108	85	82



2.6 The above table is subjective. The figures have been based on services which would have a duty to respond. There are also services which would not have a role but which could be utilised in ancillary roles, i.e., support management / administrative functions, review / audit team, etc.

2.7 In reality, there would be a tremendous number of organisations involved: Governments, Government Departments, Mainland organisations, contractors, mutual aid from Mainland partners and local businesses.

### **3.0 Proposal/Expected Outcome**

3.1 That the Council and the other responding organisations in Shetland have the ability to respond, on a local basis, before the addition of resources from the Mainland are requested / arrive.

### **4.0 Risk Management Implications**

#### **4.1 Professional**

Local authority staffing resources are reducing and the Council would be seriously challenged to resource oil spill response over a large area or over a prolonged period.

#### **4.2 Political**

Any oil pollution would quickly become the focus on a national and international basis for responders, Governments and the media. The public communications element and how that is handled will be critical to the responding organisations' reputations.

#### **4.3 Social/Demographics/Community/Customer/Stakeholder Issues**

As Shetland is bordered by the sea any significant oil pollution will have an effect on the environment, public health and property. This will involve every element of communities, customers, stakeholders, partners, oil companies, responders and Governments.

#### **4.4 Financial/Economical**

Dealing with marine pollution incidents can be protracted and expensive. Initially the costs of such operations fall on those undertaking them to later seek to recover the costs from those responsible, if attributable.

#### **4.5 Legal**

There is a myriad of legislation that would be involved in the response to marine pollution – Scottish, UK, EU and International.

#### **4.6 Physical**

Response to marine pollution will be extremely resource heavy.

#### 4.7 Contractual

The Council does not have the resources to respond to marine pollution on its own. It will rely on oil companies, Governments, national and international resources and contractors to respond to and recover.

#### 4.8 Technical

There will be technical requirements, especially in relation to communications, that will need to be resourced and provided.

### 5.0 **Conclusions**

5.1 The responding agencies within Shetland will be challenged to respond to a prolonged maritime incident. It will require resources, contractors and mutual aid from outwith Shetland.

5.2 The organisations from within Shetland will be able to respond but some work, depending on the type of response required, will need to be put on hold.

5.3 There will be challenges:

- public communications
- working with a myriad of organisations with differing priorities
- variety of legislation involved
- finance: spend, audit and recovery
- insurance
- different response centres / requests for information, i.e., Scottish Government, Aberdeen, local
- accommodating people involved in the response

5.4 This is just one scenario, depending on the incident different organisations and resources will be required for differing amounts of time.

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For further information please contact:

*Name: Ingrid Gall, Emergency Planning & Resilience*  
*Contact information: 20 Commercial Road, Lerwick, Shetland, ZE1 0LX*  
*Date: 11<sup>th</sup> March 2014*

**LOCAL AUTHORITY SCRUTINY BOARD - Shetland Islands**  
**March 2014**

Violence, Disorder & Antisocial Behaviour					
		Apr 2013 - Mar 2014	Apr 2012 - Mar 2013	Victims	% Change
1	Total No Group1: Crimes of Violence	9	22	13 fewer	-59.1%
(Context)					
2	Murder	0	0	None	-
(Context)					
3	Attempted Murder	1	2	1 fewer	-50.0%
(Context)					
4	Culpable Homicide (common law)	0	0	None	-
(Context)					
5	Culpable Homicide (other)	0	0	None	-
(Context)					
6	Serious Assault detection rate	100.0%	100.0%		0.0%
(Context)					
7	Serious Assault	4	8	4 fewer	-50.0%
(Context)					
8	Robbery detection rate	100.0%	100.0%		0.0%
(Context)					
9	Robbery	1	1	same number	0.0%
(Context)					
10	Petty (Common) assault detection rate	85.6%	87.6%		-2.0%
(Context)					
11	Petty (common ) assault	111	201	90 fewer	-44.8%
(Context)					
12	Stop and searches conducted	343	412		-16.7%
(Context)					
13	Number of positive stop and searches conducted.	84	43		95.3%
(Context)					
14	Number of complaints regarding disorder	310	694	384 fewer	-55.3%

(Context)

**LOCAL AUTHORITY SCRUTINY BOARD - Shetland Islands  
March 2014**

Violence, Disorder & Antisocial Behaviour (continued)					
		Apr 2013 - Mar 2014	Apr 2012 - Mar 2013	Victims	% Change
15	Number of Domestic Abuse Incidents Reported to the Police	89	100		-11.0%
(Context)					
16	Total Crimes and offences in domestic abuse incidents	70	72		-2.8%
(Context)					
17	Percentage of Domestic Incidents that result in a crime being recorded	47.2%	56.0%		-8.8%
(Context)					
18	Total crimes and offences in domestic abuse incidents detection rate	94.3%	80.6%		13.7%
(Context)					
19	Total Detections for Domestic Bail Offences	2	1		100.0%
(Context)					
20	Ensure 95% of domestic abuse initial bail checks are conducted within a prescribed timeframe (24hrs)	100.0%	-		-
(Context)					
21	Hate Crime and offences detection rate	83.3%	93.3%		-10.0%
(Context)					

Additional Identified Local Priorities					
		Apr 2013 - Mar 2014	Apr 2012 - Mar 2013	Victims	% Change
22	Number of detections for drugs supply, drugs productions, drugs cultivation	22	35		-37.1%
(Context)					
23	Theft by housebreaking (including attempts) detection rate	64.0%	133.3%		-69.3%
(Context)					
24	Theft by housebreaking (including attempts)	25	6	19 more	316.7%
(Context)					
25	Theft by shoplifting detection rate	90.5%	95.0%		-4.5%
(Context)					
26	Theft by shoplifting	21	20	1 more	5.0%
(Context)					
27	Vandalism & Malicious Mischief detection rate	41.9%	53.1%		-11.2%
(Context)					
28	Vandalism & Malicious Mischief	105	147	42 fewer	-28.6%
(Context)					
29	Number of detections for Consuming Alcohol in a designated place (where appropriate byelaws exist)	7	0		-
(Context)					

**LOCAL AUTHORITY SCRUTINY BOARD - Shetland Islands  
March 2014**

Public Protection					
Local Target - Year End		Apr 2013 - Mar 2014	Apr 2012 - Mar 2013	Victims	% Change
30	Number of Group 2 - Crimes of Indecency	18	32	14 fewer	-43.8%
(Context)					
31	Group 2 crimes detection rate	77.8%	96.9%		-19.1%
(Context)					
32	Rape detection rate	150.0%	100.0%		50.0%
(Context)					

Road Traffic Casualty Statistics				
	Apr 2013 - Mar 2014	Apr 2012 - Mar 2013	Victims	% Change
People Killed/Seriously Injured	6	6	same number	0.0%
People Slightly Injured	33	38	5 fewer	-13.2%
(Context)				
Children (aged<16) Killed/Seriously Injured	0	0	None	-
(Context)				

Road Safety & Road Crime					
		Apr 2013 - Mar 2014	Apr 2012 - Mar 2013	Victims	% Change
33	Dangerous driving	10	8		25.0%
(Context)					
34	Speeding	93	90		3.3%
(Context)					
35	Disqualified driving	4	1		300.0%
(Context)					
36	Driving Licence	10	18		-44.4%
(Context)					
37	Insurance	36	30		20.0%
(Context)					
38	Seat Belts	51	29		75.9%
(Context)					
39	Mobile Phone	31	28		10.7%
(Context)					

**LOCAL AUTHORITY SCRUTINY BOARD - Shetland Islands  
March 2014**

Public Confidence					
		Apr 2013 - Mar 2014			
		Number of Complaints about the Police		Number of Complaints per 10,000 Police Incidents	
40	Complaints received about the Police	13		19.8	
(Context)					
		On Duty Allegations	Off Duty Allegations	Quality of Service Allegations	Total Number of Allegations
41	Total Allegations Recorded	41	1	6	48
(Context)					



## PERFORMANCE AGAINST SHETLAND ISLANDS LOCAL POLICING PLAN 2014/2017

### PRIORITY 1 – Road Safety

#### GO SAFE ON SCOTLAND'S ROADS ITS EVERYONE'S RESPONSIBILITY- SCOTLAND'S ROAD SAFETY FRAMEWORK TO 2020

Target	2015 Milestone % reduction	2020 target % reduction
People killed	30%	40%
People seriously injured	43%	55%
Children (aged <16) killed	35%	50%
Children (aged <16) seriously injured	50%	65%

(In addition to the above there remains a 10% reduction target in the slight casualty rate to 2020)

Target	Baseline 5 Year Average	YTD 2013/14	YTD 2014/15	YTD Variation	Context/Narrative
Reduce the number of people killed on the roads in Shetland.		1	0	- 1	There have been no fatal collisions this year to date.
Reduce the number of people seriously injured on the roads in Shetland.		3	0	- 3	There have been no persons seriously injured this year to date.
Reduce the number of children (aged<16) killed/seriously injured on the roads in Shetland.		0	0	=	
Increase the number of people detected for drink/drug driving offences.		0	4	+ 4	
Increase the number of people detected for speeding.		1	13	+ 12	During this period a national campaign was held in relation to speeding outside schools. The campaign was held between 21 <sup>st</sup> and 25 <sup>th</sup> April. 5 of the speeding offences detected this month were outside schools in 20mph zones.
Increase the number of people detected for mobile phone offences.		1	0	- 1	
Increase the number of people detected for seat belt offences.		0	0	=	
Conduct a Driving Ambition Campaign at					Driving Ambition is to be carried out with S5

GPMS Classification: **NOT PROTECTIVELY MARKED**

each of the High Schools within a 12 month period.					and S6 pupils at Anderson High School and Brae High School in September 2014.
Participate in all Police Scotland Road Safety Campaigns.					The national Motorcycle campaign has been launched during April. Operation Zenith is ongoing between April and September 2014.
Trunk Road/Divisional Policing Units to conduct a targeted motorcycle campaign each Spring.					Motorcycle campaign- Operation Zenith: Road Policing Units will be in Shetland from 9 <sup>th</sup> -13 <sup>th</sup> May in relation to this campaign.

GPMS Classification: **NOT PROTECTIVELY MARKED**

**PRIORITY 2 – The Supply, Abuse and Misuse of Drugs**

Target	Baseline 5 Year Average	YTD 2013/14	YTD 2014/15	YTD Variation	Context/Narrative
Over a 3 yearly period conduct a programme of illegal drug awareness activities with all students at each of the High Schools and Junior High Schools in Shetland.					There is a programme ongoing in local schools- the programme has recently been developed and now includes children and young people up to S2. The programme is being run by 'Dogs Against Drugs' handlers.  Police Scotland is currently rolling out a programme across schools under the heading, 'Shared Responsibility'. This is a Colombian Government initiative that aims to raise awareness around the world aimed at educating the global population about the destruction caused to the rainforests as a result of cocaine production. Shetland is among the first area in Scotland to deliver this programme in schools.
Increase the number of <b>positive</b> stop searches/ confiscations for those possessing drugs.		3	1	- 2	
Increase the number of offences reported for the supply or being concerned with the supply of drugs.		0	0	=	
Increase the number of detections by the 'Dogs against Drugs' assets.			0		During this period the Drugs Dogs have been deployed at target locations (Ferry Terminal, Airports, Post Office, Streets/Pubs).

