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**Minute of the Shetland Community Safety & Resilience Board**
Thursday 21st April 2016
Council Chamber, Town Hall

</div>

**Present**
Cllr Alastair Cooper (Chair)
Cllr Michael Stout
Cllr Gary Cleaver
Cllr Jonathan Wills
Cllr Frank Robertson
Chief Inspector Lindsay Tulloch – Area Commander, Police Scotland
Ralph Roberts – Chief Executive, NHS Shetland
Catherine Hughson – Executive Officer, VAS
Dr Susan Laidlaw, Public Health Representative, NHS Shetland
Andy Quellen – Head of Service Delivery (North), Scottish Fire & Rescue Service
Billy Wilson – Local Senior Officer, Scottish Fire & Rescue Service
Dave Sweeney – Maritime and Coastguard Agency
Andy Fuller – Divisional Head of Services for Orkney, Shetland and Western Isles, Scottish Ambulance Service
Malcolm MacLeod – Scottish Ambulance Service
Ingrid Gall – Emergency Planning & Resilience Officer, SIC
Anna Sutherland – Community Planning & Development, SIC

**In Attendance**
Anna Breimann – Community Planning & Development, SIC (minutes)
Elaine Skinley – Road Safety, SIC
Karen Smith – Shetland Alcohol & Drug Partnership

**Apologies**
Cllr Allison Duncan (Vice Chair)
Cllr Mark Burgess
Cllr Steven Coutts
Mark Boden, Chief Executive, SIC
Christine Ferguson, Director of Corporate Services

**1. Welcome and Apologies**

Cllr Cooper opened the meeting and thanked everyone for attending. He welcomed Dr Susan Laidlaw to the board. Dr Laidlaw will be replacing Dr Sarah Taylor in future meetings, as Dr Taylor retired recently.

Apologies were noted.

**2. Previous Minutes & Matters Arising**

It was agreed that any recent outages to the emergency 999 service should be recorded on the action tracker for possible follow-up in the future. This applied to a recent outage

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which affected customers in North Roe and Ollaberry in the early hours of 8<sup>th</sup> April between midnight and 9am.

Andy Fuller from the Scottish Ambulance Service asked that the record of his comments at the last meeting (second bullet point on page 9) be reworded. He will send the amendment through by email. The amendment was read out and agreed. The minutes from **4<sup>th</sup> February 2016** were also approved on the motion of Cllr Stout. The motion was seconded by Cllr Cleaver.

The list of outstanding actions points was then addressed.

Action 2.4:     Action is to be carried forward. Cllr Cooper will update the board at the next meeting. *Action carried forward*

Action 8.1:     Andy Fuller said that SAS are waiting for the NHS to provide a date for visiting Fair Isle, Foula and Bressay.
Cllr Stout said he would relay the information back to Bressay. He explained there were difficulties in disseminating information to the island, as there was no central place to display notices. He hoped, however, that a level of interest in first responding could be generated. Cllr Stout said that the Ambulance Service were welcome to visit the Bressay Community Council; he was keen to put across the idea of the community taking action to help themselves. Andy Fuller said the Ambulance Service would visit and give a talk on what First Responders were all about. *Action carried forward.*

Action 12.1:     Billy Wilson said the Fire Service had good news regarding a funding stream for this action but did not want to confirm details until all plans had been agreed by the Ambulance Service. *Action carried forward*

*Action 13.1:*     Cllr Cooper said that the Shetland Housing Strategy was nearing completion and included a comprehensive needs analysis of both social and private housing needs for the first time. The strategy should be available by November. *Action carried forward*

Action 13.2:     The project is making slow progress following the departure of Sarah Taylor, ex-Director of Public Health so no update is available. This may have to come to a future meeting. *Action to be removed from the tracker and revisited in the future.*

Action 13.3:     The CCTV Review is still on hold. *Action carried forward.*

Action 14.7:     Chief Constable Gormley will be attending the next board meeting on 11<sup>th</sup> August. *Action complete.*

Action 15.1:     *Issues surrounding the ETV will be discussed at the next meeting of the board (after purdah). Action carried forward*

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Action 15.2:     Lindsay said that performance figures for Shetland with regard to response times were not available; however he was not aware of any issues from a local point of view. Lindsay said that police in Shetland received a total of 517 '999' calls between 1st April 2015 and 1st April 2016. Cllr Cooper commented that the recent telephone outage in North Roe and Ollaberry showed that issues regarding emergency 999 calls had not gone away. *Action complete.*

## 3. Community Planning: Local Outcome Improvement Plan (LOIP)

Lindsay presented a recommendation to establish an officers' working group to monitor the operational delivery of LOIP Outcome C (Safer and Stronger) on behalf of the board. A report was submitted as part of this agenda item.
Lindsay said that a series of workshops last year had identified priorities that organisations could work on together.  The proposal was to identify working officers from each organisation to form a subgroup to take the proposals forward.

The recommendation was that a working group be formed.

Cllr Cooper thought that the Coastguard Agency should also be involved in the group, as community safety in Shetland also involved activities on the water.

Dave Sweeney said that the coastguard now had an increased number of full time staff in Shetland and were happy to get more involved in the future: e.g. they would be introducing a schools education programme by the end of the year. The programme was currently under development in Orkney. The MCA would also be recruiting more rescue staff in the near future.

Billy Wilson questioned whether another subgroup was absolutely necessary. He was concerned that the working group would involve the same people again and asked what the added value would be for the community planning agenda. Was this just duplication of what the board was or should already be doing?

Cllr Wills agreed that this might mean duplication. He commented that more organisations were being created every month and that senior staff were too involved in meetings already. He questioned whether the LOIP was necessary, as it contained a lot of jargon and involved a great deal of written work. Cllr Wills felt that  the strength of the Board was that its members could be reasonably blunt with each other anyway. The underlying question was, could specialised emergency services work together if they needed to.

Lindsay said the proposed was a working group to bring ideas forward for specific actions and not so much an overview group. There was a need to consult and discuss how to take themes and priorities forward - to drive them forward with ideas. The forum might well be effective in doing this already, but actions needed to be started off. This had already begun at grass roots level.

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Cllr Stout said he was glad to hear the debate happening, but that the LOIP was not a choice; the LOIP had already been agreed by the Council.  Creating a subgroup was one possible method of taking actions forward; if the Board didn't go with this method, they would need an alternative suggestion to make sure things were happening as they should. Cllr Stout said he was not taking sides, but the Board needed to see that the hard work started now. The Board needed to see that the working group was ensuring things were done.

Cllr Cleaver said that these were uncharted waters that needed to be tested. Current obligations were different to what had gone before. The subgroup was not about high level strategy, it was about dealing with actions on the ground. He suggested the Board should give the group a chance to get going – it could be reviewed later to make sure this was the right approach.

Ralph asked what could take things forward if it were not something like this. Realistically, the details of actions could not be handled by the Board. One group needed to be responsible, to put in focused time and make things happen.

Billy made it clear that he was happy to contribute towards Outcome C and was happy to meet with Lindsay later to discuss membership of the subgroup.

Cllr Robertson commented that at the grass root level, people wanted actions and there needed to be some mechanism in place to get the message down to people in local districts.

Cllr Cooper suggested that the working group should be established for the short-term and reviewed in August to make sure it was effective and that it was fulfilling a purpose that wouldn't be fulfilled otherwise. The suggestion was not contested.
**Action: Lindsay Tulloch**

**4. Premier Oil – Solan Field**

Premier Oil cancelled the visit saying they were meeting with the DECC in London.

Cllr Cooper said that the Solan Field was close to Shetland's 'door' and that the Board needed to be mindful of their production systems. The meeting will be rescheduled
**Action: Ingrid Gall**

**5. Resilience Activity**

Ingrid highlighted a few things from the submitted resilience report.

Helicopter Landing Site
The helicopter landing site is now complete and in use. Pilots and Ambulance service are delighted with the additional lighting around the landing area. A report will be submitted to the Planning Committee in 2 years time to show how often the site has been used. The report will also include noise monitoring.

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Cllr Cooper asked what the current results were from the noise monitoring, as the noise from turbines at ground level, for an extended period of time, could affect people in the houses nearby, especially at night.

Ingrid said that monitoring had begun on 10th March, with the first report due in 3 months time. Monitoring was carried out by a contracted professional company and the report was not yet available.

Cllr Wills said he was aware of some discontent with the noise levels. Had this resulted in formal complaints? Who could people complain to?

Ingrid had not received any official complaints.

The Ambulance Service representatives said that landings at the site were restricted to conditions of a life-threatening or limb-threatening nature.

Lindsay suggested that complaints should be made to the SIC Environmental Health Department, who had noise monitoring equipment.

Exercises

There had been a number of exercises recently, e.g. Exercise North Explorer in Aberdeen examined the incident and management response to a cruise ship maritime emergency. Onshore arrangements were also tested in part 2 of the exercise. Representatives from Shetland will be invited when the exercise is repeated.

Cllr Cooper said that 76 cruise ships were expected in Shetland this year and he wondered about the response if something went wrong in Shetland waters.

Cllr Wills asked about the possibility of setting up a practical exercise involving a cruise ship, rather than a desktop exercise. He felt that Shetland would benefit from a practical exercise – especially as weather conditions changed very quickly in Shetland.  He also asked about discharges from cruise ships, as there had been concern about this recently in the Caribbean and Alaska. Could ships discharge here? Were cruise ships subject to clean fuels here?

It was agreed that the issue should be referred to Environmental Health for an update.
**Action:  Environmental Health**


**6. Performance against Local Policing Plan (Police Scotland)**

"Your View Counts" campaign
A new public consultation questionnaire is available on the Police Scotland website. Lindsay would encourage people to use it to record both positive and negative comments. This is a new national consultation process to compliment current consultation methods and inform local priorities.

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Cllr Cooper said that he had heard feedback that the questions were too open-ended and that more detailed questions would have been better. Community Councils he had heard from were not inspired at all.

<u>Policing Plan</u>
There were no fatal collisions during the reporting period. The levels for 'distractive' offences had increased because current priorities included speeding, use of mobiles whilst driving and wearing seatbelts.

Feedback from the recent Driving Ambition Campaign work done in schools has been positive.

Lindsay drew the Board's attention to issues concerning Commercial Street. Driving in the pedestrian area is still a problem, with one accident occurring due to congestion. The police have issued parking tickets, but don't have the resources to show presence all of the time. Lindsay is currently working with the Road Safety Advisory Service to decide how to move forward and will feed back to the board.
**Action: Lindsay Tulloch**

<u>Drugs</u>
Dogs Against Drugs continue to be effective. There is still a 'significant market' for drugs in Shetland and there will be a focus on 'prevention' and 'recovery' to try and decrease the number of people from South that are coming to Shetland to sell illegal drugs.

<u>Sexual Crime and Domestic Abuse</u>
The number of crimes reported has increased. This is a positive development and is probably due to increased awareness through national campaigns.

Lindsay was asked what 'detection rate' meant in the context of abuse. Lindsay explained this was the number of reported offences that resulted in a charge and a report to the Procurator Fiscal.

<u>Common Assault</u>
The number of common assaults has decreased. The police have been working with licensed premises over the last 2 years and Lindsay would like to think this is an effect of this.

Cllr Stout commented with respect to road safety in general. He said there was a job to do, advising the public that we needed to work together to make positive changes. Representatives were often accused of a 'defeatist attitude' towards' besieged communities' with respect to speeding etc. In actual fact, the joined-up approach between the police, the Roads Department and community leads already existed. It was well-established that 'speeders' were local residents. Locals needed to make the road safety message clear to their own community. We have a duty to realise communities need to be shown plenty of support, but solutions also needed to come from communities themselves.

Cllr Cleaver leant his support to Cllr Stout's 'wise words'.

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**7. Fire and Rescue Update (Scottish Fire and Rescue Service)**

Billy apologised for the delay in making the 4<sup>th</sup> quarter report available. The report did not arrive in time for circulation before the meeting, due to a computer fault. Billy gave assurances that this would not happen again.

Billy explained that Fire and Rescue Service statistics were now subject to a quality assurance process, which meant that they were presented in a preliminary form in the first instance, then re-circulated later as a confirmed report. This would be the case with all future reports and was also true for the 3<sup>rd</sup> quarter report, which was now circulated in its final form.

Billy identified some key themes from the 4<sup>th</sup> quarter report.
Historically, there have been issues around the availability of fire engines. There are still challenges to be overcome in some areas, however new staff are being recruited (currently 20 throughout Shetland).Unfortunately, there were only 2 applicants from Brae, but there are 6 in Bixter plus another 3 recruits. This should make a positive difference. The Fire Service will be running a trainee course in Lerwick in the near future.

The overall target for home fire safety visits has not been reached, however the number of visits to vulnerable residents has exceeded the target. A total of 96 HFSV were undertaken by both operational staff and the Community Safety Advocate. A total of 34 smoke detectors were fitted to properties visited. The aim for the new financial year is to get ahead of the target.

There was a high number of unwanted fire alarms, high only in a Shetland context. The Service has given a commitment to reduce these numbers and will engage with local property holders to address issues.

Cllr Cleaver enquired about the current staffing situation in Fetlar.

Billy said there was a real difficulty in attracting people in Fetlar. The small numbers making up the community was a challenge and there had been no immediate improvement.  In Shetland, they would be looking to see how service conditions could be changed to better suit the local context. Billy said they were still working on Plan A, which was a retained fire crew for Fetlar.

Cllr Cleaver welcomed this approach, but commented that one established station in the ward had already been lost and they couldn't afford to lose too many more. He said he understood the problem, but felt that an amount of realism should be brought to the situation. If the requested staffing level was not possible, then the community in Fetlar needed to be made aware of this, so they could respond appropriately rather than be 'left hanging'.

Billy said that sustainability was a partnership between the community and the station: if the people were not there to staff the station, then this couldn't be taken forward. He said he would appreciate the support of the Board to identify a solution. He said that in

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Brae, 2 people had been offered places on the next training course. Others who applied during the last recruitment drive were still going through the process. For the previous recruitment, there were 26 applicants in total, of which 20 went forward to 'point of entry' training. He re-assured the committee that the SVT had their own Fire Response team.

Andy Quellen was asked if he would like to say a few words to the meeting.

Andy said it was a personal pleasure to be in the Shetland Islands. In his current role, Andy was responsible for the Service in the North of Scotland, which was made up of 10 local authorities. He said he was very interested in the debate around retained staff and was always looking to find more ways to make the service more attractive. Another possibility was to be more flexible with response times so that neighbouring crews could attend if there were none available locally.

Cllr Cooper said that he found the possibility of more flexible response times quite positive.

Cllr Cleaver said that, in a Fetlar context, a desktop exercise might be useful, to show residents what the current situation meant, as it might focus their minds.

Billy took the suggestion on board, but emphasised that for communities in such a situation, the number 1 priority was prevention.

## 8. Scottish Ambulance Service Update

Andy said that report title had a typing error and should read 'April' not 'May'.
He informed the Board that the strategy of taking care to the patient went for funding for 2016-17. This included increasing the number of paramedics across Scotland with extra funding requested for the North Isles. The bid was successful and increased funding has been allocated. The service would employ 6 new staff to provide 24/7 cover in Lerwick and would provide another resource in addition.

There had also been a bid for funding advanced paramedics and they had secured one for Shetland as well.  Andy said he would keep the Board posted with regards to recruitment.