**PRIORITY 3 – Protecting People**

Target	Baseline 5 Year Average	YTD 2013/14	YTD 2014/15	YTD Variation	Context/Narrative
Decrease the number of people who are victims of sexual abuse (Class 2).		2	1	- 1	The MARAC (Multi Agency Risk Assessment Co-ordination) process is now well embedded and meets at the beginning of every month.
Increase in reporting of sexual crimes/incidents.					Improved risk assessment practices in relation to domestic abuse and engagement with domestic abuse liaison officers should provide further reassurance and confidence in reporting for victims.
Meet the Police Scotland detection rate target for Sexual Crimes.	<b>TARGET FOR 2014/15- 78%</b>				At this stage in the year there have been no detections recorded as enquiries into reported incidents are still ongoing.
Decrease the number of people who are victims of domestic violence/abuse.		16	3	- 13	
Increase in reporting of domestic abuse crimes/incidents.		14	8	- 6	
Meet the Police Scotland detection rate target for domestic abuse.	<b>TARGET FOR 2014/15- 80%</b>		66.7%	-13.3%	Enquiries into reported incidents for this year to date are still ongoing and as a result this figure may alter.
Decrease the number of people who are victims of Hate crimes.		0	1	+ 1	As we seek to improve confidence in reporting of Hate Crime there is a likelihood that this number may increase.
Increase in reporting of Hate crimes/incidents.		0	1	+ 1	

Meet the Police Scotland detection rate target for Hate crimes.	<b>TARGET FOR 2014/15- 80%</b>		100%	+20%	One incident reported and detected since 1 <sup>st</sup> April 2014.
In support of the Shetland Community Safety Board play an active role in preventative initiatives and campaigns.					

**PRIORITY 4 – Antisocial Behaviour and Alcohol Related Disorder**

Target	Baseline 5 Year Average	YTD 2013/14	YTD 2014/15	YTD Variation	Context/Narrative
Licensed Premises Checks		247	201	- 46	Officers will continue to be vigilant with licensed premises checks over the coming months/year.
Conduct an annual test purchasing operation.					Planning is ongoing with regards to a test purchasing operation to take place in the coming year.
Contribute to the Antisocial Behaviour Working Group initiatives and campaigns.					
Increase the number of <b>positive</b> stop searches/ confiscations for those possessing alcohol.		6	0	- 6	
Reduce the number of Section 38 Criminal Justice and Licensing (Scotland) Act 2010 Offences.		13	11	- 2	
Reduce the number of Breach of the Peace offences.		5	4	- 1	
Reduce the occurrences of petty assault		12	14	+ 2	
Reduce the number of premises currently escalated to Stage 3 noisy behaviour through Operation Notebook.			0	=	At present there are no premises at Stage 3. Positive multi agency working has meant that identified issues have been resolved prior to escalation.

Number of antisocial behaviour contracts in place.			7		Acceptable Behaviour Contracts are monitored by the Community Mediation Team.
Reduce the incidents of vandalism		15	12	- 3	

**PRIORITY 5 – Emergency/Major Incident Response and Resilience**

Target	Baseline 5 Year Average	YTD 2013/14	YTD 2014/15	YTD Variation	Context/Narrative
Annually review and exercise, in partnership with relevant partners, major incident/facility response plans.					There are a number of exercises planned over the current year. On 27 <sup>th</sup> May 2014 an exercise in relation to the Queen's Baton Relay is due to take place.
Number of officers and staff, against an identified skills/training matrix, for dealing with a major incident.					Officers have completed liaison work for oil / gas related incidents. Work continues increasing training for supervisory ranks to undertake Police Incident Officer training.
Identify a location for a multi agency incident room.					At present the Emergency Planning Officer's Premises can be utilised as a major incident room if required. There are ongoing discussions regarding the location and funding of a multi agency incident room.

# Community Safety Board

<b>Report Title:</b>	Performance against the Interim Fire & Rescue Plan for Shetland; and Development of the 2014-17 Fire & Rescue Local Plan for Shetland;
<b>Presented By:</b>	Area Manager Billy Wilson, Local Senior Officer for Shetland

<b>1.0</b>	<b>Overview/Introduction</b>
1.1	To provide an update on performance against the Interim SFRS Local Plan for the final quarter of 2013-14; and to make recommendations regarding the SFRS Local Plan for Shetland, 2014-17;
<b>2.0</b>	<b>Background Detail &amp; Content</b>
2.1	The Quarterly Performance Report, attached as Appendix 1 to this report, reflects the performance outcomes outlined within the Interim Fire and Rescue Plan for the Shetland Islands, and provides performance information for the period 1 January to 31 March 2014.
2.2	The current Quarterly Performance Report (QPR) reflects the Interim Fire & Rescue Plan for the Shetland Islands.
2.3	The Local Fire & Rescue Plan for the Shetland Islands, attached as Appendix 2 to this report, was circulated for consultation during the period 20 December 2013 to 14 February 2014. Following feedback received during the consultation period, the plan has been amended and is presented to the CSB for approval.
<b>3.0</b>	<b>Proposal/Expected Outcome</b>
3.1	Members note the Quarterly Performance report for the period 1 January 2014 to 31 March 2014; as outlined in section 2 of this report; Members approve the publication of the SFRS Local Fire and Rescue Plan for the Shetland Islands, also as outlined in section 2 of this report.
	<p>For further information please contact:  Name: Billy Wilson, Local Senior Officer for Shetland  Contact information: 01463 227004.  E-mail Billy.Wilson@firescotland.gov.uk  Date: 15 May 2014</p>







**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

# LOCAL FIRE AND RESCUE PLAN FOR SHETLAND

2014-2017



**Working together  
for a safer Scotland**





# Contents

Foreword	1
Introduction	2
Strategic Assessment	3
National Assessment	3
Equality Assessment	4
Local Assessment	4
Local Operational Assessment	5
Local Risk Profile	6
Priorities, Actions and Outcomes	7
1. Local Risk Management and Preparedness	7
2. Reduction of Accidental Dwelling Fires	9
3. Reduction in Fire Fatalities and Casualties	11
4. Reduction of Deliberate Fire Setting	13
5. Reduction of Fires in Non Domestic Properties	15
6. Contribute to a Reduction in Casualties from Road Traffic Collisions and other Non-Fire Emergencies	17
7. Reduction of Unwanted Fire Alarm Signals	19
8. Enhance our Contribution to Community Planning	21
9. Enhance our Local Engagement Practices	23
Achieving Local Outcomes	25
Review	26
Feedback	26
Glossary of Terms	27

# Foreword

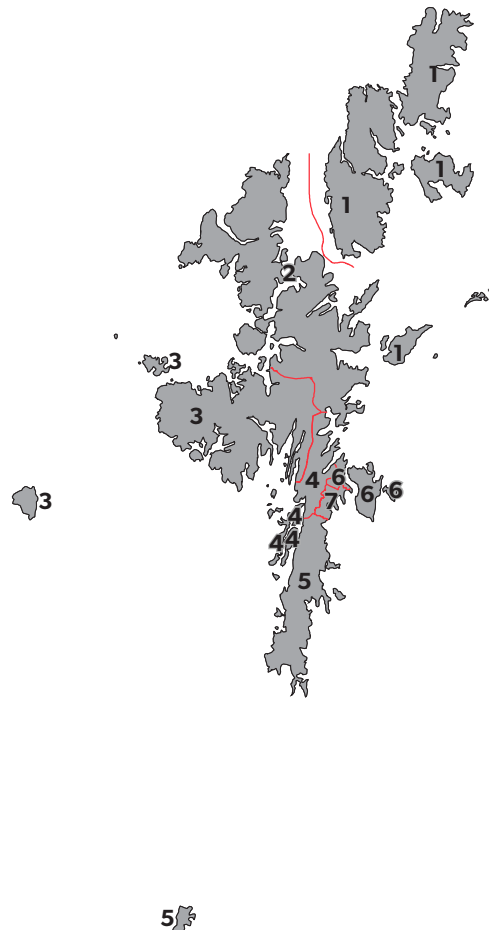
Welcome to the Scottish Fire & Rescue Services (SFRS) Local Fire and Rescue Plan for Shetland. This plan uses the strategic aims of the SFRS's Strategic Plan 2014-2017 and the community planning outcomes defined in the Shetland Single Outcome Agreement 2012-2015 to meet the agreed needs of the Shetland communities.

The plan sets out the priorities and objectives for the SFRS within Shetland for 2014-2017 and allows our Shetland local authority partners to scrutinise our performance against the intended outcomes. SFRS will continue to work closely with our partners in Shetland to ensure we are all "Working Together for a Safer Scotland" through targeting the identified risks to our communities at a local level.

The Local Fire and Rescue Plan and its associated action plans are aligned to the Shetland Partnership which is the multi-agency community planning group within Shetland. Through partnership we will deliver continuous improvement in our performance and effective service delivery in our area of operations.

The SFRS will continue to use data analysis techniques to identify risk and to ensure resources are allocated to the point of need within our communities. While considering the strategic priorities of the SFRS, we will develop local solutions to local needs and ensure equitable access to Fire and Rescue resources. Through on-going involvement with our multi-agency partners in Shetland we will continue to develop our understanding of local needs and proactively seek out consultation opportunities with all sections of the community. Using this approach we will ensure that the service we deliver is driven by consultation, in line with public expectations and helps to build strong, safe and resilient communities.

1	North Isles
2	Shetland North
3	Shetland West
4	Shetland Central
5	Shetland South
6	Lerwick North
7	Lerwick South



# Introduction

The Scottish Government provides an overarching vision for public services that focuses on the creation of a more successful country, with opportunities for all through a sustainable increase in economic growth.

This direction is supported by Strategic Objectives to make Scotland a wealthier & fairer, smarter, healthier, safer & stronger and greener place. Through a concordat between the Scottish Government and the Convention for Scottish Local Authorities (COSLA), the Strategic Objectives have been expanded into Local Single Outcome Agreements which include indicators and targets that provide the framework for how Local Authorities and their community planning partners, such as the SFRS, will deliver services.

The Police and Fire Reform (Scotland) Act 2012 provides the statutory basis for the SFRS to deliver a range of core services and functions. This means that, 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 2013 sets the overarching strategic direction for the SFRS in the delivery of its services to the communities of Shetland.

*The Police and Fire Reform (Scotland) Act 2012 requires local fire and rescue plans to contain:*

- *priorities and objectives for SFRS in carrying out duties and functions in the local authority's area;*
- *the reasons for selecting each of those priorities and objectives;*
- *how SFRS proposes to deliver those priorities and objectives;*
- *in so far as is reasonably practicable, outcomes by reference to which delivery of those priorities and objectives can be measured;*
- *how those priorities and objectives are expected to contribute to the delivery of any other relevant local outcomes which are identified by community planning;*
- *such other matters relating to the carrying out of SFRS's functions in the local authority's area as SFRS thinks fit.*

# Strategic Assessment

A strategic assessment for the SFRS's activities in Scotland has established the type, frequency and impact of incidents that we attend. With this assessment in place the Local Senior Officer for Shetland can effectively identify key priority areas for the SFRS to target its resources at a local level.

## National Assessment

The Scottish Government within their National Performance Framework have identified 16 National Outcomes they wish to achieve. Through delivery of this Local Plan the SFRS in particular will contribute to the following Outcomes:

- **National Outcome 1:** We live in a Scotland that is the most attractive place for doing business in Europe
- **National Outcome 4:** Our young people are successful learners, confident individuals, effective contributors and responsible citizens
- **National Outcome 6:** We live longer healthier lives
- **National Outcome 8:** We have improved the life chances for children, young people and families at risk
- **National Outcome 9:** We live our lives safe from crime disorder and danger
- **National Outcome 12:** We value and enjoy our built and natural environment and protect it and enhance it for future generations
- **National Outcome 15:** Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it

The priorities for the SFRS have been laid out in the Fire and Rescue Framework for Scotland 2013 with the following Strategic Aims defined within the Strategic Plan 2013-2016:

**Strategic Aim 1:** Improve safety of our communities and staff

**Strategic Aim 2:** More equitable access to fire and rescue services

**Strategic Aim 3:** Improved outcomes through partnership

**Strategic Aim 4:** Develop a culture of continuous improvement





## Equality Assessment

On 30 April 2013, the Scottish Fire and Rescue Service published its Equality Outcomes, in compliance with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The SFRS Equality Outcomes are.