With regards to the report: figures for the end of 2015 – 16 came through after the report was circulated and will be made available after the meeting. The predicted year on year increase in overall incidents continued.

Getting to patients quickly was important and the service was looking into alternatives to taking patients with non-life threatening conditions to hospital.

The performance for life-threatening calls last year was below target. There were challenges due to the Shetland geography, however Andy wanted to re-assure the Board that the service was looking for continual improvement in all aspects of performance.

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The SAS / NHSS Liaison Group was working well, meeting every 2 months to improve on service delivery and communication. Integrated working was also improving.

Providing sufficient cover on islands echoed the same challenges the Fire Service was experiencing when finding suitable people to help out. Work is ongoing to increase community first responder and emergency responder schemes, which would improve cover if they could attract the number of staff required. The focus was on first responder training, in terms of recruitment. Local trainers were being developed.

Cllr Cleaver said that it was heartening to hear that moves were being made towards local training for first responders, which would reduce waiting time for training, which he had experienced as an 18 month delay. He asked for clarification on point 2.4 of the report: Medical Air Evacuation. Could chartered Islander planes land on every island?

Any explained that Air Ambulance had agreed that should a plane be free between flights and it were in the best interests of the patient to be brought to the Gilbert Bain, then the plane could be chartered. Currently, the service had access to the coastguard helicopter in Sumburgh, their own helicopter based in Inverness plus any others from other stations. Aircraft could operate in the outer isles, given decent weather and daylight.

Cllr Stout asked what the impact of losing JIGSAW had been: there had been no consultation regarding its removal.

Ralph said that JIGSAW had rarely been used by Air Ambulance. He was not aware of any issues highlighted in the debriefings which occur after every call-out.

**Briefing Notes**

**Shetland Alcohol and Drug Partnership (Report) - Karen Smith**

SADP held an emergency meeting recently to ensure service provision would not be affected by the high-profile closure of CADSS. Karen said that all services continued to be provided.

Karen was asked about funding for the young people's service, which needed to be re-provided. She said that funding was available and that it could run through the SMRS (Substance Misuse Recovery Service), but that other providers would be brought in to work alongside them. There was no time-frame for this yet.

Cllr Stout commented that this was an opportunity to reconsider the service. Overall, Shetland did not have a large team to support this area. Workers had a specialism but were also generalists and it was important to build a flexible and responsive service.

Cllr Cleaver asked who was resourcing the drop-in centre that was now based on Salvation Army premises.

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Karen said that the Salvation Army resourced this themselves, but asked for donations. The Salvation Army officer in charge would be leaving at the end of July and would not be replaced. The service might then relocate to Islesburgh. The food bank would also continue, but not from the Salvation Army premises.

**Child Protection Committee (Report) – Lindsay Tulloch**

Lindsay Tulloch was now chair of the CPC. A lot of work has been done since the inspection last year on areas of improvement. A priority moving forward was to review activities to tackle the online exploitation of children.

**Road Safety Advisory Panel (Report) - Lindsay Tulloch**

The panel re-met recently after a pause of some time. The new road safety group is based at the Roads Department, has reduced members and a renewed constitution. Future meetings have been scheduled so that the minutes will feed into CSRB sessions.

**Shetland Domestic Abuse Partnership (Report) - Dr Susan Laidlaw**

The work of the partnership is slowly gaining more support. The rape crisis support worker is now in place. The Partnership is currently undertaking a review of current funding and services. Preparation of the new strategy is moving ahead.

**Shetland Together (Report) – Lindsay Tulloch**

The group has not met for some time, but a meeting has been scheduled for the near future. The group is hoping to achieve more involvement from the community.

**AOCB**

**Maritime and Coastguard Agency**

Cllr Cooper invited Dave Sweeney to contribute to the meeting. Dave said he hoped to contribute to the board in the future. The coastguard teams were being brought back to speed and the MCA was hoping to attract 30 people to the team in a recruitment campaign.

**Update from Cllr Cooper**

Cllr Cooper recently attended a meeting of the North Forum for Police and Fire Services Scrutiny represented by the local authority chairs and senior officers from each service. Moray, Aberdeenshire and Aberdeen City councils will be joining the group in the future. The group's aim is to learn from each other in areas of mutual interest.

Cllr Cooper felt the meeting had been useful, and he was now aware of what was going on in the region in greater detail.

The control room in Inverness is due to be closed in the near future and will become a data centre. The transfer will occur once call handlers at the new centres have sufficient capability to handle calls from all geographical areas. Staff at the new call handling centres will gain knowledge of accents from different areas and be made aware of issues concerning local geography e.g. they will be aware of repeated place names in the Shetland area such as 'Sandwick', which refer to completely different locations. They will also be aware of issues experienced in outlying places.

Cllr Cooper was now more aware of the call handling process. Once a call is received, an operator populates a computer screen with details of the call. The dispatch centre in Dundee can view and act on the call almost simultaneously to the centre receiving it.

There was the possibility for representatives from each board to visit the operation centre, this could possibly be more than just the Convener.

Lindsay made assurances that councillors would be accommodated as far as possible, should they want to visit the centre. The 13th May was a possibility: both the police and fire control rooms could be viewed on this date.

Cllr Cooper has met with Ian Ross (SPA) to discuss his contribution to the Community Safety and Resilience Board, as he is a member. Ian made it clear that he would not be attending every meeting of the Board and suggested that local boards could relay information back to him after the meetings. Cllr Cooper felt, however, that this might not always be appropriate and had suggested that further clarity was needed on how the board and the SPA could work together.
**Action: Cllr Cooper**

**Action Tracker:**

| No | Action | Responsible Officer | Deadline |
|---|---|---|---|
| 2.4 | Identify the staffing baselines for agencies on the Board. Ongoing | Alastair Cooper/ Jan Riise/ Dr. Taylor | 11.08.16 |
| 8.1 | Provide outline plan and timescales for Bressay & Fair Isle Community Responder team | Andy Fuller | 11.08.16 |
| 12.1 | Update on ambulance at Baltasound | Billy Wilson/Myles Murray | 11.08.16 |
| 13.1 | Update on progress in relation to accommodation shortage in Shetland for future meeting once the CPP has looked at the options more closely (*involving the fire service and police in discussions*). | ~~Rachel Hunter~~ Anita Jamieson | 20.10.16 |
| 13.2 | Update on Life Project | Dr Susan Laidlaw | On hold. Delete |
| 13.3 | CCTV review findings to be presented. | Vaila Simpson | On Hold |
| 14.3 | *Feedback details of operational use of the ETV to Board* | *Maggie Sandison* | *11.08.16* |
| 14.4 | *Liaise with Maggie Sandison regarding letter of support regarding retention of ETV vessel on behalf of the Board* | *Alastair Cooper* | *11.08.16* |
| 15.1 | Identify local representatives attending ETV stakeholder meeting, Edinburgh. | Ingrid Gall | 11.08.16 |
| 15.2 | Request further breakdown of Highland and Island 999 call statistics to obtain figures for Shetland only. | Lindsay Tulloch | Complete. Delete. |
| 16.1 | Progress report from the LOIP Outcome C working group. | Lindsay Tulloch | 11.08.16 |
| 16.2 | Reschedule Premier Oil visit for future CSRB meeting. | Ingrid Gall | 11.08.16 |
| 16.3 | Request report from Environmental Health regarding clean fuel and discharge regulations for cruise ships visiting Shetland. | Environmental Health | 11.08.16 |
| 16.4 | Liaise with RSAP regarding driving in the pedestrian areas of Commercial Street. | Lindsay Tulloch | 11.08.16 |
| 16.5 | Seek clarity regarding future engagement of SPA representatives with the Board | Cllr Cooper | 11.08.16 |

# Community Safety & Resilience Board

| Report Title: | Reporting Arrangements for Shetland's Local Outcomes Improvement Plan |
|---|---|
| Presented By: | Chief Inspector Lindsay Tulloch, Police Scotland |

| 1.0 | **Overview/Introduction** |
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| 1.1 | This report is to update members on the proposal to establish an officers working group to progress joint working and joint reporting to the CSRB on the Safer outcome of Shetland's Local Outcome Improvement Plan (LOIP). |
| | |
| **2.0** | **Background Detail & Content** |
| | |
| 2.1 | Following the publication of Shetland's first LOIP, a report on delivering the Safer outcome was considered at the CSRB meeting on 21st April. The report proposed establishing an officers working group. The working group could then progress joint working, where appropriate, on the actions identified under the outcome, with a joint report going to the CSRB. At the meeting it was decided that the group should be established and then reviewed at the CSRB meeting in August. |
| 2.2 | An initial meeting of the officers working group has taken place. This meeting focussed on section C of the LOIP, the section that deals with community safety and was attended by members of the subgroups responsible for actions within section C of the LOIP. After discussions on the purpose of the group, there was consensus that bringing the subgroups together would prove useful in ensuring that the actions in the LOIP were all being progressed, through joint working where appropriate, and ensuring no duplication of effort. |
| 2.3 | Following the first meeting of the group it is proposed that the group continue to meet quarterly, in the run up to a CSRB meeting. A single progress report can then be produced for the CSRB meeting, allowing the CSRB to monitor progress on section C of the LOIP. This report would replace the briefing notes currently produced by the subgroups; anything not covered in the LOIP can be raised as an agenda item. |
| **3.0** | **Proposal/Expected Outcome** |
| | |
| 3.1 | It is recommended that:<br>• The working group continues to meet quarterly;<br><br>• The working group produces joint progress reports for the CSRB |

For further information please contact:
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Contact information:
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Date: 04/08/16

END

# Community Safety & Resilience Board

| Report Title: | Prevent Update |
|---|---|
| Presented By: | Scott Hunter, Executive Manager Children's Resources, (SIC Prevent SPOC) |

## 1.0    Overview/Introduction

1.1    Section 26 of the Counter – Terrorism and Security Act 2015 (the Act) places a duty on certain bodies, listed in section 6 to the Act (which includes Local Authorities), to have, in the exercise of their functions, *"due regard to the need to prevent people from being drawn into terrorism"*.

1.2    The duty does not confer new functions and the term *"due regard"* as used in the Act means that SIC should place an *appropriate amount of weight* on the need to prevent people being drawn into terrorism when they consider all the other factors relevant to how they carry out their usual functions.

1.3    The national Prevent Strategy has three specific strategic objectives:

- Respond to the ideological challenge of terrorism and the threat we face from those who promote it;
- Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support and;
- Work with sectors and institutions where there are risks of radicalisation that we need to address.

Prevent work is intended to deal with all kinds of terrorist threats to the UK with the most significant being from:

- Terrorist organisations in Syria and Iraq and Al Qa'ida associated groups
- Terrorism associated with Northern Ireland
- Individuals and groups associated with the extreme right

1.4    In order to discharge its responsibilities in terms of the act SIC has established a local Prevent Contact Group to oversee the implementation of the multi agency local *Prevent Action Plan*. This group meets regularly to discuss matters arising in relation to *Prevent* and to ensure partner agencies are aware of their role in stopping people becoming terrorists or supporting terrorism, and the statutory obligations placed upon them by the Prevent duty.
The Action Plan was approved by SIC Corporate Management Team in May 2016.  Membership of the local group consists of:

- Scott Hunter, (Chair), Exec Manager, Children's Resources, SIC
- Vaila Simpson, Exec Manager, Community Planning & Development, SIC
- Gail Bray, Human Resources, SIC
- Caroline Hepburn, NAFC
- Jane Cluness, Planning & Information, SIC
- Kate Gabb, Adult & Child Protection, SIC
- Wendy Hatrick, NHS Prevent SPOC, NHS

- Chief Inspector Lindsay Tulloch, Police Scotland
- Amanda Souter, Police Scotland
- Denise Morgan, Exec Manager, Criminal Justice Social Work, SIC
- Martha Nicolson, Exec Manager, Children & Families, SIC
- Susan Smith, Shetland College UHI
- Shona Thompson, Exec Manager, Schools, SIC

This report will update members of the CSRB on a number of key areas of Prevent activity over the last six months.

| 2.0 | **Background Detail & Content** |
| --- | --- |

2.1 **WRAP & E Learning Training** *(Workshop to Raise Awareness of Prevent)*

The Governments '*Prevent* Duty Guidance: for Scotland (2015)' is clear that in order to comply with the Duty all specified authorities will be expected to demonstrate that they have provided sufficient and appropriate training for all staff. Four Levels of training have been identified in the Shetland Island's Council Prevent Training Strategy 2015-18. At present in Shetland we are focusing on rolling out WRAP training to all relevant staff. A number of WRAP sessions have now been delivered to around 250 members of staff from across our multi-agency partners.

In Shetland, we now have 8 local persons trained to deliver WRAP. In addition, it has been agreed that the Child & Adult Protection Training Subgroup will take on responsibility for the coordination of future WRAP training and implementation of the on line E Learning package for staff not in need of the face to face WRAP training. The numbers of staff completing WRAP and E Learning training as of July 2016 is shown below:

*E LEARNING:*

| Department | Completed | In Progress | Grand Total |
| --- | --- | --- | --- |
| Chief Executive | 1 | 3 | 4 |
| Children's Services | 13 | 8 | 21 |
| Community Care Services | 71 | 16 | 87 |
| Corporate Services | 40 | 9 | 49 |
| Development Services | 2 | 1 | 3 |
| Infrastructure Services | 4 | 1 | 5 |
| **Grand Total** | **131** | **38** | **169** |

*WRAP TRAINING*

| Date | SIC – Children's | SIC – Com Health & SC | SIC - Corporate | SIC – Development | SIC – Infrastructure | NHS | VOL | Private | **Total** |
|------|------|------|------|------|------|------|------|------|------|
| Sept 2015 | 56 | 4 | | 5 | 0 | 28 | 1 | 1 | **95** |
| Oct 2015 | 94 | 14 | | 4 | 0 | 11 | 3 | 0 | **126** |
| May 2016 | 7 | 2 | 7 | 5 | 5 | 0 | 0 | 0 | **26** |
| **Total** | **157** | **20** | **7** | **14** | **5** | **39** | **4** | **1** | **247** |

*What is WRAP?*

*WRAP is an interactive facilitated workshop aimed at front line staff.  It aims to provide attendees with an awareness and understanding of the Prevent agenda and their role within it. In particular, it seeks to support them to recognise that using their existing expertise and professional judgement; they may be able to recognise potentially vulnerable individuals who may be susceptible to being persuaded by an extremist of terrorist ideology.  The workshop is an introduction to Prevent and covers issues such as crime, normal social processes that are used to influence and manipulate, case studies that cut across the spectrum of extremism, terrorist ideologies and factors which may contribute to an individual's susceptibility to a terrorist ideology.*

2.2 **Prevent Professional Concerns Case Conferences**

A PPC case conference is not designed to replace any existing national statutory provisions in place for examining the risks associated with either a vulnerable adult or child it is to explore and manage risk associated with radicalisation.  While we do not expect these case conferences to be common occurrences in Shetland, training has been provided by the Scottish Preventing Violent Extremism Unit (SPVEU) in May 2016 to ensure we are ready and prepared should such a case present.  The Prevent SPOC would act as Chair of the Prevent Professional Concerns Case Conference.