- Outcome 1:** People from all Scotland's community groups feel confident in contacting the Fire and Rescue Service for advice and information on relevant non-emergency issues
- Outcome 2:** Disabled, LGBT, BME, older people and people from minority faiths are aware of the services provided by the SFRS, particularly how these can be adapted to meet their own individual needs
- Outcome 3:** People from all Scotland's community groups feel safer in their homes and on our roads
- Outcome 4:** Establish the Scottish Fire and Rescue Service as an employer of choice for people across protected characteristics
- Outcome 5:** Provide a positive and healthy workplace culture that welcomes, embraces and develops people from across all protected characteristics
- Outcome 6:** People from across all communities are enabled to live lives free from hate crime, harassment and domestic abuse/violence
- Outcome 7:** Gypsy Travellers and migrant workers are safer, better informed and confident in Scottish Fire and Rescue Service engagement



## Local Assessment

The local assessment addresses issues relevant to the local area. Through analysis of data, partnership working and consultation, local improvement and demand reduction plans can be developed to ensure positive outcomes and results are achieved.

The key priority areas in Shetland that are considered in the Local Assessment and those that action plans will be developed for are:

- Local Risk Management and Preparedness
- Reduction of Accidental Dwelling Fires
- Reduction in Fire Fatalities and Casualties
- Reduction of Deliberate Fire Setting
- Reduction of Fires in Non Domestic Properties
- Contribute to a Reduction in Casualties from Road Traffic Collisions and other Non Fire Emergencies
- Reduction of Unwanted Fire Alarm Signals
- Enhance our contribution to Community Planning
- Enhance our Local Engagement Practices

# Local Operational Assessment

Identified local key priority areas are monitored through the gathering and analysis of operational activity data.

## Local Operational Assessment - Shetland

Performance Indicator	2010/11	2011/12	2012/13	3 year average	Trend
All deliberate primary fires	1	0	1	1	—
All deliberate other building fires	0	0	0	0	—
All deliberate secondary fires	0	4	3	2	—
All accidental dwelling fires	5	7	16	9	↑
All accidental other building fires	1	6	7	5	—
All fatal fire casualties	0	0	1	0	—
Non-fatal fire casualties excl. precautionary checkups	1	1	3	2	—
Non-fatal fire casualties incl. precautionary checkups	1	1	3	2	—
Special Service RTCs	3	7	10	7	↑
Special Service flooding	1	6	7	5	—
Special Service extrication	0	1	2	1	—
Special Service 'others'	6	17	11	11	—
False Alarm: AFAs	54	52	92	66	↑
False Alarm: Good Intent	7	10	16	11	↑
False Alarm: Malicious	2	2	0	1	—

Please see Glossary of Terms for an explanation of the above.



# Local Risk Profile

The Shetland Islands form Scotland's most northerly and most isolated local authority area. The significant distance between mainland Scotland and Shetland often combines with severe climatic conditions generated by the Atlantic Ocean and North Sea environment to delay the arrival of any external physical support. This necessitates a Shetland based emergency response which is largely self-sufficient.

The population of Shetland is diverse in its make-up and widely geographically spread. Large areas of Shetland are remote, rural and sparsely populated. Some of Shetland's numerous outlying islands are home to the most isolated communities in Scotland. These isolated locations pose challenges in terms of our ability to deliver both prevention services and an appropriate emergency response service. The people living within Shetland's capital, Lerwick, account for approximately 33% of the total population and form the largest concentrated residential life risk.

Shetland is a relatively safe place and our emergency incidents are rare. Thankfully, the number of fires occurring in Shetland is low. However, there are an increasing number of people living alone and the levels of drug and alcohol misuse, within a significant proportion of the population, are factors which contribute to the likelihood of accidental fires and fire casualties. Shetland's people are generally living longer and, whilst an increase in age does not in itself increase the risk from fire, other related factors do, such as limited mobility, disability, and mental health issues.

Due to increased investment in the expansion of the petrochemical industry, Shetland has a large transient working population which can increase the day-to-day population of the islands by up to 10%. The various forms of additional sleeping accommodation provided for these workers create an additional risk to life which we must adequately audit.

Industries within Shetland make a significant contribution to the local economy and the economy of Scotland. The destructive nature of fire in these industries could have immediate and long-term consequences for businesses and consumers nationally. The two major petrochemical plants at Sullom Voe form a significant industrial risk.

Transport services to Shetland and within Shetland contribute to the local risk environment. Sumburgh and Scatsta airports facilitate a large number of external aeroplane and helicopter flights. These links support the requirements of Shetland's residents and businesses, but are largely utilised by the expanding off-shore petrochemical industry. The port of Lerwick provides the majority of the lifeline and commercial shipping services for Shetland. It supports the off-shore petrochemical and fishing industries and hosts a significant number of visiting cruise ships and pleasure craft. Inter-island transport is provided by a network of vehicle ferry crossings and aeroplanes which operate from small and often isolated airstrips. Shetland's main arterial roads have benefited from a significant historical upgrade programme but there has been a large increase in bus and heavy commercial traffic due to the infrastructure developments of the petrochemical industry.

Shetland is a developing tourist destination with significant numbers of visitors throughout the year, but especially at peak seasonal times. The islands have numerous sites of historical, cultural and natural significance. Shetland also hosts an annual programme of cultural events.

SFRS relies on employing Shetland residents as part time firefighters. These women and men need to be suitably fit, able and available to crew the Retained Duty System (RDS) fire and rescue units located across Mainland Shetland and the outlying islands. In this respect, the front line fire and rescue service is an emergency service provided by the Shetland communities, for the Shetland communities. Modern employment trends, which take people away from their home community during the daytime, create challenges for us in terms of recruiting part time firefighters who can provide an emergency response for the more isolated and rural fire stations during these hours.

# Priorities, Actions and Outcomes

## 1. Local Risk Management and Preparedness

The SFRS has a statutory duty to reduce the risks to our communities and to make certain that they receive the best possible service. The management of risk within our community means:

- Actively identifying the risks to the community which fall within the scope of responsibility of the SFRS as defined by the Fire (Scotland) Act 2005;
- Implementing a process to prioritise and minimise the effect of these risks;
- Ensuring that appropriate resources and trained fire and rescue personnel are in place to respond to the known risks.

### **Aligns to:**

- **SFRS Strategic Aims**

- **Strategic Aim 1:** Improve safety of our communities and staff
- **Strategic Aim 2:** More equitable access to fire and rescue services
- **Strategic Aim 3:** Improved outcomes through partnership
- **Strategic Aim 4:** Develop a culture of continuous improvement

- **Shetland Single Outcome Agreement 2012 – 2015**

- **Outcome 1:** Shetland has sustainable economic growth with good employment opportunities;
- **Outcome 2:** We take pride in a strong, fair and inclusive society; and in our culture;
- **Outcome 3:** We have financial sustainability and balance across all sectors with efficient and responsive public services and a reduced reliance on the public sector;
- **Outcome 9:** We have tackled inequalities by ensuring the needs of the most vulnerable and hard to reach groups are identified and met, and that services are targeted at those most in need;
- **Outcome 10:** Shetland stays a safe place to live, and we have strong, resilient and supportive communities;
- **Outcome 11:** We have a strong voluntary sector and social enterprises, encouraging community enterprise and cooperatives, with increased capacity to deliver services based on needs and aspirations of local communities;
- **Outcome 13:** Our internal and external transport systems are efficient, sustainable, flexible and affordable, meet our individual and business needs and enable us to access amenities and services;
- **Outcome 14:** We live and work in a renowned natural and built environment which is protected and cared for.

- **Shetland Safety Board Strategic Assessment 2013 – 2016.**

**We will achieve it by:**

- Ensuring our staff recruitment, training, development and equipment is fit for purpose, meets the current risk profile of Shetland and is adaptable to changing circumstances;
- Engaging with our community planning partners to ensure that suitable and sufficient operational risk information is obtained, communicated and tested;
- Working locally with partner organisations and agencies to ensure effective emergency response plans are developed for the more significant local risks;
- Fulfilling our statutory duties in relation to the Civil Contingencies Act 2004 by engaging and contributing to the work of the Shetland Emergency Planning Forum and the North of Scotland Regional Resilience Partnership.

**In doing so we will also add value by:**

- Keeping our staff and members of the public safe in the event of an emergency incident;
- Reducing the financial burden and disruption caused to our communities when emergencies occur by planning to mitigate their effects and quickly return to normality;
- Proactively helping the wider community to focus on the prevention of emergencies, with a blue light response being seen as a last resort.

## 2. Reduction of Accidental Dwelling Fires

The number of accidental fires in Shetland is relatively low, with the majority occurring in domestic dwellings. The types of home involved are varied, but a significant proportion are rented properties. Causes of accidental domestic fires in Shetland tend to include unattended cooking, electrical equipment and candles. These fires are largely avoidable and increase the likelihood of fire fatalities and casualties. They are destructive, creating a negative impact upon individuals and the wider community. They are also costly to occupants and housing providers, placing an increased burden on the limited availability of housing in Shetland. Key factors that contribute to the occurrence of accidental dwelling fires are:

- Lifestyle choices, including smoking and the misuse of alcohol and drugs;
- Individual capability and vulnerability, including mental health issues;
- Physical and mental conditions related to old age.

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- **Outcome 5:** Our young people are successful learners, confident individuals, effective contributors and responsible citizens;
- **Outcome 6:** We have improved the life chances for children, young people and families at risk;
- **Outcome 7:** We have reduced key risk factors for poor health outcomes;
- **Outcome 8:** We have supported people to achieve their full potential at all life stages – from birth and early years through working lives to old age;
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- **Outcome 12:** We live in well-designed, sustainable places;
- **Outcome 14:** We live and work in a renowned natural and built environment which is protected and cared for.

**We will achieve it by:**

- Improving information sharing processes between SFRS and our local partner agencies;
- Targeting the delivery of Home Fire Safety Visits to the most at risk and vulnerable members of our community;
- Working with partner agencies to deliver community safety initiatives influenced by evidence and partnership data;
- Effectively deploying the SFRS Post Domestic Incident Response procedures.

**In doing so we will also add value by:**

- Reducing the financial burden and disruption caused to all housing tenures;
- Reducing risk, personal and social impact of fire on our communities through helping people to be safe in their homes;
- Promoting the wider community safety message to the residents of Shetland.

### 3. Reduction in Fire Fatalities and Casualties

The reduction of fire casualties is clearly linked to priority 2 **Reduction of Accidental Dwelling Fires**. The reduction of fire fatalities and casualties is at the core of our preventative and early intervention activities carried out by SFRS in Shetland.

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

- Lifestyle including smoking and consumption of alcohol and prescribed and non-prescribed drugs;
- Individual capability and vulnerability;
- Physical and mental conditions related to old age.

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**We will achieve it by:**

- Further developing our referral processes through improved partnership working and information sharing processes with: social housing, social work, adult protection, third sector and other key partners with regards those most vulnerable or at risk from fire;
- Delivery of thematic action plans tailored to meet local need;
- Promoting Home Fire Safety Visits through targeted referrals from our partners for those most vulnerable or at risk;
- Through early intervention initiatives and case conferences we shall increase community fire safety education through a targeted approach;
- Providing risk reduction measures to the people most vulnerable or at risk from fire through the development of casualty reduction plans;
- Effective deployment of SFRS Post Domestic Incident Response procedures.

**In doing so we will also add value by:**

- Helping people in the Shetland Islands to be safe in their own homes;
- Reducing demand on the SFRS and partner services;
- Assisting in referring vulnerable persons to other service providers;
- Reducing the economic cost to partner agencies of casualty treatment.

## 4. Reduction of Deliberate Fire Setting

Deliberate fire setting causes unnecessary destruction. It can pose a severe risk to life, property and the environment. As with all fires, the knock on effects for individuals, communities, the public sector and businesses can be costly and detrimental. Deliberate fires are divided into primary fires which are set in property such as buildings and vehicles, and secondary fires which are set in materials such as refuse and growing vegetation.

Deliberate fire setting is not a significant problem in Shetland, but nationally it is linked to the occurrence of anti-social behaviour. SFRS is not complacent in this matter and intends to maintain the current low level of deliberate fire raising activity in Shetland.

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**We will achieve it by:**

- Identifying and quickly targeting any fire raising activity through the assistance of partner agencies and communities;
- Supporting fire safety education in schools;
- Implementing our specialist Fire Setters Intervention Programme to counsel individuals who are identified as being responsible for deliberate fire setting activity;
- Supporting associated youth diversion initiatives.

**In doing so we will also add value by:**

- Minimising the cost and disruption of unnecessary fire damage within Shetland;
- Reducing SFRS costs by using fire prevention personnel to rapidly target the causes of any identified deliberate fire setting activity and minimise the mobilising of RDS firefighters;
- Supporting preventative spend initiatives which divert young people away from anti-social behaviour by encouraging them to be good citizens.

## 5. Reduction of Fires in Non Domestic Properties

The SFRS has a statutory duty to promote fire safety under Part 2 (Section 8) of the Fire (Scotland) Act 2005 (as amended) to include provision of information and publicity aimed at preventing fire and reducing deaths and injuries, restricting fire spread and advising on means of escape from buildings. All workplaces and business premises involved in fire are classed as Non Domestic Fires. Sleeping risks are seen as a particularly high fire risk since most fatal fires occur at night when people are less vigilant and at their most vulnerable. Residential care homes, student accommodation, Houses in Multiple Occupation and self-contained sheltered housing make up the greatest proportion of these property types.

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

Secondary Fires include wild fires involving agricultural crops and moorland. These rural areas contribute substantially to the unique Shetland environment providing economic benefit through tourism, employment and industry. The occurrence of wildfires in Shetland is historically very low, but SFRS will monitor any climatic changes that may lead to drier conditions and an increased wildfire risk.

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**We will achieve it by:**

- Continuing the audit programme for high risk premises;
- Engagement with the business community to highlight their responsibilities for compliance with fire legislation;
- Identifying fire trends in particular building types and conducting thematic audits.

**In doing so we will also add value by:**

- 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.

## 6. Contribute to a Reduction in Casualties from Road Traffic Collisions and other Non-Fire Emergencies

A core part of the SFRS's local activity is responding to emergencies such as Road Traffic Collisions (RTCs), other rescue situations and flooding. Firefighters are trained to a high standard and have at their disposal the most modern equipment for extricating people in rescue situations and administering first aid to casualties.

The SFRS has a crucial role in working with the Shetland Islands Council and other emergency responders in contributing to the wider road safety agenda. National and local statistics identify that young adults are most at risk.

The SFRS has a duty to respond to and support communities in recovering from these incidents. In addition, the development of strategically located specialist capabilities (where appropriate in partnership with other agencies) have the potential to significantly improve emergency response and public safety.

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**We will achieve it by:**

- Continuing to engage with partner agencies on the Shetland Roads Safety Advisory Panel;
- Contributing to the achievement of initiatives from the Encouragement and Education themes of the Shetland Road Safety Strategy and Action Plan 2012 - 2017.

**In doing so we will also add value by:**

- Developing positive attitudes to road safety within the Shetland community with an emphasis on targeting high risk groups e.g. our young people;
- Reducing the negative impact of death and serious injury on Shetland communities;
- Reducing the cost to the NHS for the treatment of casualties;
- Reducing lost working time, rehabilitation and welfare costs for casualties and their employers;
- Reducing the cost to SFRS from the mobilising of RDS firefighters.

## 7. Reduction of Unwanted Fire Alarm Signals

The SFRS aims to reduce the impact of false alarms on its service delivery, local business and commerce in Shetland. Unwanted fire alarms fall into three main categories:

- Unwanted Fire Alarm Signals (UFAS) transmitted by an Automatic Fire Detection (AFD) system reporting a fire, where upon arrival of the SFRS, it is found that a fire has not occurred. UFAS are generally avoidable through good system design, management practice, procedure, maintenance and the appropriate use of spaces within buildings;
- Malicious 999 calls;
- Calls made with good intent, when a person genuinely believes that an emergency has occurred and that belief subsequently turns out to be unfounded.

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**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 the owners and occupiers of premises with high UFAS activity levels to provide support, advice and guidance for developing suitable action plans for UFAS reduction;
- Call challenging and proactive monitoring of malicious 999 calls, with educational programmes for engaging with those identified as having made malicious calls.

**In doing so we will also add value by:**

- Reducing unnecessary demand and impact on the public and business sector through lost working time, including the time lost to the Shetland employers who release RDS firefighters to respond to false alarms;
- Reducing the risk to the community and RDS firefighters by minimising unnecessary vehicle movements on Shetland's roads;
- Reducing costs to SFRS from the unnecessary mobilising of RDS firefighters and the operating of SFRS vehicles;
- Reducing the environmental impact of unnecessary vehicle movements.

## 8. Enhance our Contribution to Community Planning

Community planning partnerships, such as the Shetland Partnership, were established to create a link between communities and public sector organisations. Nationally, the Fire and Rescue Service has a strong track record of success within the community planning arena. The creation of the SFRS provides an opportunity to improve our efficiency and effectiveness by playing our part in the multi-agency aspiration to make our communities safer. Integration at a local level is achieved by collaboration and partnership working.

Better integration with the Shetland Partnership will provide us with opportunities for improvements in front-line outcomes, crucially against a backdrop of budget reductions and restrictions for all public services in Scotland.

The SFRS sees this is an opportunity to truly place local fire and rescue services at the heart of our communities. Through the Shetland Partnership, the Local Senior Officer will perform a lead role in being responsible for ensuring that the SFRS is viewed as a valued partner across all of Shetland's partnership groups.

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**We will achieve it by:**

- Improving the information sharing processes between SFRS and our Shetland partner agencies;
- Contributing to local partnership safety initiatives, influenced by evidence and partnership data;
- Working with Shetland partners to develop improved engagement structures and strategies which will encourage Shetland communities to contribute to the community planning agenda - including those people traditionally identified as being hard to reach.

**In doing so we will also add value by:**

- Ensuring that shared partnership information is utilised to identify service delivery needs and partnership opportunities;
- Ensuring that service delivery resources are targeted effectively towards evidenced community and SFRS priority areas;
- Reducing the risk, personal and social impact of fire and other emergencies in Shetland so that people are safer at home and in the wider community;
- Improving the effectiveness and inclusivity of community engagement in Shetland.

## 9. Enhance our Local Engagement Practices

It is important that we are able to identify and reach out to the members of the Shetland community who are deemed to be at increased risk. For example, the Shetland population has seen an increase in the proportion of people living alone and also those over the age of sixty five. Our services will help to ensure that they are able to live long and independent lives, safe from fire and other emergencies.

Working with our partners we will identify and take steps to meet the needs of those who are vulnerable in society because of their age, their living circumstances, because of a disability or due to social, economic and lifestyle factors.

Whilst the 2011 Census shows only a small number of people of minority ethnicity, the expected rise in the number of migrant workers from those countries which are the newest members of the European Union, means that we must ensure the needs of all members of our community are being considered. We recognise our duties under the Equality Act 2010 in relation to the protected characteristics and we will strive to deliver appropriate services to everyone in Shetland. In doing so, we will support the effective implementation of the SFRS Equality Outcomes and in particular, improve the equality of access and delivery of those services.

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**We will achieve it by:**

- Working with Shetland partners to develop improved engagement structures and strategies which will encourage Shetland communities to contribute to the community planning agenda - including those people traditionally identified as being hard to reach;
- Improving the information sharing processes between SFRS and our Shetland partner agencies;
- Ensuring that effective Equality Impact Assessments are carried out for our service delivery activities in Shetland;
- Working with partners to identify the most at risk and vulnerable members of the community.

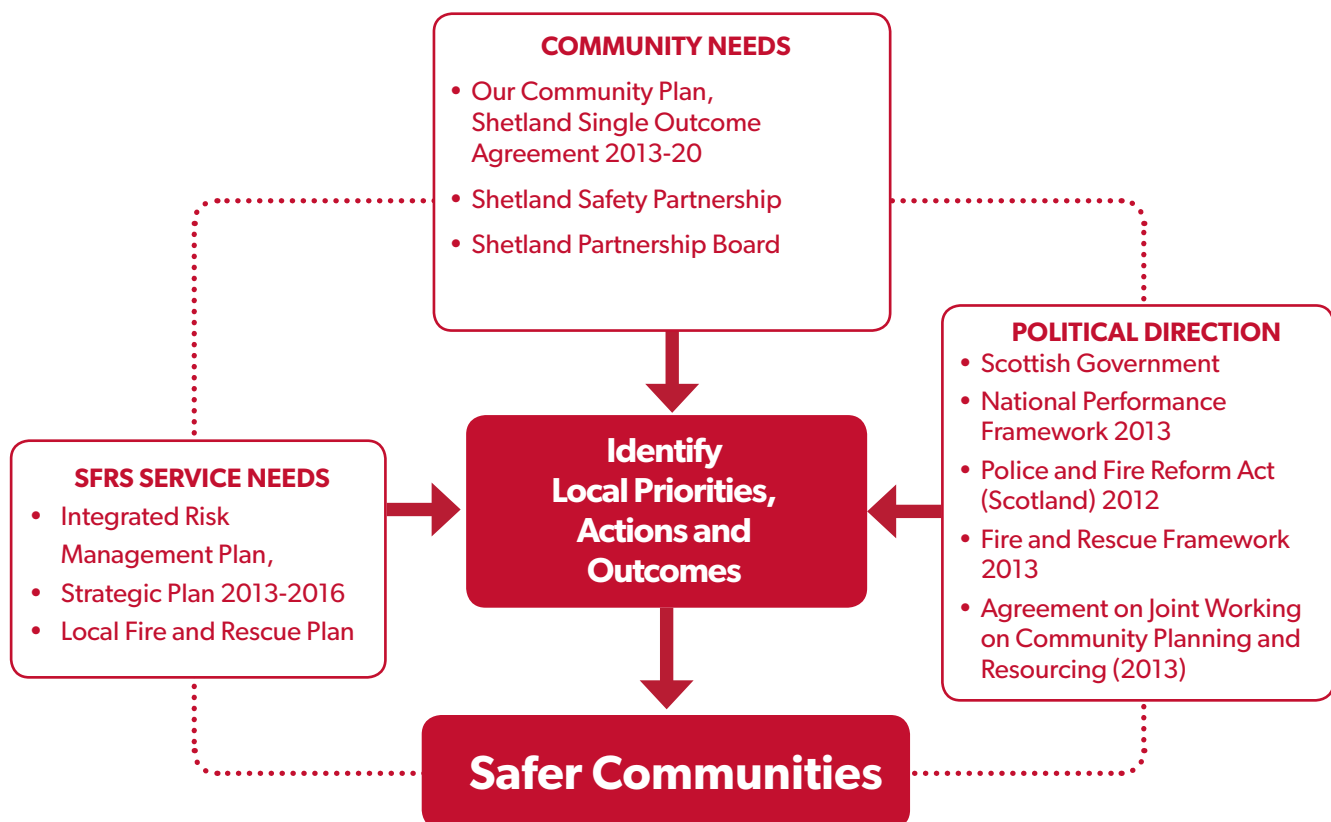
**In doing so we will also add value by:**

- Improving the effectiveness and inclusivity of community engagement in Shetland;
- Ensuring that shared partnership information is utilised to identify service delivery needs and partnership opportunities;
- Implementing the SFRS Equality Outcomes to make our service delivery as inclusive as reasonably possible;
- Ensuring that service delivery resources are targeted effectively towards evidenced community and SFRS priority areas.