*What is a PPC Case Conference?*
*A 'Prevent Professional Concerns Case Conference' is a multi agency case conferencing arrangement that assesses vulnerability in individuals who may be involved or supporting terrorism, and then seeks to agree interventions options and other actions to Prevent that individual becoming further engaged in terrorism.*

| | |
|---|---|
| 2.3 | **Highlands and Islands Contest Prevent Sub-Group**<br><br>The aim of this group is to create a multi-agency forum comprising key local Prevent Partners working towards the objectives detailed in the Scottish Government Prevent Duty Guidance for Scotland and other agency guidance documents. The group aims to meet several times a year in order to discuss matters relating to the implementation of the prevent duty and to share good practice.<br><br>Representatives asked to attend these meeting from Shetland include:<br>- Chief Inspector Lindsay Tulloch, Police Scotland<br>- Wendy Hatrick, NHS SPOC<br>- Scott Hunter, SIC, LA Prevent SPOC<br><br>This group allows for discussion, and shared understanding to emerge, across a range of topics impacting on practice in Shetland including:<br>- Response protocol for Freedom of Information Requests with Police Scotland<br>- LA Prevent Code of Practice<br>- Management of bomb threats in educational establishments<br>- The use of E Learning resources<br>- Prevent Case Management |
| 2.4 | **Shetland Prevent Information Sharing Protocol (ISP)**<br><br>Upon the introduction of the Prevent duty a national Prevent ISP was circulated to all LA's and partner agencies with the expectation that this document would be signed by all parties. However, there were reservations across Scotland regarding the content and wording of this ISP. For this reason the Scottish Government retracted the Prevent ISP. It has been agreed both locally and by the Highlands and Islands Prevent Sub-Group that partners can continue to share information / arising concerns through pre-existing ISPs until a national document is in place, but that it would be advisable for each area to work towards developing a local Prevent ISP as it will help guide partners to share concerns appropriately and effectively in the specific local setting.<br><br>The local Prevent Contacts Group has suggested responsibility for drafting this local document be taken on by the Shetland Data Sharing Partnership (DSP). Jane Cluness, Planning & Information, SIC and Kristen Johnston, Legal Services, SIC have taken on responsibility for this action and this document is close to completion and can be circulated if required when completed. |
| **3.0** | **Proposal/Expected Outcome** |
| 3.1 | The actions described above along with the local Prevent Action Plan will allow Shetland to discharge its statutory responsibilities in relation to Prevent. |
| **4.0** | **Risk Management Implications** |

| | |
|---|---|
| 4.1 | **Professional** SIC has a requirement to train a large amount of staff within existing resources placing demand on services. Additional support in relation to the operational delivery of Prevent may be forthcoming in the 2017 budget process. |
| | |
| 4.2 | **Political** Prevent work has an overt political aspect and as such any work undertaken by partners can be open to interpretation by the public and media.  Any FOI requests must be directed to the LA SPOC. |
| | |
| 4.3 | **Social/Demographics/Community/Customer/Stakeholder Issues** The interpretation and value the community places on Prevent work is a risk.  In April there was some public comment in the local press about the money being spent on Prevent training (despite funding coming from Scottish Government) so it is crucial partners present a cohesive approach to publicity in relation to Prevent. |
| | |
| 4.4 | **Financial/Economical** Clearly the impact of any radicalisation or terrorist event in Shetland would have a significant impact on the local economy.  Steps outline in this paper are designed to mitigate such a risk from the perspective of the Prevent agenda. |
| | |
| 4.5 | **Legal** SIC has a legal duty in relation to Section 26 of the Counter – Terrorism and Security Act 2015 and actions highlighted in this report and others included in the local Prevent Action Plan are designed to discharge this responsibility. |
| | |
| 4.6 | **Physical** None |
| | |
| 4.7 | **Contractual** None |
| | |
| 4.8 | **Technical**<br><br>Board members can access background info via Links below:<br><br>[Prevent Duty Guidance: for Scotland](#) |
| | |
| **5.0** | **Conclusions** |
| | |
| 5.1 | The CSRB are asked to note the work being undertaken locally in relation to Prevent and recognise the risks to the Shetland community that radicalisation presents. |

For further information please contact:
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Date: 26/07/16

END

# Community Safety & Resilience Board

| Report Title: | Resilience Activities 2016/17 |
|---|---|
| Presented By: | Resilience Advisor |

| 1.0 | **Overview/Introduction** |
|---|---|
| | |
| 1.1 | Attached is a list of resilience activities planned for 2016/17. |
| | |
| 2.0 | **Background Detail & Content** |
| | |
| 2.1 | In order to be able to respond effectively and efficiently to incidents and emergencies plans need to be up to date, tested and validated routinely.  An essential part of this process is staff awareness and training so they are ready and able to undertake roles in a response.  The attached document details what is planned to address that requirement. |
| | |
| 3.0 | **Proposal/Expected Outcome** |
| | |
| 3.1 | There is a need for members of the Community Safety & Resilience Board to meet the requirements of responding effectively and efficiently to incidents and emergencies.  In order to meet that requirement a programme of training, exercises and workshops is available.  Members need to consider and organise the appropriate members of staff from their organisation to attend and participate in the events in order for them to be able to undertake their role in an incident or emergency. |
| | |
| 4.0 | **Risk Management Implications** |
| | |
| 4.1 | **Professional** – Emergency and Incident Plans are updated following input from Managers and Senior staff on the roles they are expected to undertake when responding to an incident or emergency.  To be able to do this effectively staff require training and also need to test their role in those  plans in an exercise scenario.  The attached list provides managers with opportunities to do that, in controlled, nurturing environments through raising awareness, exercises, training and workshops. |
| | |
| 4.2 | **Political** – the UK and Scottish Governments have had Risk Preparedness Assessments collated to identify capabilities and capacity across Scotland for anticipated risks.   The changing environment in relation to counter terrorism means that security measures and activities are constantly reviewed to reflect where the threats exist.  Members of the Community Safety & Resilience Board need to have the reassurance that the organisations in Shetland have the ability to respond appropriately. |
| | |
| 4.3 | **Social/Demographics/Community/Customer/Stakeholder Issues** – Member organisations are being provided with multi-agency training, etc. to ensure their staff are in a position to confidently fulfil their role in the event or an emergency or incident. |

| | | |
|---|---|---|
| 4.4 | **Financial/Economical** – The events in the attached list are being provided at little or no cost to members of the CS&RB.  The Scottish Government are funding some of the training and events, and other organisations are paying for people to travel to Shetland to present, train and exercise others. | |
| | | |
| 4.5 | **Legal** – There is a statutory duty on Cat 1 and Cat 2 Responders to Assess Risk, Emergency and Business Continuity Plans, Promote Business Continuity (LA's only), Communicate with the Public, Share Information and Co-operate. | |
| | | |
| 4.6 | **Physical** – There is a requirement to mitigate and minimise damage, injury or loss to any person, asset, property, vehicle, vessel, piece of equipment, etc.  in the event of an emergency or incident. | |
| | | |
| 4.7 | **Contractual** – Mitigate any risk arising out of contractual agreements including breaches of terms and conditions, the transfer of risk through a contract, etc. | |
| | | |
| 4.8 | **Technical** – Mitigate against any issues relating to matters of a technical nature such as, for example, communications failures, performance or security, fibre optic links, electronic data etc. | |
| | | |
| **5.0** | **Conclusions** | |
| | | |
| 5.1 | The attached list of events provides opportunities for member organisations in Shetland to ensure their staff are aware of resilience issues and are provided with the knowledge in how to deal with them through training, exercises and workshops. | |

For further information please contact:

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Date:  2$^{nd}$ August 2016

END

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**Resilience Activities 2016/17**

**To attend any of these events please contact Ingrid Gall – details on page 14**

**Workshops**

| Date | Workshop | Outcomes | Venue |
|---|---|---|---|
| 28-09-16<br><br>Linked to Exercise North Explorer 2 on 29-09-16 | **North Explorer 1** – Initial Maritime Response to a Cruise Liner Incident.  Part of the recently delivered North RRP exercise North Explorer was the development of a Maritime Response Workshop. This Workshop was first delivered in Aberdeen on 3<sup>rd</sup> March and again in Inverness on 6<sup>th</sup> July 2016.<br><br>Specific Aims of the Response Workshop<br>• To share knowledge of maritime incident response plans, related incident management structures and how they may change depending on circumstances;<br>• To identify key response roles and responsibilities during a significant maritime incident<br>• To discuss how Resilience Partnership(s) would interact/work with other strategic maritime response cells and responders<br><br>The Response Workshop will consist of a mix of presentations and discussion around the response to a scenario involving a Cruise Ship.<br><br>The Response Workshop is aimed at Emergency Planners/Resilience Officers from the Category One agencies, Emergency Services Tactical Commanders, Control Room Supervisors and Local Authority/NHS Tactical Managers. | • share knowledge of maritime incident response plans and related incident management structures<br>• identify key response roles and responsibilities<br>• discuss interaction between organisations and services | Multi-use Room, Clickimin Leisure Centre 1200 – 1700 hrs. |

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**Resilience Activities 2016/17**

**Workshops - continued**

| Date | Workshop | Outcomes | Venue |
|------|----------|----------|-------|
| PM 24-10-16 & PM 25-10-16 | **Security Awareness** – Two x 2 hour sessions to discuss security awareness, specifically in relation to schools. This will be undertaken as part of In Service Training for schools.<br><br>Following a series of malicious hoax communications to schools across the UK it is important that staff are alert, but not alarmed. There are also incidences where pupils are bringing knives to school. Sessions will cover: "Stay Safe" Run Hide Tell, Evacuation / Invacuation planning and bomb threats. | • Be able to ensure that existing security arrangements are current<br>• raise security awareness<br>• ensure staff are prepared and confident | Anderson High School |
| AM 25-10-16 | **Security Awareness** – Discussion on security awareness.  Session will cover: "Stay Safe" Run Hide Tell, Evacuation / Invacuation planning and bomb threats.<br><br>This will be a multi-agency workshop for all staff. | • Be able to ensure that existing security arrangements are current<br>• raise security awareness<br>• ensure staff are prepared and confident | TBA |
| Late 2016 | **Business Continuity workshops** arranged by Shetland Islands Council but open to SEPF members.  Invitation to plan holders to review plans. Also hold workshops on topical business continuity issues i.e., exercising, communications outages, records management, etc. | • Ensure BC plans are up to date<br>• Raise awareness of plans and who may be responding to an incident<br>• Prepare staff for a Council wide BC exercise | TBA |

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**Resilience Activities 2016/17**

**Visits**

| Date | Visits | Outcomes | Venue |
|------|--------|----------|-------|
| 11-08-16 | Visit from Premier Oil to Community Safety & Resilience Board.<br><br>Lee Barber – Incident and Crisis Manager<br>Karen Yorke – Environmental Team Lead<br>Phil Cruickshank – Solan Operations Manager<br>Possibly BP representative - TBC<br><br><ul><li>Premier introduction</li><li>Solan field overview</li><li>Solan ER arrangements in relation to an oil release – BP arrangement, high level</li><li>Exercise Northern Gannet overview and high level learnings</li><li>Forward plan in relation to ER arrangements/Shetland islands involvement etc.</li></ul> | <ul><li>Raise awareness of the Solan field and Premier Oil</li><li>Inform on contingency arrangements</li><li>Future exercises and SEPF involvement</li></ul> | Room 16, Islesburgh Community Centre 1400 -1600 hrs. |

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**Resilience Activities 2016/17**

**Training**

| Date | Training | Outcomes | Venue |
|---|---|---|---|
| 11-02-16 | **Crisis Management 1 – Founding Principles** - Introduce tactical and strategic managers to the non-technical skills involved in crisis management.  This will be delivered by Scottish Resilience and Development Service.<br><br>This course aims to provide multi-agency Resilience Partners at strategic or tactical level with an overview of the key non-technical skills required for effective crisis management. It provides an opportunity to share learning and be part of a multi-agency group which develops individual personal skills and the ability to function effectively as part of a Local or Regional Resilience Partnership. | • Identify the components of Integrated Emergency Management (IEM)<br>• Recognise the key elements required for effective crisis management<br>• Demonstrate the ability to contribute to a Resilience Partnership multi-agency team (in a crisis situation)<br>• Explain how response arrangements are organised in Scotland | Main Hall, Town Hall |
| 16-02-17 | **Crisis Management 1 – Founding Principles** | As above | TBA |

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**Resilience Activities 2016/17**

**Training - continued**

| Date | Training | Outcomes | Venue |
|------|----------|----------|-------|
| 15-02-17 | **Crisis Management 2 – Decision Making Under Pressure** - Develop situation awareness and decision making skills of resilience partners in a crisis situation. This will be delivered by Scottish Resilience and Development Service.<br><br>This is one of a series of courses which provides on-going professional and personal development for resilience partners and anyone who may deputise for them. The course audiences can be strategic, tactical, or a mixture of both. Either way, issues at both levels will be addressed in this course.<br>The content presents an opportunity to develop and explore in more detail, the key skills outlined in the *Crisis Management: Founding Principles* course.<br>The aim of Decision Making Under Pressure is to develop situation awareness and decision making skills of resilience partners in a crisis situation. The programme includes:<br><br>*Decision Making Models • Generating Options • Ethical and Moral Decisions • Combating Stress • Validating Decision Making*<br><br>The pre-requisite is to attend the *Crisis Management: Founding Principles* | • Apply the process of situation awareness to information management in order to make effective decisions<br>• Recognise the impact stress, ethics and morals can have on your ability to make decisions<br>• Demonstrate the ability to contribute to a resilience partnership multi-agency team and follow a decision making model | TBA |
| 15-03-17 | **Crisis Management 2 – Decision Making Under Pressure** - Develop situation awareness and decision making skills of resilience partners in a crisis situation | As above | TBA |

Version 0.3 02-08-16

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**Resilience Activities 2016/17**

**Training - continued**

| Date | Training | Outcomes | Venue |
|---|---|---|---|
| 16-03-17 | **Crisis Management 3 – Leading & Communicating** - Develop the leadership, team working and public communication skills of tactical and strategic managers in a crisis response.  This will be delivered by Scottish Resilience and Development Service.<br><br>This is one of a series of courses which provides on-going professional and personal development for resilience partners and anyone who may deputise for them. The course audiences can be strategic, tactical, or a mixture of both. Either way, issues at both levels will be addressed in this course.<br>The content presents an opportunity to develop and explore in more detail, the key skills outlined in the *Crisis Management: Founding Principles* course.<br>The aim of Leading and Communicating is to develop the leadership and communication skills of resilience partners in a crisis situation. The programme includes:<br><br>*Seeing the bigger picture • Leadership Guiding Principles • Conflict and Welfare • Communicating in a Crisis • Reporting*<br><br>The pre-requisite is to attend the *Crisis Management: Founding Principles* | • Describe key crisis leadership skills within the resilience arena and when collaborating in a Resilience Partnership multi-agency team<br>• Recognise causes of conflict and identify how to minimise them<br>• Characterise and resolve barriers to effective communication and reporting in a crisis | TBA |
| TBA | **Liaison Officer** – full diary of events so schedule for 2017/18 |  | TBA |

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**Resilience Activities 2016/17**

**Exercises**

| Date | Exercises | Outcomes | Venue |
|------|-----------|----------|-------|
| 23-02-16 | **Critical Incident Framework for Schools** – Bells Brae requested an exercise for staff.  This was a short exercise followed by a general discussion on staff security and incident awareness.  It has also been requested by the Anderson High School and Brae High School although dates have not yet been set. | • Raise awareness among staff of the Critical Incident Framework for Schools<br>• Raise security awareness | Bells Brae 1530 – 1700 hrs. |
| 03-05-16 | **Exercise Tangie** - CoMAH exercise at Shetland Gas Plant.  Localised fire with casualties.  Live exercise. | • Test of contingency plans and call out arrangements. | Shetland Gas Plan, 1800 – 2000 hrs. |
| 12-06-16 | **Exercise Tirrick 1** – Live exercise at Sumburgh Airport to test call out and cascade arrangements following an aircraft crash into the sea.  1$^{st}$ of phased exercises, 2$^{nd}$ phase will test reception of casualties at hospital and test Care for People arrangements. | • Test call out and cascade arrangements<br>• Test rescue phase of an aircraft crash | Sumburgh 0930 – 1300 hrs. |
| 15-06-16 | **Sullom Voe Terminal**.  This was a live exercise and involved staff from Ports & Harbours. | • Test rescue phase arrangements for an incident at Sullom Voe Terminal. | |
| 27-06-16 | **Exercise Northern Gannet** - Premier Oil in Aberdeen tested their oil spill response arrangements.  This will involve members of SEPF in future versions. | • Test interface communication with a number of responders | Aberdeen 0730 – 1500 |
| 23-08-16 | **Exercise Jetstream** - Live exercise at Scatsta Airport to test an 'Aircraft Accident' involving a helicopter and a simulated Eastern Airways Jetstream 41.   Fall back 13-09-16 | • Assess Emergency Orders and test call out procedures.<br>• Initial life saving at scene<br>• Set up and control of RVP | 1800 – 2230 hrs. |
| 24-08-16 | **Exercise Fairlead 2** – Tugs – live exercise designed to allow participants to practice and evaluate existing procedures as well as testing resources, in handling a small-scale Maritime accident at a Council operated Port. | • Test initial emergency response arrangements and cascade of information | 0900 – 1300 hrs. |

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**Resilience Activities 2016/17**

**Exercises – continued**

| Date | Exercises | Outcomes | Venue |
|---|---|---|---|
| 27-09-16 | **Exercise Shalder** – live exercise for Tingwall Airport.  Fall back 25-10-16 | • Test Command and Control<br>• Test call out and cascade arrangements | 1800 – 2230 |
| 29-09-16<br><br>Linked to Workshop North Explorer 1 on 28-09-16 | **North Explorer 2** – Care for People in response to an evacuation from a Cruise Liner Incident.  Exercise North Explorer aims to test the onshore arrangements for responding to maritime incidents involving mass fatalities and supporting large numbers of people. The Risk Preparedness Assessment Process in the North identified a number of capability gaps around a Mass Fatalities incident and the Emergency Mortuary arrangements. Also a similar exercise conducted in the East Regional Resilience Partnership (Exercise Forth Explorer) identified that there is a lack of awareness in the wider Responder community of the Disaster Victim Identification (DVI) process and the integration between Care for People and DVI.  Exercise North Explorer aims to address these issues.<br><br>There will be a combination of presentations and table top discussions around the implementation of the NSRRP Mass Fatalities Framework including care for people and public communications. The exercise is targeted at responders including Public Communications/ Media Officers and those who would have a role in the implementation of the NSRRP Mass Fatality framework and in the Care for People arrangements in support of a mass fatalities incident and in supporting large numbers of people. | • Raise awareness of/about the Regional Mass Fatality Framework and the structures, roles and responsibilities<br>• Provide an understanding of Police DVI process including casualty bureau, registration and reconciliation, mortuary procedures, and identification policy<br>• Understand and develop the arrangements required to support people affected by the incident and how that can be delivered in a wide area multi-agency context | Multi-use Room, Clickimin Leisure Centre 0900 – 1700 hrs. |

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**Resilience Activities 2016/17**

**Exercises – continued**

| Date | Exercises | Outcomes | Venue |
|---|---|---|---|
| 13-10-16 | **Safe Hands 2** – National exercise building on NHS Event 09-06-16 – Enhancing the Resilience. NHS Shetland will VC in to test the impact of a mass casualties event and explore the response from across NHS Scotland beyond day one; the health command and control arrangements as set out in the Mass Causalities Incident Plan; and cross board working to manage a major incident.  This will involve NHS Shetland, SIC Care for People and Voluntary Organisations. | • Practice the Health response to a MTFA and the traumatic injuries that would arise from such an incident<br>• Test Care for People element in this type of response<br>• Test Voluntary assistance | VC – Bressay Room and Montfield reserved. Timings to be advised. |
| November 2016 | **Silver Swan** – National review of the findings of Exercise Silver Swan – (held in Shetland in November 2015).  Four workstreams were identified from the exercise:<br>Health and Social Care – partners in each Resilience Partnership area need to ensure they have a comprehensive, multi-agency planning framework in place to respond to influenza pandemics of varying severities. This should include a multi-agency plan.<br>Excess Deaths – the extra deaths experienced during a pandemic mean that temporary body storage must be identified in advance as well as how to keep the whole system moving<br>Business Continuity (BC) – most organisation depend upon contractors for the delivery of some aspect of their service so BC arrangements of these contractors becomes a critical issue<br>Coordination of the Response – it is important that SG and partners understand the multi-agency response structure required during an influenza pandemic | • Pandemic Planning and priority setting<br>• Co-ordination of response<br>• Staff capacity and redeployment<br>• Public communication<br>• Supply chain interdependencies<br>• MT body storage<br>• Antivirals | TBA |
| TBA | **NHS Shetland** is planning to run an ICT business continuity exercise following the communications outages. | • Procedures and alternatives for communications outages | TBA |

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**Resilience Activities 2016/17**

**Events Outside Shetland**

| Date | Events Outside Shetland | Outcomes | Venue |
|---|---|---|---|
| 04-05-16 | **Exercise Cerebrus** – National Exercise on Rabies.  Held in Tullialan and attended by Team Leader Environmental Health. Five scenarios which took participants through suspicion to confirmation and subsequent actions.  Working through a disease contingency exercise which although relatively rare, has massive human and animal health repercussions. The event helped to consolidate the arrangements, partnerships, joint working, reporting/ command routes essential for any similar disease event.<br><br>Event allowed networking with other Animal Health and Public Health professionals that they do not normally have access to. | • There were a number of actions and these have been shared with the relevant agencies and services<br>• It identified the need for local arrangements for specialist pooled resources e.g. quarantine, vaccines, experts.  Equipment /kennelling etc.<br>• Recognise potential gaps in the service in terms of vaccinations and communication mechanisms<br>• Participant was able to raise issues with regard to Communication Strategies between Scottish Government and all other agencies involved in view of previous experiences when investigating a Food/ Pollution incidents in Shetland | Tullialan |

# SHETLAND EMERGENCY PLANNING FORUM

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**Resilience Activities 2016/17**

**Events Outside Shetland – continued**

| Date | Events Outside Shetland | Outcomes | Venue |
|---|---|---|---|
| 08-06-16 & 09-06-16 | **Maritime and Coastguard Agency Oil Spill Decision Making Workshop** in Edinburgh.  Attended by the Executive Manager – Governance and Law and the Resilience Advisor.  Workshop covering subjects: Response to a significant oil spill impacting five or more LA's – how is the response organised in terms of: response centre composition and lead, location, connections with other organisations; Response to Marine Incidents in Scotland – Scottish Evidence Response Group (SERG); STOp notices review: 1/16 - Response & Recovery to a Maritime Pollution Incident Impacting the UK Shoreline Maritime Pollution Response in the UK: 2/16 - The Environment Group; 3/16 -  Scientific, Technical and Operational Advice; Cross Border Response; and Substances other than Oil. | • A list of actions has been compiled and will be subject of a separate report to CSR&B on 11-08-16. | Edinburgh |
| 06-06-16 & tied to Exercise Safe Hands 2 on 13-10-16 | **NHS - Enhancing the Resilience** – this workshop was attended by the NHS Shetland Resilience Lead – Consultant in Public Health.  This was the first in a three stage process to enhance the resilience of NHS Scotland if faced with responding to the consequences of a large scale major incident involving mass casualties.  The second stage will involve the review of Health Board organisational capability and preparedness; revise or further develop major incident and business continuity plans and protocols.  The third stage will involve testing key aspects of the existing NHS Scotland Mass Casualties Incident Plan through a national exercise Safe Hands 2 – which NHS Shetland will attend, with the relevant Local Authority colleagues by VC on 13th October 2016. | • Review of Health Board organisational capabilities. This is near completion. | Edinburgh |

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**Resilience Activities 2016/17**

**Events Outside Shetland – continued**

| Date | Events Outside Shetland | Outcomes | Venue |
|------|------------------------|----------|-------|
| 28-07-16 | **Strategic CPD Event** requested by Chief Executives will follow meeting of the Highlands and Islands Local Resilience Partnership – Scenario will involve mass casualties and mass fatalities. | • Impact this will have on services<br>• Care for People issues<br>• Mortuary Capacity<br>• DVI and Nationalities<br>• Preparedness | Police HQ, Inverness, 1300 – 1500 hrs. |
| 18-08-16 | **Met. Office Heat & Cold Weather Workshop** for Emergency Planners – Invitation to take part in a Met Office Workshop to discuss how they can help give the information required ahead of a spell of hot or cold weather. | • How hot and cold weather affects you, in what way and what actions you would take if you had more detail about the predicted weather<br>• Develop a way to provide the information and advice need to help you and your organisation in periods of hot and cold | Event to be held at Victoria Quay, Edinburgh 1300 – 1600 hrs. |
| 07-09-16 | **SOSREP Exercise – BP Aberdeen** - will test an oil spill scenario off the West of Shetland. | • Test interface between Aberdeen & Shetland during an incident<br>• Test BP's Incident Management Handbook<br>• Raise awareness of issues, i.e., logistics, etc. | BP Dyce HQ, Aberdeen |

# SHETLAND EMERGENCY PLANNING FORUM

Chair: Ingrid Gall, 20 Commercial Road, Lerwick, Shetland, ZE1 0LX
Telephone: 01595 744740  Fax: 01595 690846  E-mail: ingrid.gall@shetland.gov.uk

**Resilience Activities 2016/17**

**Events Outside Shetland – continued**

| Date | Events Outside Shetland | Outcomes | Venue |
|---|---|---|---|
| 09-09-16 | **Scottish Emergency Planning** Society Professional Interest Networking Group – Glasgow Bin Lorry Incident and Fatal Accident Inquiry.  Chief Executive and Executive Directors or Glasgow City Council will share learning from the incident and inquiry. | • Response to the incident<br>• Council investigations<br>• Preparation for Fatal Accident Inquiry | Glasgow City Council HQ – 1030 – 1430 hrs. |
| 07-10-16 | **Resilient Communities Conference 2016** - will bring together communities, voluntary sector organisations and public sector emergency responders.  The new resilience environment means we should look again at how we work together to maximise the benefits of all the available resources.<br><br>Who should come? Anyone with an interest in working better together on building resilience.<br><br>Looking at doing a survey of Shetland Community Councils on Community Resilience in August to ascertain appetite for this initiative.  Scottish & Southern Energy Power Distribution have a Resilience Communities Fund offering grants of up to £20,000 to support community resilience projects.  When this was run previously there was no uptake from Shetland. | • Develop thinking on cooperation and coordination<br>• Raise awareness of voluntary sector<br><br><br>• Planned survey of Shetland's Community Councils' on their appetite for further work on Community Resilience | Event to be held at Victoria Quay, Edinburgh 1000- 1530 hrs |
| 26-10-16 | **Managing Community Cohesion after Major Terrorist Attack** – Event being brought to Scotland by the Emergency Planning College and their public programme, in partnership with SMARTEU, Scottish Government, and the Emergency Planning Society Scottish Branch. | • Latest developments in relation to terrorist attacks<br>• How enhancing organisational preparedness is being tackled | To be held at SFRS Cambuslang – 1000 – 1600 hrs approx. |

# SHETLAND EMERGENCY PLANNING FORUM

Chair: Ingrid Gall, 20 Commercial Road, Lerwick, Shetland, ZE1 0LX
Telephone: 01595 744740  Fax: 01595 690846  E-mail: ingrid.gall@shetland.gov.uk

**Resilience Activities 2016/17**

**Incidents**

| Date | Events Outside Shetland | Outcomes |
|------|------------------------|----------|
| 02-06-16 | **Yacht "Miracle"**<br><br>On the morning of Thursday 2nd June 2015, following a fire onboard the Polish yacht "Miracle", nine people evacuated into a liferaft for fear of an explosion on the yacht.  They were picked up by the Anchor Handling Tug "Rem Gambler" and sailed for the port of Scalloway which was due in at 1800 hrs.  The survivors did not have mobile phones, money, passports or belongings.<br><br>A Shetland Emergency Planning Forum meeting was called with specific Council services around the care of the survivors.  This met at 1400 hours.<br><br>The British Red Cross met the survivors and arranged food and clothing through an agreement they have with Tesco; NHS Shetland provided all medication required; and the Shetland Islands Council provided accommodation and transportation. | • This incident has highlighted a couple of issues for the Local Authority: Awareness of Care for People and the financial aspects in relation to the Council and other partners responding to an incident. |

**Contact Details**

| Ingrid Gall<br>Resilience Advisor | Tel:  01595 744740<br>Mobile:  07831 306124<br>Fax:  01595 690846<br>E-mail:  ingrid.gall@sic.shetland.gov.uk |
|---|---|

# Community Safety & Resilience Board

| Report Title - Performance Against Local Policing Plan 2014-2017. |  |
|---|---|
| Presented by –Temporary Chief Inspector Lindsay Tulloch |  |
|  |  |

**1.0    Overview/Introduction**

1.1    To provide an update to Committee Board on the progress with reference to the objectives outlined in the Shetland Islands 2014-2017 Policing Plan.

**2.0    Background Detail & Content**

2.1    Performance 2014-2017
A review of the performance against the Shetland Local Policing Plan 2014-2017 is at Enclosure 1. This covers the period April to June 2016 and is attached for your review.

2.2    Wildlife Crime

During the reporting period Police Scotland N Division Wildlife Crime Unit has been instigated with one full time officer.  He has been pro-active in the division assisting local offices to effectively target those individuals involved in wildlife crimes.  The unit are also in the process of marketing an educational power point presentation that can be shown at shows, reception areas and can be distributed to members if required. Rural Watch and the CEASER property marking initiative have been promoted and members should consider joining Rural Watch and joining in the promotion of the crime prevention initiative. There continues to be much support from the public regarding wildlife matters and this is shown by the increase in reports to the Police. The continued support of members is greatly appreciated.

2.3    New psychoactive substances (NPS)

During this reporting period new legislation has come into effect in relation to New psychoactive substances (NPS), also controversially and incorrectly known as 'legal highs'.  The production and supply of NPS products is now illegal, mere possession of these substances does not constitute an offence.  Police Scotland has policies in place to robustly deal with the dangers posed by NPS.  The message from Police Scotland remains there is no 'safe' way to take NPS – there is always a risk.  The only way of staying safe is to avoid NPS altogether.

Whilst the Shetland Islands area did not have any retail premises supplying NPS prior to the introduction of legislation, we must remain alert to the fact that the vast majority of NPS is obtained from the internet and delivered direct to users. The use of NPS poses a significant risk of harm to our community and young persons.