# Achieving Local Outcomes

## Achieving Safer Communities in Shetland

*Following a process of identifying local risks within Shetland, priority actions to address them and expected outcomes have been set within this plan. Local risks were identified following consideration of political direction set by the Scottish Government, community needs identified through consultation and the operational resources and capacity of the SFRS.*



## Outcomes

*The outcomes expected from the priority areas set out in the Shetland Local Fire and Rescue Plan 2014-2017 will be scrutinised by the Shetland Safety Board. Outcomes will be measured against the reduction set within this plan and those agreed between the SFRS and the Shetland Partnership Board which are set out in the Shetland Single Outcome Agreement.*

*For the fire and rescue service the outcomes will include reduced demand on operational intervention, resources and operating costs; reductions in reported dwelling house fires and related casualties and fatalities; reduction in fire related antisocial behaviour; and increased delivery of home fire safety visits to those identified as high and very high risk.*

# Review

To ensure this Local Plan remains flexible to emerging local or national priorities a review may be carried out at any time but will be reviewed at least once in its life time. A review may also be carried out if the Scottish Minister directs it or if a new Strategic Plan is approved.

Following a review the Local Senior Officer may revise the Plan.

# Feedback

## Contact us

If you have something you'd like to share with us, you can get in touch in a number of ways:

- Use the feedback form on our website to send an email - [www.firescotland.gov.uk](http://www.firescotland.gov.uk)
- Contact your local community fire station - details are listed on our website or in your local telephone directory.
- Contact (LSO) Area Headquarters in Inverness on 01463 227000.
- Write to us at the address at the bottom of this page.

We are fully committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public.

We use all feedback we receive to monitor our performance and incorporate this information into our planning and governance processes in order to continually improve our service.

We are proud to say that the majority of the feedback we receive is positive, and we are keen to hear examples of good practice and quality service delivery that exemplifies the standards of care that we strive to provide for the communities of Scotland.

In instances where our standards of service are questioned, we welcome the opportunity to investigate the circumstances, and are committed to correcting any lapses and using the learning outcomes to improve our future service delivery.

**IF YOU WOULD LIKE A COPY OF THIS DOCUMENT IN A DIFFERENT FORMAT OR A VERSION IN ANOTHER LANGUAGE PLEASE CONTACT:**

Scottish Fire and Rescue Service, Service Delivery Area North HQ,  
19 North Anderson Drive, Aberdeen, AB15 6TP.  
Tel 01224 696666 Fax 01224 692224  
or alternatively visit our website **[www.firescotland.gov.uk](http://www.firescotland.gov.uk)**

# Glossary of Terms

<b>Accidental:</b>	Caused by accident or carelessness. Includes fires which accidentally get out of control.
<b>Casualty:</b>	Consists of persons requiring medical treatment beyond first aid given at the scene of the incident, those sent to hospital or advised to see a doctor for a check-up or observation (whether or not they actually do). People sent to hospital or advised to see a doctor as a precaution, having no obvious injury, are recorded as 'precautionary check-ups'. Casualty figures do not include fatalities.
<b>Deliberate:</b>	Covers fires where deliberate ignition is suspected
<b>False Automatic Fire Alarm:</b>	Is defined as an event in which the Fire and Rescue Service believes they are called to a reportable fire and then find there is no such incident. These can be Malicious, of Good Intent or caused by Apparatus. The False Fire Alarms recorded for our indicator are those caused by Apparatus, as these constitute a significant majority of False Fire Alarm incidents.
<b>Fatality:</b>	A casualty whose death is attributed to a fire is counted as a fatality even if the death occurred later. Fatalities associated with Other Incidents can include attendance to assist Police or Ambulance colleagues when a person has been found who has committed suicide, for example. Often there is little we can do as a Service to influence this particular figure.
<b>Primary Fires:</b>	Includes all fires in buildings, vehicles and most outdoor structures or any fire involving casualties, rescues or fire attended by five or more pumping appliances.
<b>Secondary Fires:</b>	These cover the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or if five or more appliances attend. They include fires in derelict buildings but not chimney fires.



## FREE Home Fire Safety Visit and FREE Smoke Alarm

### Fire can happen to anyone.

But it is our job to help make sure your home is as safe from fire as it can be. This is why we provide free Home Fire Safety Visits.

Our staff can help you spot a possible fire hazard, offer advice and guidance and fit smoke alarms free of charge if your home requires them.

A Home Fire Safety Visit only takes around 20 minutes. And that 20 minutes might just save your life.

### Visits are easy to arrange.

A Home Fire Safety Visit can be organised at a time that suits you, day or night. We would also like community members to think about anyone you know who could be at risk from fire. It could be a friend, relative, or neighbour. To book a free Home Fire Safety Visit for you, or for someone you know:

**CALL 0800 0731 999**  
**TEXT 'CHECK' TO 61611**  
or visit **[www.firescotland.gov.uk](http://www.firescotland.gov.uk)**



**Fact.**  
**Every hour of every day there's**  
**a house fire in Scotland.**



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

Always ask for official identification - all employees of the Scottish Fire and Rescue Service will be happy to produce this on request.



Designed by the SCOTTISH FIRE AND RESCUE SERVICE © 2014

Draft version 2.1 16th April 2014





# Scottish Fire and Rescue Service

## HI-Performance - Shetland Islands

### Quarterly Performance Report

#### 1 January - 31 March 2014



## Introduction

Welcome to the final report of the quarterly Performance Reports for 2013/14. This report provides summaries of our fire safety activities, statistical and benchmarking information for the Shetland Islands area, and extracts of incidents that occurred between 1 January - 31 March 2014.

## 1. Community Safety Activity

### Community Engagement - Activities

We promote fire safety and engage with the community through a number of different initiatives, which include working with partner agencies in promoting road safety, addressing anti-social behaviour, and providing fire and road safety advice to the community in general. Some of the community engagement activities undertaken during this quarter are listed below:

#### Bressay & Fetlar Leaflet Drops

During January and February 2014 Community Safety Advisor Peter Stevenson completed fire safety leaflet drops for all of the homes on the islands of Bressay and Fetlar. The leaflets encourage householders to request a Home Fire Safety Visit (HFSV) which aims to reduce the risks of a domestic fire by improving fire safety awareness and ensuring that the property is fitted with effective smoke detection.

Fire risk reduction is the primary role of the Scottish Fire and Rescue Service and HFSVs are an effective method of achieving two of the priority outcomes within the Local Fire and Rescue Plan for Shetland. So far six Home Fire Safety Visits have been completed and five smoke detectors have been installed - including one which is interlinked to the occupant's Homelink unit.

#### Driving Ambition

Following on from the success of Shetland's pilot Driving Ambition programme in the autumn of 2013, arrangements are being made by SFRS and partner agencies within the Shetland Road Safety Advisory Panel to repeat this safety event at the Anderson High School and extend it to the Brae High School. Delivery dates have been set for the latter half of September 2014. Community Safety Advisor Peter Stevenson is currently the Fire and Rescue Service lead for this initiative.

#### Support for the Bridges Project

Links are being developed to provide home fire safety and road safety training for young adults who are engaged with the Bridges Project. This includes educating those who are beginning their first independent tenancy agreement in understanding domestic fire safety risks. This initiative is also ensuring that young adults who are not attending S5 or S6 schooling are included within the Driving Ambition programme.

#### Revised Fire Prevention Policies & Procedures

The Scottish Fire and Rescue Service (SFRS) has published a range of revised policies and procedures relating to the delivery of its key fire prevention services. Shetland's Adult and Child Protection lead officer has been consulted on the SFRS Safeguarding arrangements for the protection of children and vulnerable adults. A review is being carried out of the existing training and lines for reporting for local SFRS employees. Other prevention and protection services which have now been fully harmonised across Scotland include:

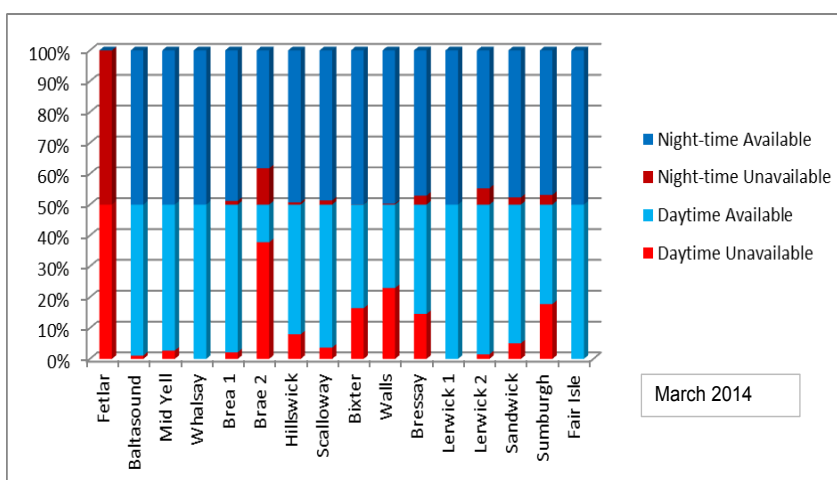
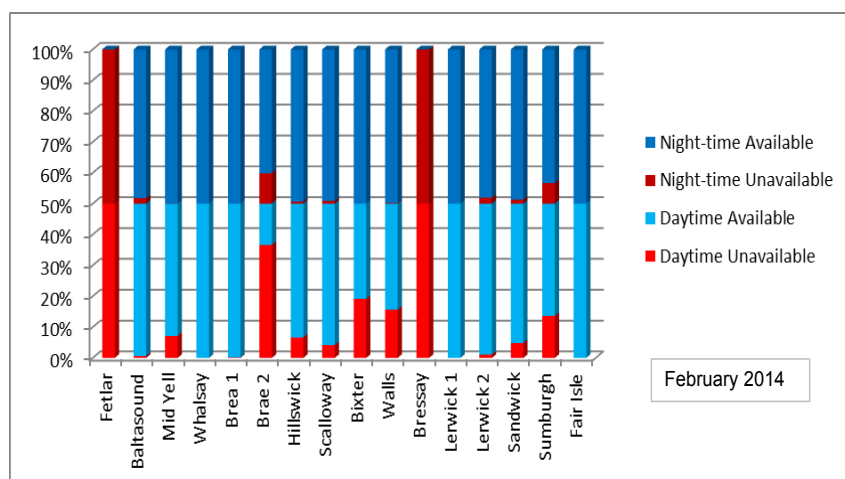
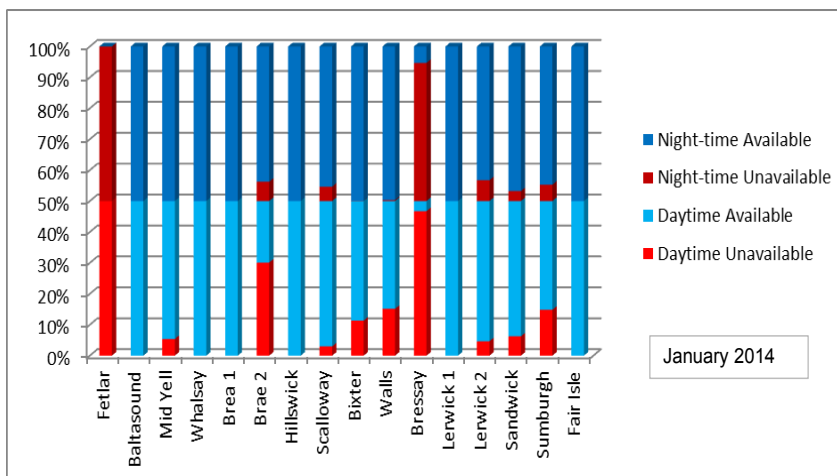
- Home Fire Safety Visit – delivering fire risk audit, advice and smoke detector fitting within a domestic dwelling;
- Post Domestic Incident Response - offering Home Fire Safety Visits to all dwellings which neighbour each occurrence of a domestic fire incident;
- Case Study – SFRS review of the circumstances leading to any domestic fire where an occupant has suffered a fire related injury or where circumstances suggest that the occupant would benefit from a referral to a partner agency; and
- Case Conference – a multi-agency review of the circumstances leading to any domestic fire incident which have resulted in a fire related fatality.

## 1. Community Safety Activity cont.../

### Community Engagement - Activities cont.../

#### Fire Appliance Availability

The following bar graphs indicate the operational availability of fire appliances across Shetland during January, February and March 2014. The lower half of each bar indicates the average day-time availability of a fire appliance from 6 am to 6pm across the month. The upper half of each bar indicates the average night-time availability of a fire appliance from 6 pm to 6am across the month. Blue portions of a bar indicate the percentage of time when a fire appliance was operationally available. Red portions of a bar indicate the percentage of time when a fire appliance was operationally unavailable.



#### Comments

With the exception of the well-publicised issues relating to the Bressay fire appliance, pump availability has remained fairly constant throughout the fourth quarter of 2013-14.

Resignations and retirements of RDS crew members have led to a slight reduction in fire appliance availability at some stations. Most resignations have been due to a change in the primary employment of crew members.

A number of existing staff have decreased the number of hours which they are contracted to be on call for the Scottish Fire and Rescue Service. In the majority of cases this has been due to a change in their primary employment which requires them to be away from their home fire station for longer periods.

The recruitment and training of new RDS firefighters has been continuing throughout this period to meet succession planning requirements and replenish lost crew member availability.

## 1. Community Safety Activity cont.../

### Fire Station Staffing & Recruitment

Council Ward	Fire Station	Staffing Sep 2013	Staffing Apr 2014	Staffing Change	Full Staffing Compliment	Difference from Compliment	Recruit Applicants
North Isles	Baltasound	10	10	→	12	-2	0
	Fetlar	4	4	→	12	-8	0
	Mid Yell	11	10	↓	12	-2	1
	Whalsay	12	10	↓	12	-2	2
Shetland North	Brae	13	12	↓	20	-8	2
	Hillswick	8	8	→	12	-4	0
Shetland West	Bixter	11	10	↓	12	-2	0
	Walls	8	7	↓	12	-5	2
Shetland Central	Scalloway	10	10	→	12	-2	1
Lerwick North & Lerwick South	Bressay	7	6	↓	12	-6	1
	Lerwick	20	19	↓	20	-1	0
Shetland South	Fair Isle	7	7	→	12	-5	0
	Sandwick	12	12	→	12	0	2
	Sumburgh	9	9	→	12	-3	3

### Comments

Since the report to the Shetland Safety Board in September 2013, none of the Retained Duty System (RDS) fire stations in Shetland have managed to show an increase in the number of staff. This is due to the gains in new staff being offset by retirements and resignations.

Interest has been shown by a number of potential RDS Firefighter applicants, but they are yet to engage with the recruitment process.

There are currently fourteen (14) applicants engaged with the RDS Firefighter recruitment process. Two (2) of these applicants are ready to attend an initial Task & Task Management training course.

Since 1 April 2013 there have been seventeen (17) Shetland applicants who have failed to complete the RDS Firefighter recruitment process. Ten (10) of these failed at the application First Sift stage. The majority of these applicants could not provide hours of personal availability which would enhance the availability of their local fire appliance. Others were unable to attend the minimum number of weekly drill nights required to develop and maintain operational competence. Four (4) applicants failed to complete the online Psychometric Tests within the required timescale and were removed from the recruitment process. Three (3) applicants failed to successfully complete the practical Point of Entry tests which include vocational strength and fitness related tasks.

Local Senior Officer Billy Wilson recently commissioned Group Manager Mark Loynd to conduct a detailed review of the SFRS Retained Duty System Firefighter recruitment process within the Highlands and Islands. The aim is to streamline the recruitment process for applicants by making it simpler, better supported and more efficient. The initial draft of the report is currently subject to internal consultation and development of an improvement action plan.

## 1. Community Safety Activity cont.../

### Legislative Fire Safety

A Prevention and Protection Plan has been developed for Shetland and this plan confirms the focus of the Service locally with regards fire safety activities and also confirms performance targets to ensure that the Fire and Rescue Service continues to play a key role in enhancing the safety of people living in, working in and visiting Shetland.

The targets specified within the local Prevention and Protection Plan ensure that the Service focuses its resources in the most appropriate areas and to date the performance in terms of auditing identified premises is 92% of the target. This includes premises providing sleeping accommodation which have been assessed as presenting a Very High or High risk during previous audits and confirms the Service's commitment to enhancing the safety of all people in the Shetland Islands and reducing the risk of fire within the islands.

In addition to the planned audits, service personnel also undertake post fire audits. These audits are required following any fire in a premises that is classed as a relevant premises, i.e. a premises to which Part 3 of the Fire (Scotland) Act 2005 applies.

The table below provides a detailed breakdown to date of the legislative fire safety enforcement activity within Shetland.

Target Area	No. of Targeted Premises for 2013/14	Target to 31/03/2014	Completed to 31/03/2014	% Completed to 31/03/2014	Enforcement Notices	Prohibition Notices
Care Homes	14	14	17	121%	1	0
Hospitals	1	1	0	0%	0	0
Registered HMOs	11	11	3	27%	0	0
High or Very High Risk Premises Previously Audited	11	11	11	100%	2	0
School Care Accommodation	1	1	0	0%	0	0
Follow On and Other Audits	11	11	14	127%	1	0
<b>TOTALS</b>	<b>49</b>	<b>49</b>	<b>45</b>	<b>92%</b>	<b>4</b>	<b>0</b>

## 2. Key Performance Indicators

We have developed a small set of Key Performance Indicators (KPIs) to report performance. We have concentrated on measures that we consider will be of particular importance to stakeholders.

**Key:**  Good/Acceptable  Room for Improvement  Below Standard



**KPI-01 & KPI-02**

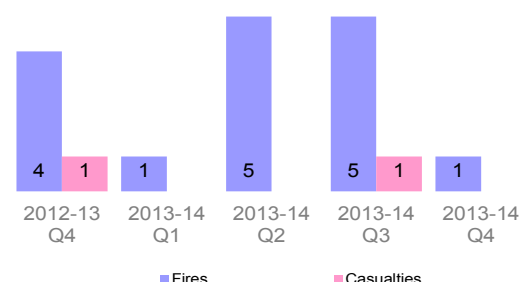
### Accidental Dwelling Fires and Fire Casualties

There was one accidental dwelling fire in the final quarter this year, which is the three less when compared to the same period of the previous year. There were no casualties in this quarter, which is one less than that of the same quarter within 2012-13.

As the number of accidental dwelling fires and casualties have both decreased then we classify this KPI as green.

We note, that the communities of the Shetland Isles remain at a very low risk of dwelling fires overall.

**Accidental Dwelling Fires - Shetland**  
From 2012-13 Q4 to 2013-14 Q4



## 2. Key Performance Indicators cont.../



### KPI-03

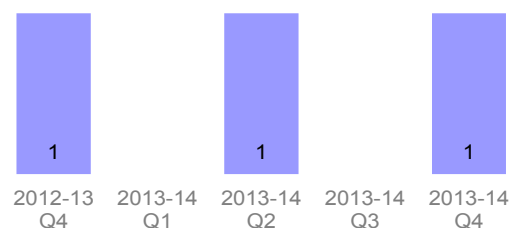
### Malicious (Deliberately Started) Fires

In general there are very few malicious (deliberately started) fires in the Shetland Islands. During quarter four, there was only one deliberately started fires recorded in Shetland. This is the same number as recorded for the same period in the previous year.

As the number of malicious (deliberately started) fires in this quarter is the same when compared to the same quarter in 2012/13, we classify this KPI as amber.

#### Malicious Fires - Shetland Islands

From 2012-13 Q4 to 2013-14 Q4



### KPI-04

### Fire Prevention Activities - Home Fire Safety Checks

The number of home fire safety visits conducted by the end of the final quarter of this year was 287, which is 85 less than the target set for 2013-14.

The target for the number of home fire safety visits to be conducted by the end of quarter 4 was 372. As the total number of home fire safety visits conducted this quarter is 23% below our target, we classify this KPI as red.

	HFSV Targets for 2013/14	Target to 31/03/2014	HFSVs Completed to 31/03/2014	% Completed to 31/03/2014
Shetland Total	372	372	287	77%

High Risk HFSVs Completed to 31/03/2014	High Risk As % of Total Completed to 31/03/2014
171	60%



### KPI-05

### False Alarms as a Proportion of Incidents

We are committed to reducing the impact of unwanted fire alarm actuations (FAAs) over time, as attending unwanted calls is resource intensive and does little to reduce the risk of fire in the communities we serve.

We identify premises which have two or more FAAs in a four week period, or three or more in a six month period. District staff use this information to inform them where a direct visit to discuss call reduction methods would be of most benefit.

FAAs vs Other Attendances - Shetland Islands	2012-13 Q4	2013-14 Q1	2013-14 Q2	2013-14 Q3	2013-14 Q4	Trend
Equipment-Related False Alarms	17	14	29	23	14	
Other Incidents	39	29	23	34	25	
Proportion of FAAs to Other Incidents	30%	33%	56%	40%	36%	
Service Average	31%	36%	49%	45%	37%	

Equipment related false alarms accounted for 36% of all incidents attended in the Shetland Islands in the final quarter of this year. The number of equipment related false alarm calls decreased by 9 in this quarter, to 14, when compared to the previous quarter when there was 23. The number of equipment related false alarms has decreased by 3 when compared to the same period in 2012/13.

As the number of equipment related false alarms has decreased this quarter when compared to the same quarter last year we classify this KPI as green.

## 2. Key Performance Indicators cont.../



### KPI-06

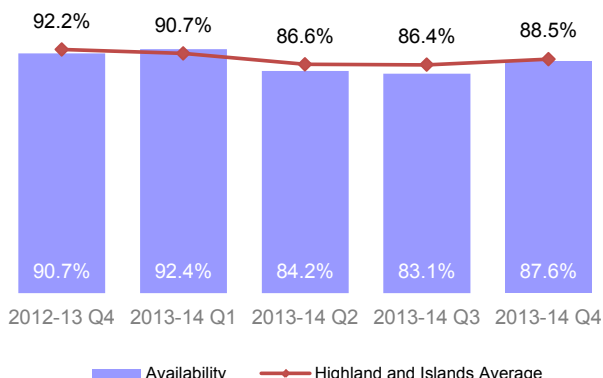
### Proportion of Station Hours Available

We use a Retained Availability system to record when station staff are off-call, and how this affects the availability of the station's fire appliances.