Our communities have a significant role to play in reporting suspicious activities, we rely heavily on the support of the public in supplying us with information to disrupt the supply of drugs and arrest those responsible for causing harm to our communities. Police Scotland continue to encourage any person with information to contact the police on 101 or Crimestoppers on 0800 555 111.

## 3.0 Proposal/Expected Outcome

3.1 Members note and scrutinise the progress made against the objectives set within the Shetland Islands Local Policing Plan 2014-2017.

## 4.0 Risk Management Implications

4.1 <u>Professional</u>. None.

4.2 <u>Political</u>. Should the objectives within the Shetland Local Policing Plan not be met there is a risk that there will be a failure in achieving the relevant elements of the Shetland strategic objectives and Single Outcome Agreements; this may negatively impact on the Board's reputation in respect to its ability to deliver its objectives and to hold the Local Policing Commander to account.

4.3 <u>Social/Demographics/Community/Customer/Stakeholder Issues</u>. Should the objectives within the Shetland Policing Plan not be met there is a risk that the quality of life for Shetland's residents will be negatively impacted.

4.4 <u>Financial/Economical.</u> None

4.5 <u>Legal</u>. None

4.6 <u>Physical</u>. None

4.7 <u>Contractual</u>. None

4.9 <u>Technical</u>. None

For further information please contact:
*Name: Temporary Chief Inspector Lindsay Tulloch (Area Commander) or T/Inspector Judy Hill (Performance Support)*

*Contact information: lindsay.tulloch@scotland.pnn.police.uk –*
*judy.hill@scotland.pnn.police.uk*
*Date: 27 July 2016*

Enclosure 1: Performance report against Policing Plan Objectives- April 2016- June 2016;
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END

| PERFORMANCE AGAINST SHETLAND ISLANDS LOCAL POLICING PLAN 2014/2017 April 2016- June 2016 |
|---|

**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)
**Note**: All statistics are provisional and should be treated as management information. All data sourced from Police Scotland internal systems are correct as at published date.

| Target | Baseline 5 Year Average | YTD 2015/16 | YTD 2016/17 | *YTD Variation* | Context/Narrative |
|---|---|---|---|---|---|
| Reduce the number of people killed on the roads in Shetland. | 1 (full year average) | 1 | 0 | -1 | There were no fatal collisions in this reporting period. |
| Reduce the number of people seriously injured on the roads in Shetland. | 4 (Full year average) | 0 | 1 | +1 | |
| Reduce the number of children (aged<16) killed/seriously injured on the roads in Shetland. | 0 (Full year average) | 0 | 0 | = | |
| Increase the number of people detected for drink/drug driving offences. | 10.4 | 10 | 12 | +2 | Includes failure to provide a specimen |
| Increase the number of people detected for speeding. | 17.0 | 19 | 24 | +5 | In this reporting year, in the Highland & Islands area, the tactical approach being taken by the Division involves targeting speed, use of mobile phones whilst driving and seatbelts. |

| | | | | |
|---|---|---|---|---|
| Increase the number of people detected for mobile phone offences. | 8.2 | 11 | 7 | -4 | It is encouraging to see the numbers decreasing in terms of mobile phone and seat belt offences but disappointing to see an increase in speeding offences. |
| Increase the number of people detected for seat belt offences. | 10.2 | 10 | 7 | -3 | We know that if we can reduce speed, and ensure that people use their seatbelts and avoid the use of mobile phones whilst driving then they are less likely to be involved in a collision. |
| Conduct a Driving Ambition Campaign at each of the High Schools within a 12 month period. | Driving Ambition was carried out in Anderson High School and Brae High School during September and October 2015. This programme is aimed at S5 and S6 pupils and includes inputs from Scottish Fire and Rescue Service, Scottish Ambulance Service, Shetland Islands Council Road Safety Officer and a mechanic. Plans are in place for further driving ambition events to take place in August 2016. | | | | |
| Participate in all Police Scotland Road Safety Campaigns. | The following campaigns have been running recently throughout the Division: March 2016 – Speeding campaign, Motorcycle weekend of action April 2016 – Carriage of Dangerous goods operation May 2016 – 2 Motorcycle weekends of action, Speed Campaign, Cycle Scotland – Give me cycle space campaign June 2016 – Summer drink drive campaign, motor cycle weekend of action | | | | |
| Trunk Road/Divisional Policing Units to conduct a targeted motorcycle campaign each Spring. | RPU motorcycle units attended Shetland during June for the Simmer Dim bike rally with the following activity taking place - Patrols were carried out throughout the mainland and in addition officers also travelled to the north isles of Unst and Yell and carried out patrols. The following detections were made 3 drivers for not wearing seat belts 6 drivers for not driving to the conditions 3 drivers for careless manoeuvring/driving 2 cyclists for riding the wrong way down a one way street. Engagement was also carried out with the local primary school in Ollabery which brought a positive response from the kids and teachers with updates on their Facebook site. | | | | |

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

| Target | Baseline 5 Year Average | YTD 2015/16 | YTD 2016/17 | *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. | Shetland Alcohol and Drugs Partnership sub group remains live and have carried out proactive media work around this issue and have liaised with licensing board members. Police Scotland in conjunction with Dogs against drugs charity have a very robust visit plan in place around the issue of drugs and have attended the two High Schools to specifically address the issue of NPS. | | | | |
| Increase the number of offences reported for the supply or being concerned with the supply of drugs. | 5.8 | 10 | 7 | -3 | Whilst the number of detections have decreased in the last 3 months there can be a number of factors which affect this figures over a short time period, work continues in the area with the support of divisional resources to effectively target individuals involved in the supply of controlled drugs with a number of enquiries ongoing. |
| Increase the number of detections by the 'Dogs against Drugs' assets. | | | 8 | | In this reporting period 3342 people have been scanned by the Drugs Dog at points of entry into Shetland. The dog has been deployed over 236 times within Shetland and there have been 17 detections with dog involvement. In addition to this the drugs dog and handler have carried out 28 educational visits and presented to over 518 people |

**PRIORITY 3 – Protecting People**

| Target | Baseline 5 Year Average | YTD 2015/16 | YTD 2016/17 | *YTD Variation* | Context/Narrative |
|---|---|---|---|---|---|
| Increase in reporting of sexual crimes. | 5.8 | 11 | 4 | -7 | Group 2 Crimes of indecency |
| Meet the Police Scotland detection rate target for Sexual Crimes. | | | 54.5% | | Small numbers of crimes affect this figure and a small number of detections can lead to a significant increase in detection rate. |
| Increase in reporting of domestic abuse incidents. | | 61 | 63 | +2 | |
| Meet the Police Scotland detection rate target for domestic abuse. | | | 63.9% | | |
| Increase in reporting of Hate crimes. | | 0 | 0 | 0 | |
| Meet the Police Scotland detection rate target for Hate crimes. | | | 0.0% | | |
| In support of the Shetland Community Safety Board play an active role in preventative initiatives and campaigns. | There is ongoing work in schools and communities in relation to safe internet use by young people. Also included is education and awareness raising relating to protection from Child Exploitation Online. | | | | |

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

| Target | Baseline 5 Year Average | YTD 2015/16 | YTD 2016/17 | *YTD Variation* | Context/Narrative |
|---|---|---|---|---|---|
| Licensed Premises Checks | 2252 | 385 | 400 | +15 | The command area works collectively and constructively with licensees, from this we are better placed to achieve our primary focus of keeping people safe. We have been working hard to ensure that visits are meaningful and our relationships with licensees are positive. |
| Conduct an annual test purchasing operation. | The issue of a test purchasing operation is currently being reviewed by the area Inspector. | | | | |
| Contribute to the Antisocial Behaviour Working Group initiatives and campaigns. | Operation Notebook and Operation Respect are both well embedded in the Shetland Islands Area. These Operations provide a focus on tackling antisocial behaviour ensuring that offenders are robustly dealt with within a multi-agency setting resulting in fewer repeat victims. | | | | |
| Reduce the number of Section 38 Criminal Justice and Licensing (Scotland) Act 2010 Offences. | 26.8 | 36 | 24 | -12 | Threatening and Abusive Behaviour Crimes and Offences. It is encouraging that during this reporting period incidents of disorder |
| Reduce the number of Breach of the Peace offences. | 15.8 | 13 | 4 | -9 | And common assault have all reduced significantly and in all areas sit below the 5 year average. |
| Reduce the occurrences of common assault | 43.0 | 51 | 36 | -15 | |
| Reduce the number of premises currently escalated to Stage 3 noisy behaviour through Operation Notebook. | There are currently no premises at Stage 3 in Operation Notebook. Continued positive multi-agency working has meant that identified issues are being resolved prior to escalation | | | | |
| Number of antisocial behaviour contracts in place. | | 2 | 0 | -2 | |
| Reduce the incidents of vandalism | 35.4 | 21 | 26 | 5 | Includes Malicious Mischief. Unfortunately during this report period there has been an increase in incidents of vandalism, this will |

| | | | | | be looking at identify opportunities to reduce |
|---|---|---|---|---|---|

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

| Target | Baseline 5 Year Average | YTD 2015/16 | YTD 2016/17 | *YTD Variation* | Context/Narrative |
|---|---|---|---|---|---|
| Annually review and exercise, in partnership with relevant partners, major incident/facility response plans. | Exercises have taken place in relation to major incidents at the TOTAL gas plant and Sumburgh Airport. Plans are in place for an exercise at Scatsta airport. | | | | |
| Number of officers and staff, against an identified skills/training matrix, for dealing with a major incident. | All officers have completed familiarisation visits at the TOTAL Gas Plant and visits to Sullom Voe have been started. In addition to this, officers at supervisory ranks are undertaking Police Incident Officer Training. This now forms part of the first line manager's course at the Scottish Police College. | | | | |
| Identify a location for a multi agency incident room. | At present the Police Station can be utilised as the primary multi-agency major incident room. Should this be the subject of the incident for business continuity, the council building at 20 Commercial Road will be available, however depending on the scale of the incident, the Town Hall with its IT infrastructure would be the fallback option. | | | | |

**NOTE**

| Violence, Disorder & Antisocial Behaviour - Stop and Searches | | | | | |
|---|---|---|---|---|---|
| | | Apr – June 2016 | Apr – June 2016 (Positive) | Victims | % Change |
| 20 | Number of stop and searches conducted (total) | 94 | 15 | | |
| 21 | Number of statutory stop and searches conducted | 94 | 15 | | |
| 22 | Number of consensual stop and searches conducted | 0 | - | | |
| 23 | Number of consensual stop and searches refused | 0 | - | | |
| 24 | Number of seizures made | 0 | - | | |
| An enhanced version of the National Stop & Search Database commenced on 1 June 2015. The enhanced database brought significant changes in the process of data capture and the methodology for recording data items. No previous year to date figures are provided as it has been previously acknowledged this data is not 100% accurate, therefore comparisons will provide misleading results or invalid conclusions. | | | | | |
| Management Information and data in respect of stop and search can be found on the Police Scotland website via http://www.scotland.police.uk/about-us/police-scotland/stop-and-search-data-publication | | | | | |

# Community Safety & Resilience Board

| Report Title: | Scottish Fire and Rescue Service Draft Strategic Plan 2016-19 |
|---|---|
| Presented By: | Billy Wilson; SFRS Local Senior Officer for Shetland |

| 1.0 | **Overview/Introduction** |
|---|---|
| | |
| 1.1 | This report advises Shetland Community Safety and Resilience Board of publication of the Scottish Fire and Rescue Service (SFRS) Draft Strategic Plan 2016-19 for public consultation. |
| | |
| 1.2 | The report invites review of the Scottish Fire and Rescue Service draft Strategic Plan 2016-19. This critical milestone in the continued development of the Service will ensure we remain fully committed to improving the safety and wellbeing of the communities we serve both now and in the future. |
| | |
| | |
| | |
| | |
| 2.0 | **Background Detail & Content** |
| | |
| 2.1 | The Fire (Scotland) Act 2005, (as amended by the Police and Fire Reform (Scotland) Act 2012; requires the Scottish Fire and Rescue Service (SFRS) to review the strategic plan before the end of the period of 3 years to which the plan relates. |
| | Before preparing a new strategic plan, SFRS must make arrangements for obtaining views on what the plan should contain from persons whom it considers likely to have an interest in how SFRS carries out its functions. |
| | Thereafter, SFRS must prepare and submit to the Scottish Ministers for approval a new strategic plan before the end of the period of 3 years. |
| 2.2 | The Strategic Plan develops the expectations set out in the Scottish Government Framework, acting as a bridge between the Framework and Local Plans. |
| | It is intended to provide the flexibility required to balance national priorities with the specific needs of local communities and signals the SFRS' intention to explore new ways and areas of working. |
| | |
| 2.3 | As a key stakeholder, we would like to hear the views of the Shetland CSRB. They help us to critically assess our performance and continuously develop and improve the services we provide. |
| | |
| | |

| | | |
|---|---|---|
| **3.0** | **Proposal/Expected Outcome** | |
| 3.1 | The CSRB is invited to note the draft SFRS Strategic Plan 2016-19 (Appendix 1), together with the consultation questionnaire, attached as Appendix 2 to this report, to which responses should be submitted. SFRS has committed to receiving the comments from the CSRB after 9 August 2016.<br><br>The CSRB consider submitting a response on behalf of the Council, in respect of the draft SFRS Strategic Plan 2016-19, taking account of comments received from members of the CSRB. | |
| **4.0** | **Risk Management Implications** | |
| 4.1 | **Professional** | |
| | There are no implications arising from this report. | |
| 4.2 | **Political** | |
| | There are no implications arising from this report. | |
| 4.3 | **Social/Demographics/Community/Customer/Stakeholder Issues** | |
| | An equality impact assessment in respect of the draft SFRS Strategic Plan 2016-19 is attached as Appendix 2 to this report. | |
| 4.4 | **Financial/Economical** | |
| | There are no financial implications arising from this report. | |
| 4.5 | **Legal** | |
| | The Fire (Scotland) Act 2005, (as amended by the Police and Fire Reform (Scotland) Act 2012; Section 41 B (3)(b); (6); and (8)<br><br>"SFRS must review the (strategic) plan before the end of the period of 3 years to which the plan relates"<br><br>"Following a review under subsection (3)(b), SFRS must, before the end of the period of 3 years mentioned in that subsection, prepare and submit to the Scottish Ministers for approval a new strategic plan."<br><br>"Before preparing a new strategic plan, SFRS must make arrangements for obtaining views on what the plan should contain from persons whom it considers likely to have an interest in how SFRS carries out its functions." | |
| 4.6 | **Physical** | |
| | There are no implications arising from this report. | |
| 4.7 | **Contractual** | |
| | There are no implications arising from this report. | |
| 4.8 | **Technical** | |
| | There are no implications arising from this report. | |

| | |
|---|---|
| **5.0** | **Conclusions** |
| | |
| 5.1 | The report provides the opportunity for the CSRB to consider the SFRS Draft Strategic Plan 2016-19 and to provide comments on behalf of the Shetland Islands Council to help inform development of the finalised SFRS Strategic Plan 2016-19. |

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For further information please contact:
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Contact information:01463 22700/ 07917087443
E: Billy.wilson@firescotland.gov.uk
Date: 27 July 2016

END

# SCOTTISH FIRE AND RESCUE SERVICE

## DRAFT STRATEGIC PLAN 2016-19

# Content

## Foreword

1.      It is our pleasure to introduce the second Scottish Fire and Rescue Service Strategic Plan covering the period 2016-19.  This draft Plan sets out our commitments for the next three years.  It illustrates how we intend to improve community safety, response and resilience, whilst addressing inequality and enhancing the wellbeing of the people of Scotland.  At the same time it shows how we will strengthen the sustainability of a highly valued and respected emergency service.

2.      We will continue to work with our partners and communities to make Scotland safer.  We believe the aspirations set out in this draft Plan reflect the role a modern fire and rescue service should play in generating better outcomes for the people and communities of Scotland.

3.      We will seek to achieve this while being mindful of the financial challenges facing us and other public services.  We will deal with our financial challenges head on.  Since the creation of the Scottish Fire and Rescue Service we have already reduced our cost base by £54.4m and we will continue to deliver efficiencies going forward.  We are also faced with the ongoing requirements of public service reform and the changing nature of Scotland's communities.   How we evolve and adapt our vital frontline services to meet these challenges will be key to our success. By being responsive to change and through exploring new and innovative ways of working we will continue to improve the safety and wellbeing of the communities we serve.

4.      This cannot be done alone.  We have a long and proud history of working with partners - building on existing strong relationships and forging new ones will be fundamental to success. It makes sense to work more collaboratively and share resources with partners when we all seek to achieve better outcomes and address inequalities.  We intend to be one of the leaders of public service reform. Through the changes we make we hope to inspire others on their own change journeys.

5.      This will mean taking a fresh look at what we can do to harness change and taking the lead in breaking down organisational barriers to ensure we jointly target our resources to where they are needed most.  The role our staff play will be invaluable as we explore how we can work more closely with partners to tackle inequality in society and improve safety.

6.      We want the Scottish Fire and Rescue Service to continue to be a great place to work.  We strive to be an 'employer of choice' that people are attracted to, whose employees are motivated to work for and who will promote our Service as an attractive, engaging, positive and rewarding place to work.  We are a responsible employer and take our duties under the relevant employment and health and safety legislation seriously; specifically we will continue to support our operational staff to be prepared for and deal with the inherent risks associated with their roles.

7.      The views of communities and staff who are engaged in delivering services to the public are very important and can often stimulate change and innovation.  We will maximise the flow of ideas and insights from our people and communities, and use the talents of both to the full in modernising our Service.  This will enable us to respond better to the needs of communities and be more informed in how we support them and our partners in delivering better outcomes for all.

8.     We are very proud to have played a part in building a national fire and rescue service for Scotland.  Success would not have been possible without the dedication of our staff and the unwavering support of the public and our partners.  By facing our challenges and embracing change together, we can do even more to make a difference to people's lives. We invite all of our people, our partners and our communities to join us and work with us in making this journey a positive one for all.

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Pat Watters CBE, Chair                               Alasdair Hay QFSM, Chief Officer

## Introduction

9.      We have a key role to play to help achieve the Scottish Government's Purpose of creating a more successful country, with opportunities for all of Scotland to flourish through increasing sustainable economic growth. This Purpose is underpinned by five strategic objectives and sixteen national outcomes to form the National Performance Framework[1].

10.     Scottish Government places a duty on us to work with other public services to contribute to its Purpose and the delivery of the national outcomes.  As we go about building a safer society and by working through economic, health, social and environmental issues with our partners we will directly or indirectly contribute to the national outcomes but our core contribution relates to making our communities safer and stronger.

11.     Scottish Ministers set out their expectations for the Scottish Fire and Rescue Service in the draft Fire and Rescue Framework for Scotland[2]. The Framework is currently being revised by the Scottish Government to place a greater emphasis on how we should contribute to a wider range of national outcomes and where we can contribute to public service reform.  This draft Strategic Plan has been developed in response to that and builds in the views of our people, partners and communities with whom we have engaged in its preparation.

12.     Our first Strategic Plan, published in 2013, principally focused on integrating the eight former fire and rescue services operating in Scotland.  This included harmonising and standardising corporate frameworks, people policies and operating procedures.  Single systems for finance and human resources have been introduced and essential core digital network and software infrastructure have been developed.  Resourcing structures were established so that all corporate and local responsibilities are managed cohesively and consistently across Scotland.

13.     Our scrutiny bodies have recently reported that the merger has been a success and we can report that we have completed almost all the tasks we were set.  We will continue to finalise this work to ensure the aims of reform are fully embedded.  However, the journey of reform and transformation continues.

14.     Our focus remains firmly on Working Together for a Safer Scotland. This establishes a clear and committed message of what we are here to do.  Our ambition goes well beyond 'safer from fire'.  It means we are committed to making people safer from experiencing the effects of harm, much of which is driven by social and economic inequality.  We believe people are safer when they know more about the risks they face and have the capacity and resilience to help themselves.  Equally people are safer because we are a socially responsible organisation which seeks to continually improve our frontline services, in new and innovative ways.  And just as importantly our Firefighters are safer because they have the right skills, training and equipment to work as safely as possible in an inherently dangerous working environment.

15.     At the heart of our plans is the management of risk - identifying vulnerabilities in our communities, businesses and in our own organisation; building resilience and strategies for sustainability; gathering data and knowledge to understand more and ensuring compliance.

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[1] National Performance Framework -  http://www.gov.scot/Resource/0049/00497339.pdf
[2] Draft Fire and Rescue Framework for Scotland 2016 http://www.gov.scot/Resource/0049/00499541.pdf

It is vital we do this well so advancing our skills and methodologies features heavily in this draft Plan so that we can prevent, protect and respond to the best of our ability.

16.    To do this more efficiently and effectively across a wider range of community issues and risks requires strong collaborative working with our partners and communities.  We fully embrace public service reform and all that it brings.  We will use this momentum to lead the way in breaking down organisational barriers, removing isolated disjointed working to build strong, engaging and influential relationships that help us meet our mission in Working Together for a Safer Scotland.

17.    Now that we are maturing as an organisation and taking on the role of provider of official statistics, the revised draft Framework for 2016 gives us direct responsibility for measuring and managing our performance and setting, where appropriate, improvement targets. This will provide the flexibility to identify key measures as our role evolves over time. As we see this as a significant step to improving our performance management arrangements, we have identified the development of a new performance framework as a key strategic objective.
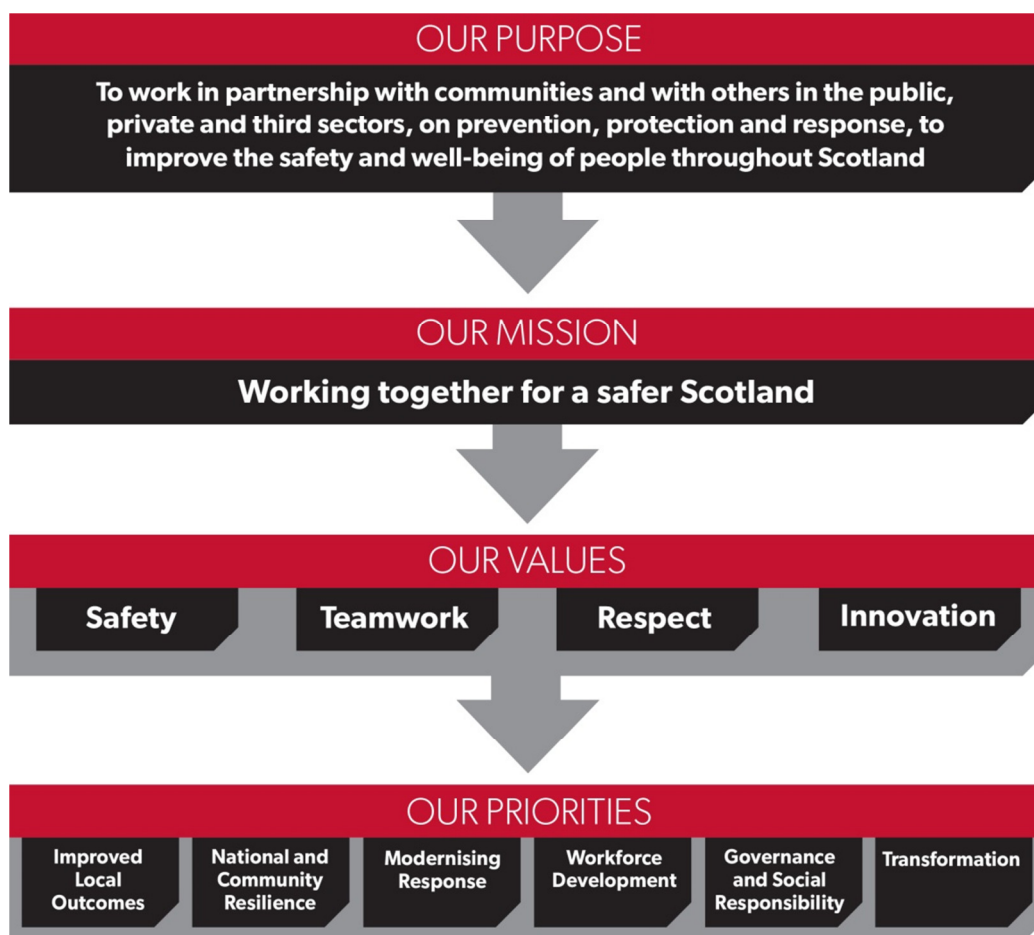
18.    We have set our new priorities and objectives against a complex and evolving backdrop.  Wider public service reform, financial austerity, an increasing aged population, climate change and the threat of terrorism are some of the core challenges we face now in our operating environment.  How we will return positive results from these challenges and achieve our aims is reflected in this draft Strategic Plan.

19.    Our ambition extends beyond the three years of this Strategic Plan to encompass longer term outcomes.  These are our ultimate goals.  Through the identification and delivery of priorities and objectives set out in this and our future plans, and despite our challenges, we are confident that our journey in working with our partners and the communities of Scotland will achieve these outcomes.

**About the Scottish Fire and Rescue Service**

20.      As a result of the Police and Fire Reform (Scotland) Act 2012[3] the eight Fire and Rescue Services in Scotland were merged to form the Scottish Fire and Rescue Service in 2013.  At that time Scottish Ministers defined a new purpose for the Service.  That purpose still remains relevant today.  It fully supports our principal legislative requirements and forms the backbone to our organisational strategy and values.

## OUR PURPOSE

**To work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland**

## OUR MISSION

**Working together for a safer Scotland**

## OUR VALUES

**Safety** | **Teamwork** | **Respect** | **Innovation**

## OUR PRIORITIES

Improved Local Outcomes | National and Community Resilience | Modernising Response | Workforce Development | Governance and Social Responsibility | Transformation

21.      To ensure delivery of a high quality efficient public service the Scottish Fire and Rescue Service is governed by a Board.  The Board provides assurance to Scottish Minsters that governance and financial management is sound and that our priorities and objectives contribute to the Scottish Government's Purpose and National Performance Framework.  To reflect our position as an 'other significant public body', the Board continually seeks to strengthen its governance arrangements and is taking positive action to support Scottish Ministers' ambition of a 50:50 gender split by 2020.

22.      A small executive team comprising of the Chief Officer, Deputy Chief Officer and five Directors provide strategic leadership for the Service.  Our services are delivered through 356 stations which cover the 30,414 miles$^2$ of Scotland's diverse city, urban, rural, remote rural and island landscape.

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[3] Police and Fire Reform (Scotland) Act 2012 - Police and Fire Reform (Scotland) Act 2012

23.     How we use our resources and assets will be directed by priorities and objectives set out in this draft Strategic Plan.  Further detail on the specific strategic actions we will take will be presented each year in our Annual Operating Plan.  Our Local Senior Officers also prepare Local Plans for each of the 32 local authority areas.  These Local Plans provide the channel to increase local scrutiny and accountability and balance our national direction with local needs.  We will enhance our work with local authorities by continuing local arrangements with authorities individually and in working collectively with local government through the Convention of Scottish Local Authorities (COSLA) and other representative bodies from the sector.

24.     Local Senior Officers work closely with community groups, local authorities and partners to better understand local risks and identify how best to respond to them.  The introduction of the Community Empowerment (Scotland) Act 2015[4] (CEA) and Community Justice (Scotland) Act 2016[5] reinforces the commitment required of local partners to plan together with communities.  As Local Outcome Improvement Plans are embedded to meet the requirements of these Acts, Local Senior Officers will continue in their vital role in integrating fire and rescue services with other community planning partner services to prioritise and achieve shared goals in all of Scotland's communities.

## Our Values

25.     A strong values driven culture which supports our strategic priorities and objectives is vital to our success.  As we formed the Scottish Fire and Rescue Service we took the opportunity to give our workforce a meaningful stake in shaping the Service by involving them in a cultural audit.  From this process we identified the type of culture that we had but more importantly the type we wanted.  To help shape this culture, a new set of values were developed to direct the behaviours we and all those who engage with us expect to see.


- We work alongside communities to keep them safe
- We work to protect our firefighters from the high risks they face
- We promote a culture of health, safety and wellbeing across all our staff


- We work towards common goals by forging strong internal relationships
- We approach operational incidents and emergency situations as a team
- We work well with partners on prevention, responding to incidents and delivering common aims


- We respect ourselves and each other
- We respect the communities and individuals we serve
- We recognise effort, achievement and contribution


- We aim to improve the way we do things
- We look beyond current habits and policies to find new solutions
- We will ensure human life and firefighter safety are not compromised by rigid ways of dealing with incidents

26.     These values have shaped and informed how we have engaged our staff, partners and communities in developing this draft Strategic Plan and they will guide us in the actions and decisions that we take to realise our ambitions.

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[4] Community Empowerment (Scotland) Act 2015 - Community Empowerment (Scotland) Act 2015
[5] Community Justice (Scotland) Act 2016 - Community Justice (Scotland) Act 2016

**Our Challenges**

**Financial Austerity**

27.     Scotland's public spending challenge is substantial and significant pressure on spending will remain over the next few years.  While the Scottish Government has pledged to protect some services we acknowledge that we are not immune to spending pressures.  There is no doubt that financial pressures will be a major test of our resilience going forward.  The duration and severity of future financial reductions are not yet fully clear but what we do know is that to protect and improve service delivery outcomes we will need to transform how we operate.

**Public Service Reform**

28.     The Scottish Government is driving forward with an ongoing programme of public service reform.  The Christie Commission report[6] on the future delivery of public services is the foundation on which all future developments shall be based.  Public services are expected to collaborate more to deliver a person centred approach which contributes to improving outcomes that matter most to people and to prevent social and economic problems that drive much of the demand for those services.  A stronger direction for Community Empowerment, Health and Social Care and Community Justice has recently been introduced to reinforce these duties.

29.     To realise the intended benefits of reform, public services will need to work closely and collaborate in order to successfully deliver shared outcomes.  This will include designing services which rely on the sharing of resources, which are delivered and targeted based on a joint understanding of risk.  We will work with our partners to realise these ambitions.  We will work together with communities to empower people to get involved with us in order to voice how they want services designed and delivered to meet their future needs.  We will be an exemplar of successful transformational reform in the period ahead.

**Social Issues**

30.     The Scottish Government has stated that social and economic inequality has for too long been a persistent feature in the lives of many people and communities in Scotland.  In areas of multiple deprivation communities experience poorer health, lower educational attainment, lower employment, more emergency hospital admissions and reduced safety.  Typically the fire and rescue service is called out more often in these areas.  This provides evidence that there is a close relationship between wider social and economic issues, fire related incidents and unintentional social and personal harm.