The chart shows that the availability of stations in Shetland in the final quarter of this year increased from 83.1% in the previous quarter to 87.6%.

The availability for Shetland is slightly lower than the average of 88.5% of the former HIFRS area, we classify this KPI as amber.

**Station Availability by Quarter - Shetland Islands**  
From 2012-13 Q4 To 2013-14 Q4



### KPI-09

### Injury Accidents

We aim to reduce the number of accidents that result in injury, and in particular the number of more serious injuries which must be reported to the Health & Safety Executive under the Reporting of Incidents Diseases and Dangerous Occurrence Regulations 1995 (RIDDOR). From 6th April 2012, the Fire Service must report any incident which results in an absence from work of 7 days or more.

We actively encourage the reporting of near misses as identification of sources of potential harm before injury occurs to allow proactive action to be taken.

The graph shows the number of injury accidents and the number of those which were RIDDOR injuries within the Service, and compares the figures for this quarter against the same period in 2012/13.

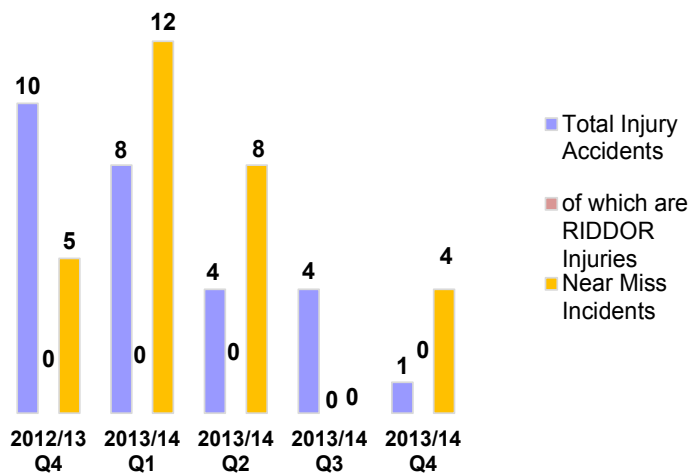
As the overall number of injury accidents for quarter 4 of 2013/14 is lower than that in quarter 4 of 2012/13, we classify this KPI as green.

We are pleased to report that again, as in the previous four quarters, there has been no RIDDOR reportable accidents.

**Within Shetland, there was one occurrence of injury accident however there were no near miss incidents reported during this quarter.**

**Injury Accidents and RIDDOR Injuries**

From 2012/13 Q3 to 2013/14 Q3





### 3. Area Statistics

The following statistical breakdown allows all stakeholders and the public to further scrutinise the Service's performance.

#### Workforce Statistics

The table below provides information on the current workforce within the Shetland area as at 31 March 2014.

It details the breakdown of gender within each type of staffing and role within the Shetland area.

	Workforce	Actual in post	Male	Female
<b>SHETLAND</b>				
<b>RETAINED</b> Station Manager A	0	0	0	0
Watch Manager B	14	11	10	1
Crew Manager	30	29	29	0
Firefighter	140	98	91	7
<b>SUB TOTAL</b>	<b>184</b>	<b>138</b>	<b>130</b>	<b>8</b>
<b>CRU</b> Watch Manager A	0	0	0	0
Crew Manager	0	0	0	0
Firefighter	0	0	0	0
<b>SUB TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CFS</b> Watch Manager A	0	0	0	0
Crew Manager	0	1	1	0
Firefighter	0	4	3	1
<b>SUB TOTAL</b>	<b>0</b>	<b>5</b>	<b>4</b>	<b>1</b>

**Table: Gender of Workforce within Shetland area**

The Service is keen to ensure that its workforce reflects the communities within its area. It is anticipated that a review of recruitment processes will be undertaken in the near future that will assist in ensuring that the make-up of our workforce reflects the diversity of our communities.



### 3. Area Statistics cont.../

The top chart shows the number of incidents attended in the final quarter of this year by category of incident.

The second chart relates the proportion of the incidents attended in Shetland (in yellow) to the average for the service as a whole (in white). If a yellow bar extends beyond the red marker in the middle of the chart the proportion is greater than the Service average; if to the left of the red marker it is below average.

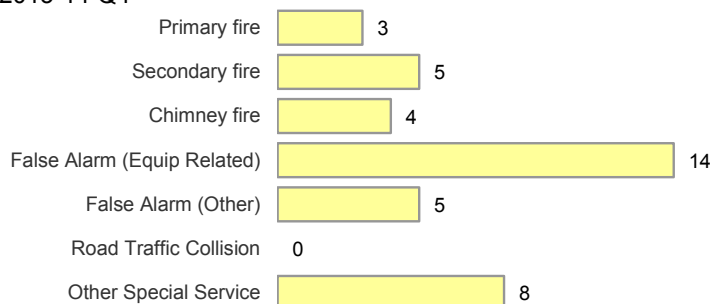
There were 3 primary fires attended this quarter, a decrease of 4 from that of the previous quarter's total of 7. This is lower than the average for primary fires (9.8% against 7.7%).

There was a total of 8 Special Service incidents, which is higher than the average.

It is pleasing to note that there were no Road Traffic Collisions on Shetland during this quarter.

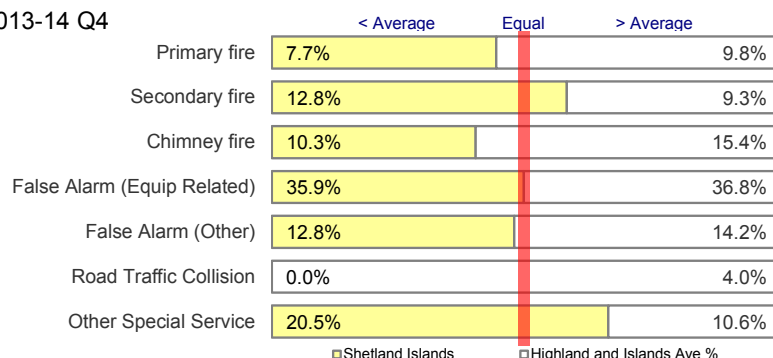
#### Incidents Attended - Shetland Islands

2013-14 Q4



#### Incident % Shetland Islands vs Highland and Islands Average

2013-14 Q4



### Station Statistics

Below we show the number of attendances for each station in the Shetland Islands. The table is ranked in descending order by total number of attendances this year, and includes standby turnouts (where stations turn out to provide standby cover either at their own or another station).

Please note that the tables show the total number of recorded attendances by each station. As there can be two or more stations in attendance at an incident the totals shown may be greater in some cases than the totals for the individual incidents shown in the charts above.

Station Ground	Availability %	Staff	Number of Incidents This Quarter									
			Total Incidents		Fires			False Alarms		Special Services		Other
			This Year	This Qtr	Primary	Secondary	Chimney	Equipment	Other	Road Traffic Collision	Other	Standby
Baltasound	99	10	4	0	-	-	-	-	-	-	-	-
Bixter	83	10	4	0	-	-	-	-	-	-	-	-
Brae	58	12	10	2	1	-	-	1	-	-	-	-
Bressay	83	6	1	0	-	-	-	-	-	-	-	-
Fair Isle	100	7	0	0	-	-	-	-	-	-	-	-
Fetlar	82	4	0	0	-	-	-	-	-	-	-	-
Hillswick	95	8	4	1	-	-	1	-	-	-	-	-
Lerwick	92	19	120	23	1	5	1	9	5	-	2	-
Mid Yell	95	11	8	3	-	-	2	1	-	-	-	-
Sandwick	92	12	5	1	-	-	-	-	-	-	1	-
Scalloway	84	10	6	0	-	-	-	-	-	-	-	-
Sumburgh	81	9	21	7	1	-	-	2	-	-	4	-
Walls	84	7	1	0	-	-	-	-	-	-	-	-
Whalsay	100	11	7	2	-	-	-	1	-	-	1	-
<b>Totals</b>		<b>136</b>	<b>191</b>	<b>39</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>14</b>	<b>5</b>	-	<b>8</b>	-



## 4. News in Brief

### Operational Risk Intelligence Gathering and Review

In mid-January Group Manager Mark Loynd and Station Manager Myles Murray attended an emergency planning event, along with the other Shetland based emergency responders, to discuss the Total Shetland Gas Plant Emergency Response Plan. They received a briefing which included an overview of the proposed Emergency Response Plan and undertook a site familiarisation visit. The Scottish Fire and Rescue Service (SFRS) requires to develop its own response plans which will ensure an efficient interface with various emergency event scenarios detailed within Total's Emergency Response Plan. Subsequently Station Manager Murray has liaised with the Terminal Manager and begun to populate the SFRS Site Specific Incident Response Plan. These plans will be completed and tested prior to the commissioning of the Shetland Gas Plant via SFRS and multi-agency exercises.

Station Manager Murray has been reviewing the Site Specific Incident Response Plans for each of the Shetland based COMAH (Control Of Major Accident Hazards) sites. These plans are made available to responding fire and rescue crews via their fire appliance-mounted computer systems. They are also accessible within the Fire Control rooms, enabling senior managers to remotely assist in the resolution of any incident.

The Scottish Fire and Rescue Service will soon be appointing dedicated Operational Risk Data Gatherers. Their role will be to verify and enhance the Tactical Information Plans (TIPs) which provide site specific operational information to responding crews. This will be achieved through a series of site visits to premises in Shetland.

### Joint Community Engagement and Consultation on the Local Fire and Police Plans for Shetland

Throughout January 2014 Group Manager Mark Loynd and Chief Inspector Angus McInnes undertook a series of joint community engagement and consultation meetings across Shetland's seven multi-member council wards. These included visits to Fair Isle, Fetlar, Yell, Unst and Whalsay. The meetings were facilitated by the Shetland Islands Council's Community Development Team and attended by either the Chair or Vice Chair of the Shetland Safety Board. The meetings provided the Scottish Fire and Rescue Service with an opportunity to present information to Shetland communities on its local service delivery roles, challenges and plans for 2014-17.

Chief Inspector Angus McInnes explained the community planning role of the Shetland Partnership Board, the Shetland Partnership Performance Group and the Shetland Safety Board in setting and delivering the outcomes of Shetland's Single Outcome Agreement. He also consulted on the priorities within each of the local Multi-Member Ward Policing Plans for 2014.

## 5. Incidents of Note

### Flat Fire, Breiwick Road, Lerwick

Two fire appliances from Lerwick station responded to a report of smoke and a fire alarm ringing within a domestic flat at about 2130 hours on Friday 3 January. The property was a ground floor dwelling within a two storey block in four flats in Breiwick Road, Lerwick.

Two crew members wearing breathing apparatus entered the flat with a hosereel jet. They located a fire in the sitting room which they proceeded to extinguish. Meanwhile a further two crew members wearing breathing apparatus entered the flat above to check out reports of smoke which appeared to be entering from below. The three adjacent flats were evacuated and a dog and a hamster were rescued from the ground floor flat.

The fire was quickly extinguished in the sitting room, but investigation with a thermal imaging camera identified that it was also burning within the void between the ground floor ceiling and the floor above. The Scalloway fire appliance and the Incident Support Vehicle were mobilised to support an extended period of breathing apparatus wearing.

Breathing apparatus teams were engaged in cutting away ceiling and floor panels to reach and extinguish the seat of the fire. Due to gale force south easterly winds the responding crews were forced to endure continuous wetting by cold sea spray from waves breaking against the sea wall. The incident was successfully concluded at about midnight.

### Digger Driver Rescue, Sumburgh Airport Runway

At about 0915 hours on Sunday 19 January three fire appliances from Sumburgh, Sandwick and Lerwick fire stations were mobilised to a report of a man who had become trapped



in the cab of his digger when it fell through a hole which opened during repair work to the Sumburgh Airport runway.

Gale force winds and large waves created hazards for rescuers including becoming washed into the sea or injured by large blocks of stone ballast which could have been thrown onto the runway. Due to the precarious position and large size of this industrial machinery, it was necessary to improvise a method of stabilizing the digger using a dumper truck and another digger. By removing the driver's seat headrest it became possible to remove him through a rear window and onto a spinal board. He was then taken to hospital by road ambulance where his condition was assessed as satisfactory.





## **Scottish Ambulance Service**

### **Shetland**

## **Community Safety & Resilience Board May 2014**

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### **1.0 A&E Performance:**

In **Shetland**, there has been an overall Increase of 39 (23.0%) incidents compared with the same period last year. April 13/14

- 17.6% Increase (3) in Cat A Incidents
- 10 Cat As in performance same as same period last year (0 change)
- 35.8% Increase (16) in Cat B Incidents
- 37.5% Increase (3) in Cat C Incidents
- 21.5% Increase (17) in Urgent Incidents
- No change in Routine - 3 incidents

The location of incidents on the Islands can extend response times. Work is ongoing to increase community first responder and emergency responder schemes.

The North Division Management team are continuing to work with internal and external stakeholders to discuss ways to address this increase in demand and to continue to explore alternative pathways of care.

## **2.0 SAS/NHSS Liaison Group**

### **2.1 Background**

Our clinical partnership working between the Scottish Ambulance Service and NHSS is an integral part of the health service activity on Shetland. Before the Ambulance

Liaison Group was set up the discussions between NHS Shetland and SAS were undertaken at a front line level and through a Commissioning team route. It was decided to try and widen the involvement of other stakeholders to ensure that discussions and decisions were as representative as possible, and were able to be fed back into the governance structures of both organisations. The Ambulance Liaison Group started meeting monthly from September 2012.

## **2.2 Membership and roles on group**

Andy Fuller (SAS Div Head of Services and Chair since Sept 13)  
Carol Colligan (Air Ambulance Nurse Lead)  
Catriona Barr (Air Ambulance Medical lead)  
Jim Unsworth (Consultant representative)  
Edna Mary Watson (Community Nursing lead)  
Naomi Reifenberg/ Emma Ramsay (Outer Isles GP representatives)  
Elena Mera-Long (Outer Island Nurse Representative)  
Roger Diggle (Medical Director)  
David Morgan (Mental health lead)  
Kate Kenmure (Maternity lead)  
Lynda Smith (A&E nurse representative)  
Fiona Morgan (Audit lead)  
Peter Smith (SAS Team Leader Lerwick)  
Steve Munro (SAS Air Wing, Area Service Manager)  
Malcolm McLeod (SAS Area Service Manager, Islands)  
Emma Reid, SAS (Admin support)

## **2.3 Key pieces of work undertaken or supported so far**

### **2.3.1 Landing lights on Outer Isles**

Following an incident on an outer isle where there was a delay evacuating a patient overnight SAS undertook a full review of landing lights on outer island landing sites. Although the Coastguard, in an emergency, can fly under Search and Rescue (SAR) rules and land anywhere they deem safe, JIGSAW (a subcontracted service medical helicopter service) cannot fly under SAR rules (unless it is specifically acting as a SAR resource) and so could not land in darkness on a landing site without proper lights. This meant that for urgent cases that didn't meet Coastguard emergency criteria, options for evacuation overnight were limited, and sometimes led to delays for the patient.

All the landing site surveys have been now completed by SAS and procedures are in place to light them at night so now patients needing urgent evacuation overnight from the outer isles have an improved service as the JIGSAW resource can be also be used.

## **2.4 Memorandum of Understanding**

Medical evacuation from the outer isles is co-ordinated by the SAS Air Desk. There are occasions when medical evacuation is needed for a patient who is 'walking wounded' but there is no scheduled transport service in an acceptable time frame. A Memorandum of Understanding has been agreed locally whereby the SAS can charter the Islander plane to collect such a patient to avoid the unnecessary use of the Coastguard helicopter. This ensures that the Coastguard helicopter is not tied up unnecessarily and is also a much cheaper option for transfer.

## **2.5 Air Evacuation flow chart**

Ordering an Air Ambulance has historically been a complex process. SAS have put considerable resource into agreeing a flowchart for medical evacuation which covers routine, urgent and emergency categories. This work has included agreeing an enhanced set of situations that JIGSAW can be used for and improving clarity on how to order an air ambulance for transfer in from the outer isles and how to update the Air Desk if the patient's condition changes. This flow chart has been signed off by the Ambulance Liaison Group and has now been implemented. The flowchart covers all steps for both SAS Air Desk staff and requesting clinicians and is expected to resolve a number of issues that have been identified through incidents reported to the group.

## **2.6 Outer Isles Standard operating procedures**

Calls to the Air Desk are unlikely to be handled by anyone with firsthand knowledge of Shetland geography and landing site arrangements. SAS have undertaken a piece of work to update the guidance for the Air Desk staff on the arrangements and specific issues for each of our outer islands. In conjunction with the Air Evacuation Flow Chart this will provide the Air desk staff with the most up-to-date and detailed knowledge they need to plan air evacuations from the islands. This information has been provided by staff on the outer isles and is now in use.

## **2.7 Updated Ambulance Response times**

SAS now report on response times for the Islands in line with the rest of Scotland i.e. 75% of Category A calls within 8 minutes and 95% Category B calls in 19 minutes

## **2.8 Reviewing Ambulance Liaison incidents**

Both SAS and NHS Shetland have an incident reporting system and some incidents which are reported involved the other organisation and so require some partnership investigation and learning. The Ambulance Liaison group have overseen the investigation and outcome of a number of incidents since it started and the group has proved a useful forum to discuss incidents in detail and agree learning outcomes. A summary of these is included below:

## **3.0 Shared Governance**

The Ambulance Liaison meeting allows both organisations to look at governance issues that cross the boundary between them.

Liaison incidents can be raised by either organisation and are investigated by one or both of them, depending on the circumstances. The investigation reports are then reviewed by the group and learning and actions identified. An ongoing Action Log monitors the progress of actions arising from incident investigations.

## **4.0 Ambulance Liaison Incidents**

There are currently 11 incidents on the SAS/NHSS Datix log 6 have been closed with 5 still active. Some of these have been notified to us by SAS but the majority are internally reported by NHS Shetland staff.

### **4.1 Some themes we have identified through reviewing incidents:**

- Issues with communication through the Air Desk including local staff not being notified of changes of plans due to priority changes and weather constraints
- Issues with internal communication in NHS Shetland – messages from SAS not reaching the right person.
- Retained versus paramedic crews for particular jobs and how this is planned.
- Equipment issues
- Delays in transfer due to weather or other priorities requiring changes in clinical plans.
- Issues with how air ambulances were ordered eg whether an emergency or urgent request was being made and which number was called.
- Availability of ambulances for PTS transfers and how these are arranged.
- Some onward delays with SAS land ambulance transfer from Aberdeen
- Issues with some maternity transfers including mothers not being able to travel with newborn babies and how late in pregnancy mothers can fly.
- Mutual understanding about mental health admissions and whether a qualified escort was needed.

### **4.2 Changes/ outcomes from these incident reviews include:**

- Shared understanding where there has been a poor patient journey so we can learn and improve.
- The agreement on the Air Evacuation Flow Chart
- Clarification with Bond Helicopters (JIGSAW) on their criteria for transferring urgent patients.
- Completed landing light surveys on the outer islands and protocols implemented.
- Resolution of equipment issues.
- Making sure that all the air ambulance staff in Shetland knows who they can talk to about timings and delays.
- Audit of delays at Aberdeen has not identified a pattern. All staff knows how to upgrade calls if deteriorating patient. SAS looking at introducing a category of request for onward transfer to minimise delays.
- Re-issued guidance on when mothers can fly, and what documentation they need.

#### 4.3 Current Actions from the Group:

- Discussions to invite a lay person onto the group
- SAS National team proposals to standardise all contractors training and Education
- New 4x4 Island specific ambulances to be delivered to Skerries and Fetlar for SAS/NHSS use
- Red Cross transport being trialled between Toft and GBH – NHSS
- Ongoing training and development of the retained service with new members in the recruitment process

#### 5.0 Outer Islands SOF Update:

Fetlar	Responder training due to commence Week commencing 7 <sup>th</sup> April 14. 6 applications received. Additional Moving and Handling, Driver awareness and Infection control to be delivered Discussions to take place between NHS Shetland and SAS in relation to shared costs for new Islander Caravelle which will function as patient transporter/mobile clinic/nurse transport
Skerries	Refresher training to be delivered in spring 14. Additional Moving and Handling, Driver awareness and Infection control to be delivered. Discussions to take place between NHS Shetland and SAS in relation to shared costs for new Islander Caravelle which will function as patient transporter/mobile clinic/nurse transport
Unst, Whalsay, Yell	Recruitment, communication and terms and conditions continue to be challenges raised from time to time. Updates have been delivered by both Team Leader and Training department over past 12 months.
Foula	No applications received to date, further attempts will be made in spring/early summer 14 – Cover provided by ENP
Fair Isle	No applications received to date, further attempts will be made in spring/early summer 14 – Cover provided by ENP

## 6.0 Patient Transport Service

April 2014	Registered Journey Count	Journey Count	C	C1	C2	Stretcher
North	11906	9842	3913	3956	1449	513
Orkney	101	73	6	48	16	3
Shetland	80	45	2	18	7	18
Western Isles	219	174	79	49	37	9

## 6.1 Shetland Health Board Sector Comparison

	Demand		Difference	
	Period 1 - 02/04/2014 - 30/04/2014	Period 2 - 02/04/2013 - 29/04/2013	Demand	Demand Variance
Registered Journey Count	80	31	49	158.06%
Journey Count	45	26	19	73.08%
Medical Escort Count	2	1	1	100.00%
Relative Escort Count	6	0	6	#DIV/0
*Cancel Count	35	5	30	600.00%
Abort Count		3	-3	-100.00%
C	2	4	-2	-50.00%
C1	18	7	11	157.14%
C2	7	7	0	0.00%



Stretcher	18	8	10	125.00%
A&E				
Admission	0	1	-1	-100.00%
Day Patient				
Discharge	15	14	1	7.14%
House to House Transfer	1		1	
Out Patient	26	11	15	136.36%
Transfer	3		3	

\*Cancellation figure is all cancellations and only 3.9% is due to no SAS resource.

## 6.2 North Division PTS Performance Month 1

Month 1	A2 % in Performance 75%	A3 % In Performance 90%	% SAS Cancels <0.5%	Aborts & Cancellations <16%
North	85.32%	84.95%	2.30%	14.54%
Orkney	91.76%	98.55%	5.49%	23.52%
Shetland	76.30%	94.35%	3.92%	13.76%
Western Isles	87.80%	92.96%	4.89%	11.65%

We have seen slight reductions across all five sectors however this will continue to remain a focus in working towards the 90% measurement.

Cancellations – We have seen increases in cancellations across all five areas for the month of April 2014 compared with April 2013.

- EP3 We are continuing to see this figure stabilise in Shetland however Orkney has experienced a significant increase in abortions or patient/hospital cancellations. This is being address through engagement with the Health Board.

### **6.3 PTS Vacancies**

No Vacancies in Shetland

The North Division Scheduled Care Delivery Team meets regularly on a six weekly basis to review performance against the agreed North Scheduled Care Action Plan.

Only patients with a clinical need for ambulance assistance will be conveyed by the SAS.

Contacts:

Andrew M Fuller Divisional Head of Services

Malcolm Macleod Area Service Manager, Islands

Peter Smith Paramedic Team Leader, Lerwick