31.     The number of older people in Scotland is predicted to rise over the next few decades.  This will generate an increased demand on all public services as, for example, the number of older people susceptible to slips, trips or falls at home increases.  By 2037 we expect to see the over 65 age group rise significantly as a proportion of our population with many more people also living beyond the age of 84.  While people living longer lives is a positive indicator for Scotland, as people grow older they will require new forms of support to keep them safe from harm.  There is a risk that if public services do not adapt to meet these issues, vulnerabilities within communities could increase.  As we plan collective response and prevention activities with our partners in dealing with this, we are mindful that in some of the most deprived areas of Scotland healthy life expectancy is significantly lower than the national average.  Working with partners and with communities we will refocus our efforts in dealing with these issues.

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[6] Christie Commission Report - http://www.gov.scot/resource/doc/352649/0118638.pdf

32.     By developing co-ordinated local responses with our partners and communities, we will focus proactively on prevention as well as high quality response measures that will help reduce these types of inequalities and improve a wider range of social outcomes.

**Climate Change**

33.     The climate has changed over the past few years with most areas experiencing a marked rise in extreme and unpredictable weather conditions.  Severe storms, wide spread flooding, significant snow fall and major temperature fluctuations can have a devastating impact on peoples' lives and livelihoods.  Dry spells may be welcomed after long wet winters, however if these become prolonged Scotland's vast grass and heath moorland are at a much greater risk of wildfire.  By understanding the greatest risks and vulnerabilities arising from climate change we will plan, prepare and deploy our prevention and response resources to enable swift and effective actions where and when they are needed across Scotland.

**International Terrorism**

34.     In the modern world many countries experience the threat of terrorist violence.  As we have seen in the recent past Scotland is not immune from such threats.  In working with our partners across the UK and Scotland we will develop a better understanding of the nature of the threat Scotland faces so that we are well prepared.  Our major strength in response to this, or any catastrophic event, is our ability to draw on resources across Scotland should such a threat ever materialise in any of our cities, towns or communities.

35.     As the environment in which we and other public services operate evolves we will continually analyse those changes, determine what they mean for our Service, our partnerships and critically our communities.  We will use the insight gained to influence how we deliver our services and how we will continue to work with our partners and communities in addressing the challenges ahead.  We know we will need to be a more flexible, responsive, agile and efficient Service going forward.  Our focus will be upon further building our prevention approach while retaining a strong response capability that adds wider value to the wellbeing of the Scottish people and keeps communities safe.

## Our Workforce

36.      The Scottish Fire and Rescue Service employs four broad categories of staff; wholetime firefighters, retained/volunteer firefighters, control personnel and support staff. Figure 1 below shows the percentage of people employed and the relative spend for each employee category at the end of 2015.

Inner Ring – Percentage by staff type

Outer Ring – Percentage spend by staff type

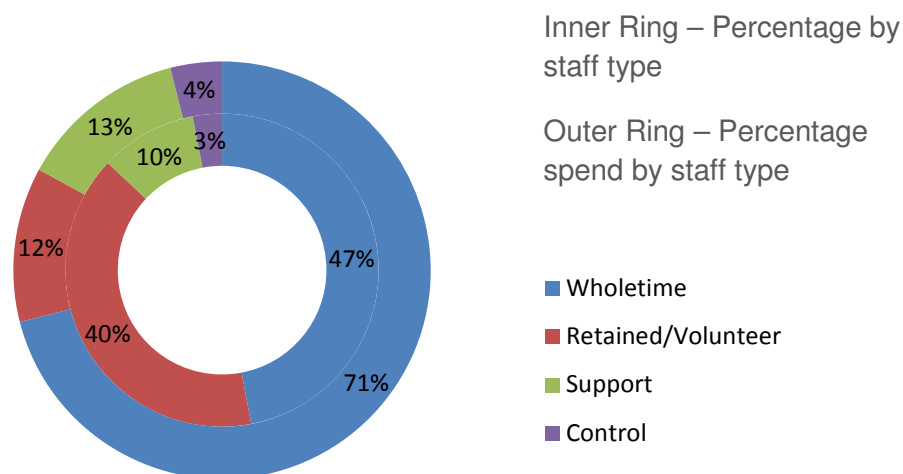- Wholetime
- Retained/Volunteer
- Support
- Control

Figure 1 – Workforce Profile: Numbers and Spend

37.      Since the inception of the Scottish Fire and Rescue Service we have adopted a partnership approach to employee relations, ensuring early engagement with our trade unions in policy development and employment matters, which has been formalised in the Working Together Framework, endorsed by the Board and all trade unions.

## Our Money

38.      It is anticipated that the financial environment for public services across Scotland and the UK will remain extremely challenging for the foreseeable future.  We are developing a long term financial strategy as an integral part of our strategic planning.  It will take on a vital role to help us deliver on the aspirations of this draft Plan against the significant budget pressures expected in the future.

39.      The core purpose of the long term financial strategy is to inform how we will plan the use of whatever resources and assets we have available to us.  This will help us make decisions and put detailed plans in place more quickly once our future budgets are more certain.  Figure 2 below gives an indication of how our money is currently spent.
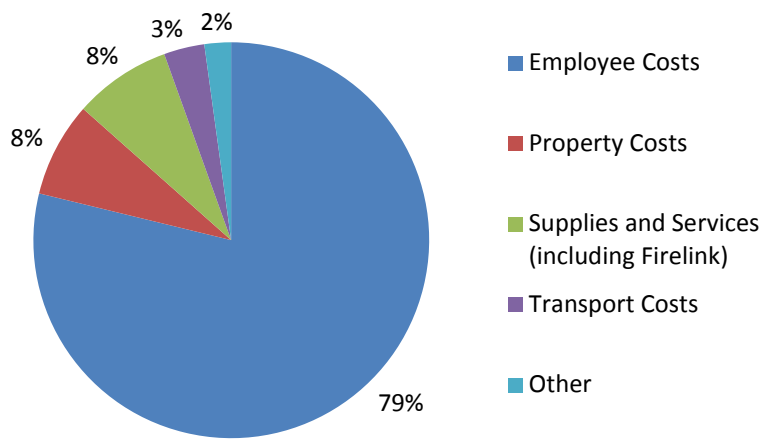
Figure 2 – Allocation of budget: Calculations based on Resource Budget 2016/17

40.     Significant work has been carried out to reduce our cost base by £54.4m and balance our resource budgets since our initial year as a national organisation.  Through our critical savings pathway, plans are in place to deliver further recurring savings of £2.5m up to 2019/20.  Although our workforce accounts for nearly 80% of our budget these savings have been identified mainly against non-employee and also managerial and support costs.

41.     Since the creation of the Scottish Fire and Rescue Service our capital funding has been variable each year.  Through our strategic intent programme we have rationalised our property portfolio and we anticipate that this will generate capital receipts that will be fully reinvested in the Service.  In addition we receive a capital allocation from the Scottish Government and we will continue to reinvest this money into our assets so that they are fit for purpose in meeting our mission of Working Together for a Safer Scotland. Our capital spend from 2013/14 to 2015/16 is set out below:
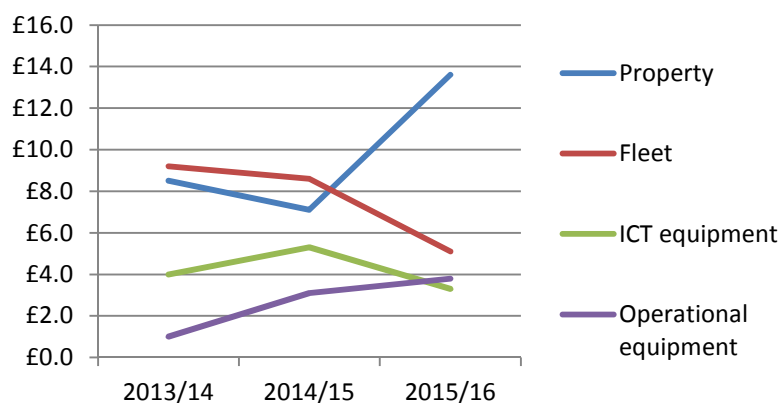


Figure 3 – Capital Budget: Actual Spend

**Our Performance**

42.     We have been tracking our performance against the priorities and six challenging targets set by Scottish Government in the Fire and Rescue Framework for Scotland 2013. Figure 4 below provides an outline of how we have been performing against five of these over the past six years.  Our sixth target relates to staff absence. As we have changed the way we measure absence we do not yet have comparable figures to present. Further information about how we perform is detailed on our website.

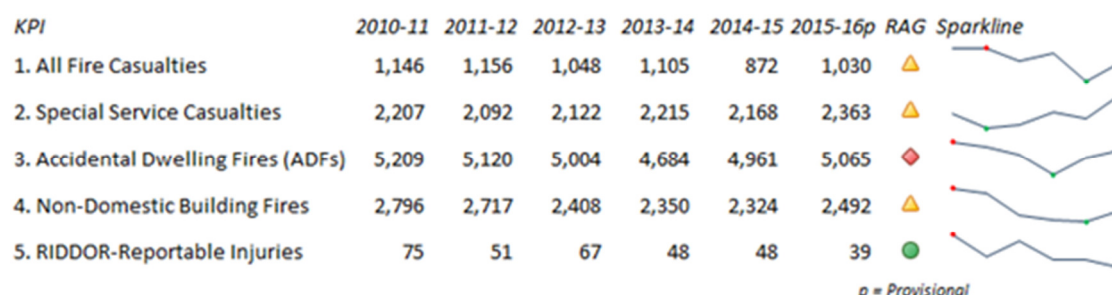| KPI | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16p | RAG | Sparkline |
|---|---|---|---|---|---|---|---|---|
| 1. All Fire Casualties | 1,146 | 1,156 | 1,048 | 1,105 | 872 | 1,030 | △ | |
| 2. Special Service Casualties | 2,207 | 2,092 | 2,122 | 2,215 | 2,168 | 2,363 | △ | |
| 3. Accidental Dwelling Fires (ADFs) | 5,209 | 5,120 | 5,004 | 4,684 | 4,961 | 5,065 | ◇ | |
| 4. Non-Domestic Building Fires | 2,796 | 2,717 | 2,408 | 2,350 | 2,324 | 2,492 | △ | |
| 5. RIDDOR-Reportable Injuries | 75 | 51 | 67 | 48 | 48 | 39 | ● | |

p = Provisional

Figure 4 – Key Performance Indicators 2010/11 to 2015/16

43.     Over the longer term we can see marked reductions in the majority of these measures.  However, we are now experiencing some increases.  Various factors can affect these results and can be subject to seasonal and year-to-year fluctuations, but positive indicators can be drawn.  For example despite a recent increase in the overall fire casualties figure fewer people are dying as a result of fire.  And similarly although we have been called to attend more accidental dwelling fires analysis indicates these continue to be less severe with many being extinguished before we arrived.

44.     To ensure performance monitoring is consistent with our strategy we will work with our managers, staff representatives and wider partners to develop a comprehensive set of performance measures against the outcomes, priorities and objectives outlined in this draft Strategic Plan.   These measures will form the basis of our future performance reports, which will enable us to continue to provide relevant, accurate, timely and consistent data and information to maintain effective scrutiny and challenge both at national and local levels.

45.     To support this we will build on and extend our performance systems and methodologies and, against the principles of the Scottish Government's open data agenda, work with partners to share information.  This will enable us to build a true holistic picture of where we need to target our resources and how we will know what improvements we are making.

46.     We will publish our Annual Report and Accounts each year.  This report will provide a detailed account of our organisation, our financial stewardship and will provide a balanced analysis of our risks and progress made against the priorities and objectives set out in this draft Plan.

47.     Each year our Board will be held to account for our performance by Scottish Government Ministers.  We will continue to undertake an annual performance review meeting which will be open to the public providing individuals, community representatives and our partners with the opportunity to question the Minister and our Board on our activities. .

## Our Strategy

48.    Following an extensive engagement exercise during 2015 with our staff, partners and community groups we have set ourselves on a course to make Scotland safer while meeting the full aspirations of the National Performance Framework. To achieve this we have identified six key strategic priorities for the Service going forward. These priorities define our overall direction and will be central to our financial and business plans. They are each underpinned by specific strategic objectives which establish the steps we will take to address our challenges and successfully achieve our goals.

### Improved Local Outcomes

49.    Fire and Rescue Services have a strong track record of effective prevention. The introduction of the Fire (Scotland) Act in 2005 led to a legislative responsibility to balance activities across intervention, prevention and protection. Our prevention focus is achieving results, as statistics show there has been marked reduction of accidental dwelling fires over the past 16 years.
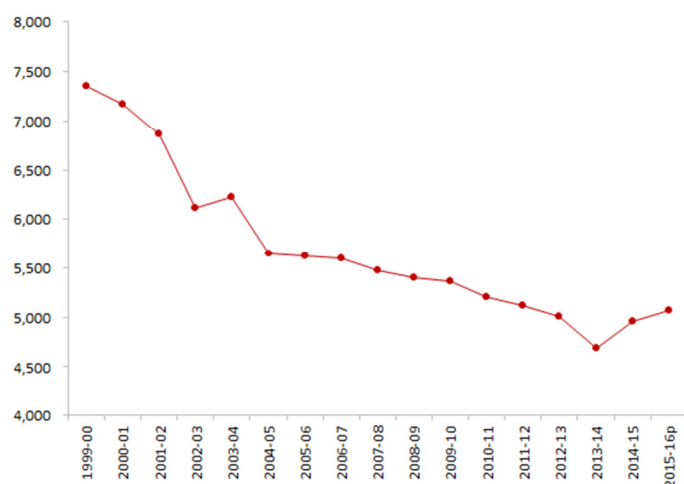


**Figure 5 – Accidental Dwelling Fires 1999-00 to 2015-16**

50.    This success in turn creates new opportunities for us. As well as seeking to drive down the incidence of fire we will continue to work with our partners in support of our collective efforts to minimise communities' exposure to risk and harm; for example in how we work with partners to reduce the incidences and impact of slips, trips and falls among vulnerable people in their homes. Critically this search will lead to widening our traditional operational areas and include working more closely with a range of local partners so that we can contribute to improving a greater range of outcomes both locally and nationally. By working with partners in this way we will support the Scottish Government's priority of reducing inequalities across our society.

51.    Individuals who have died as a result of fire were, more often than not, known to other agencies such as health, social care or criminal justice. This highlights the absolute need to share knowledge between services about those most vulnerable in our society and to work together better to reduce their risk from harm. We will continue to play a key role in

developing national information sharing protocols, detailing necessary clear processes, systems and practices, allowing us to work even closer with partners locally, to share information and identify those most vulnerable in our communities.  We will also build on the reciprocal training already carried out between public sector bodies on referral pathways and accessing advice.

52.     We have well advanced methods to predict the likelihood of fire related incidents in geographical areas and have an understanding of the social and economic inequalities that can lead to these.  By combining our intelligence with that of other agencies and Scottish Government led initiatives such as the Building Safer Communities Programme[7], we will increasingly understand the social make up of each community - its individuals, behaviours, vulnerabilities and inequalities. We will be able to better integrate and coordinate our plans with our local partners to contribute to making communities safer and to enhance their wellbeing.

53.     In this regard, we will then be able to use our resources, and our ability to positively engage with communities, to contribute to the wider safety and wellbeing of people. This will include, but will not be limited to, matters relating to falls, mental health, the provision of life saving skills and safeguarding vulnerable individuals. In doing so, we will be able to target our resources and activities to those who are identified as being most at risk.

54.     We will collectively identify solutions and deliver a broad range of prevention services which add the greatest value to peoples' lives. A common understanding between agencies of local priorities will allow for better integration of plans and coordination of services to target prevention activity where it will be most effective. We will therefore increasingly deliver our broad prevention work as part of local multi agency action teams. We will also look to use, wherever possible, new technologies to support the delivery of our services, such as technology enabled care and safety applications.

55.     Building an awareness of risks and consequences is a key technique used to influence and change behaviours.  For a number of years we have used education and targeted public safety messages to motivate and empower people to take responsibility for their safety and wellbeing.  We will build on the success of our previous work and, with our partners in the public sector and various charitable organisations, will develop further initiatives to engage with key sections of the community.  Our Ageing Safely and Youth Engagement Frameworks are just two examples of how we will work across Scotland with many local and national bodies in this regard.  The Youth Engagement Framework in particular shows how we will  increase the number of initiatives we run which are aimed at getting young people involved in activities where they can build valuable knowledge and life skills to prepare them for the future.

56.     Changes in health and social care place a greater emphasis on enabling people to stay in their homes, or a homely setting, safely.  Working with our partners we need to better understand the risks that people will face as a community if we are to successfully achieve this ambition.  To manage and reduce this risk we need a collaborative approach.  We see local Health and Social Care Integration Boards, and their multi agency delivery groups, as being the key local forums which we will contribute to, and work closely with.  This will

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[7] Building Safer Communities Programme - http://www.bsc.scot/

enable us to play an integral part in developing local priority plans, and jointly delivering services to improve a wide range of local outcomes.

57.     As a learning organisation we are committed to ensuring we always utilise best practice in all that we do.  We are committed to using evaluation methods to assess our activities and interventions to ensure they contribute to improving community outcomes, achieve greater effectiveness in their intended impacts and help us secure greater efficiency in our operations. With our partners, we will develop robust methods and resources to enable us to evaluate the impact of our activities on improving local outcomes over the medium and long term. In addition to measuring against fire and wider health outcomes, this will also allow us to evaluate the wider social value of our work.

58.     Our safety work goes beyond protecting people in their own homes.  We also have a statutory duty under Part 3 of the Fire (Scotland) Act 2005 to provide advice and enforce fire safety regulations in most non-domestic buildings across Scotland.  Based on the assessment of risk, we will work to target fire safety audits balanced against highest life risk or where businesses have been affected by fire to determine if dutyholders are meeting their responsibilities under the Act and thereafter offer necessary business support. We will also continue to develop our partnership approach to support better regulation, and will progress the recommendations of the Regulatory Review Group's report relating to part 3 of the Fire (Scotland) Act 2005.

59.     To make certain we do all we can to support dutyholders to build and maintain safe business environments we take a highly active role in the collaborative Scottish Business Engagement Forum.  Membership includes representatives from the Scottish business community and statutory bodies alike.  Together we will build on and share good practice in legislative compliance and assist in promoting sustainable economic growth.

60.     We not only seek to promote fire safety in existing premises, we aim to get involved in the early planning stages of new innovative building design proposals and construction projects, which may also include adaptation of existing buildings.  We have specialist officers qualified in fire risk engineering working closely with local authority building standards officers as well as the project design team to offer practical guidance to ensure fire safety compliance at an early design stage.  As design and construction materials change and evolve over time so will the risks that need to be managed.  We will continue to work closely with the construction industry to develop our understanding of these changing modern methods of construction and in doing so continuing to protect our firefighters, and the communities we serve.

61.     We will work in partnership with those who use, manage, install and maintain automatic fire systems to reduce the number of Unwanted Fire Alarm Signals we receive, and the subsequent number of blue light journeys incurred. This will involve working with a wide range of partners to identify the main sources of false alarms, and then take all reasonable and practical steps to reduce their incidence.

To achieve improved local outcomes, a summary of our key strategic objectives is:

> We will work in collaboration with our partners in a flexible and responsive manner to ensure our collective resources protect those at greatest risk and that we jointly tackle issues of inequality

> We will ensure that the safety and wellbeing of our communities is improved through building their knowledge and capacity, and providing targeted education and awareness campaigns using innovative technologies and new media platforms

> We will develop robust evaluation methods and resources to determine our impact on local outcomes and contribution to social value

> We will further develop our approach to better regulation by working closely with dutyholders to ensure the built environment is safe from fire

## National and Community Resilience

62.    Resilience is the ability to adapt well when things go wrong.  We and other key public services have the duty under the Civil Contingencies Act 2004[8] to prepare for and respond to any significant threats or major emergency events.  This includes being able to deal well with events such as localised or widespread flooding, major transport accidents, chemical incidents, terrorist attacks, natural disasters or even pandemics.

63.    To support the Scottish Government to prepare and protect Scotland, these dangers are assessed and co-ordinated plans made to respond to them by public services and numerous private and third sector agencies.  We play a significant part in these partnerships and together we will secure an integrated approach to planning and response.  This will be supported through our continued active involvement in Regional Resilience Partnerships across Scotland.

64.    Our aim remains to be fully prepared when we are called into action.  As seen during recent severe weather incidents, fire reform has created a dynamic platform on which to build sufficient and flexible resources to respond to large scale or multiple incidents across Scotland.  By working with other emergency responders we will enhance our ability to assess risks and identify any vulnerability to critical national infrastructure assets or communities.  This will include improving the use of data to be better informed and investing in technologies to help us respond more effectively.

65.    In the event of a disruptive incident, such as power failure or cyber-attacks, we also need to be resilient and able to operate critical functions.  As our service transforms and evolves we will make sure our business continuity and disaster recovery plans remain

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[8] Civil Contingences Act 2004 - http://www.legislation.gov.uk/ukpga/2004/36/contents

current and our people are fully aware of what to do should a disruptive event occur. This will ensure disruption is minimised and we become fully operational again in the shortest possible time.

66.    Should terrorism strike in Scotland, we will act in support of those public agencies with the primacy for such incidents. We will work with those partners to fully plan how we will respond and how our people are trained and equipped. We will endeavour to safeguard our people as they in turn safeguard others.

67.    Community resilience can be enhanced when individuals, groups or businesses are able to manage the effects of debilitating incidents. With our community planning partners we will help build capacity within communities to increase resilience so that they are stronger and can help themselves. This will involve working directly with people and groups to harness knowledge of their area and build confidence to develop emergency plans to prevent and lessen the impact of any incident should it happen. Communities and public agencies working in harmony will greatly enhance the ability to return to normal as quickly as possible after a destructive event.

To achieve national and community resilience, a summary of our key strategic objectives is:

> We will take a lead role with partners in designing co-ordinated plans to manage the effects of major emergencies

> We will take a lead role with partners to enhance the protection of critical national infrastructure

> We will lead the way with our partners to secure enhanced community resilience

## Modernising Response

68.    Our principal response functions, as laid out in the Fire (Scotland) Act 2005[9], and the Fire (Additional Function) (Scotland) Order 2005[10] are to make provisions in relation to fire fighting and a range of other emergencies including road traffic collisions, flooding, search and rescue, chemical, biological, radiological and nuclear incidents, as well as having the power to respond to other incidents at our discretion. However, we are seeing an increased demand to respond to a greater variety of incidents. By the very nature of emergencies these incidents may involve a coordinated response from other blue light partners such as the Police, Ambulance Service and Coastguard or from other agencies such as, local authorities, Scottish Environment Protection Agency or in the event of wild fire, landowners.

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[9] Fire (Scotland) Act 2005 - http://www.legislation.gov.uk/asp/2005/5/contents
[10] Fire (Additional Function) (Scotland) Order 2005 - http://www.legislation.gov.uk/ssi/2005/342/contents/made

69.     The figure below shows the top 15 incident types attended in 2015-16, and the difference between the provisional totals for 2015-16 and the preceding three-year average. Incidents associated with partnership working show the largest percentage increases.
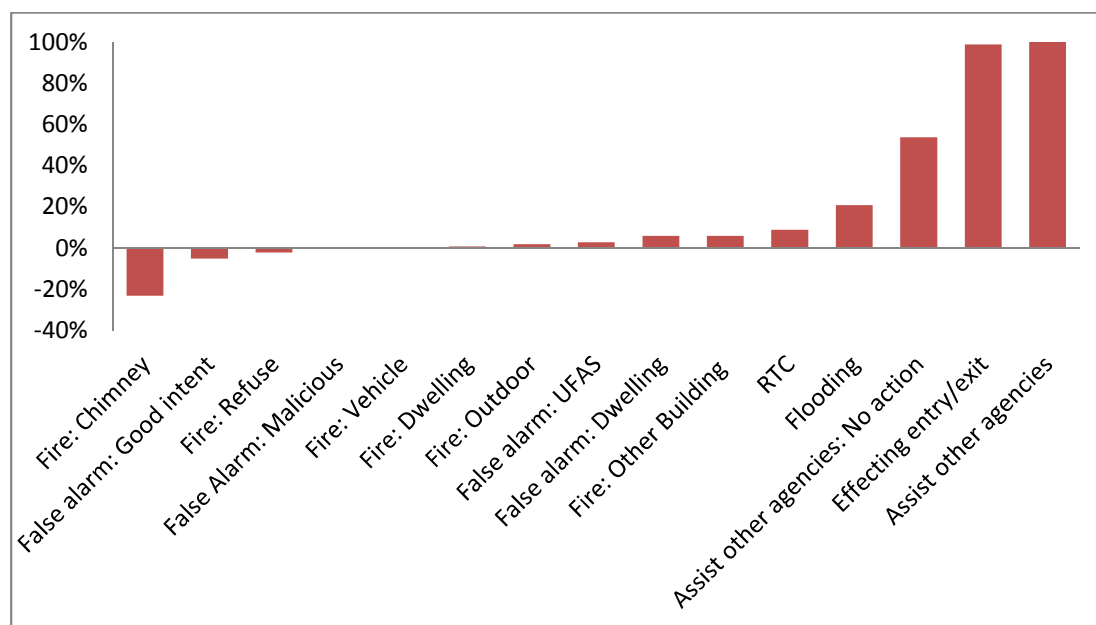


**Figure 6 – Provisional Incident Data 2015/16: Difference from preceding 3 year average**

70.     Together with our partners we will continue efforts to prevent incidents from happening but when they do occur our Firefighters will be prepared.  Preparations include building a high level of flexible skills and expertise and providing access to a wide range of specialist equipment.  An effective response tailored to best fit community needs is built around an understanding of the unique risk profile of each local area.

71.     We will continue to learn from past incidents attended including subsequent fire investigations.  This intelligence will be used to enhance community and firefighter safety. Our fire investigation work will also be used to support partners in the criminal justice system where appropriate.

72.     We will enhance our risk assessment capabilities so that we deploy our resources in the most efficient and effective way.  This will help us to balance risk with demand. Modernising our response will cover such things as looking at options for improving duty systems as well as how we crew our vehicles, what vehicles and equipment we use and what supervisory support our crews require.  As we seek to develop modern response options we will fully engage with our staff and their representatives, our local and national partners and with communities directly.

73.     Our primary goal is to make the people of Scotland safer and there is an opportunity for our response role to broaden further.  This is reflected by our commitment to support

Scottish Government's strategy[11] to improve life outcomes following out-of-hospital cardiac arrest. To test how this could work in practice, trials are being carried out in support of the Government's aim to improve survival rates in Scotland. These trials will be evaluated and the Service will develop a longer term position in light of the evaluation.

74.    False alarms account for over half of the incidents we attend. The majority of these unwanted calls are generated by automatic fire alarm systems. This is a significant drain on our resources and travelling to these incidents under blue-light conditions presents an undue risk to our Firefighters and other road users.

75.    Whilst we encourage the use of automatic fire detection to save lives and protect buildings we need to do more to reduce the burden to us and businesses that false alarms from systems installed in commercial and public premises cause. By looking at our approach and by working closely with the relevant people who install, manage and maintain automatic fire alarm systems we expect to see a marked reduction in attendance, including blue light journeys, to these types of incidents over the coming years.

To achieve a modernising response, a summary of our key strategic objectives is:

> We will ensure that the way we respond to emergencies when they occur is tailored to meet the specific needs of communities

> We will work to ensure that the range of our emergency response roles is enhanced to improve life outcomes

> We will work with property owners to ensure that they are supported to reduce unwanted fire alarm signals

## Workforce Development

76.    We are a highly respected emergency service with a strong reputation for doing a good job. We achieve this by having a skilled and resilient workforce dedicated to making a difference to peoples' lives throughout Scotland. By continuing to train and support our workforce we aim to maintain and build on the positive impact they have.

77.    To deliver sustained high performance into the future we will invest time to fully plan what our workforce needs will be. Our plans will be fully integrated with our business and our financial planning processes to make sure we have an affordable balance of roles and skills to deliver what is required of us now and into the future. We will explore the implications of any new emerging roles and the skills sets required for effective and safe delivery.

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[11] Out-of-Hospital Cardiac Arrest A Strategy for Scotland - http://www.gov.scot/Resource/0047/00474154.pdf

78.    Being an employer of choice means that we create and maintain a good, stable working environment both to attract and retain talented and motivated individuals from across Scotland's diverse population. We will continue to promote an inclusive culture and equality of opportunity for all so that each individual can reach their full potential.  To do this we will provide the right framework so that everyone can develop skills and knowledge to excel in their job and aspiring leaders are nurtured to grow and progress.

79.    We are absolutely committed to the continuous improvement of health, safety and wellbeing services for our employees.  Safety is one of our Values and as a key strategic objective it is paramount for our workforce.  All our practices will proactively protect against harm and promote a positive safety culture in which all individuals are fully aware or their responsibilities to safeguard their own and others wellbeing.

80.    We will encourage positive relationships and empower employees to get involved, express ideas and feed back regarding decisions that matter to them.  Employees will work in an atmosphere with a strong sense of inclusion and recognition where they can flourish. This means building on how we engage and communicate with our staff so they have access to the right information to do their job well, know what is happening and how they contribute.

81.    We will promote a career with the fire and rescue service in a way that is attractive and accessible to a wide range of people from across our society.  This will include exploring employment programmes which provide greater opportunities for young people to develop practical transferable skills and achieve recognised qualifications.   We will also carefully consider job design so that our jobs are inspiring and stimulate a shift in how working in a modern fire and rescue service is viewed.

To develop our workforce, a summary of our key strategic objectives is:

> We will develop plans to ensure that our current and future workforce needs are understood and planned for

> We will seek to be an employer of choice that better reflects the diversity of the people of Scotland

> We will continue to safeguard the health, safety and wellbeing of each employee

> We will work to ensure that our workforce is highly skilled and empowered

## Governance and Social Responsibility

82.     Effective corporate governance is necessary to ensure that organisations are properly directed, controlled and held to account for what they achieve.  Good governance assures a blend of value for money and accountability with transparent decision making and probity.  There are a variety of characteristics which support good governance including effective planning and performance, good communication and engagement as well as the management of risk and environmental protection.  We will continue to review our governance arrangements and structures so that they remain fit for purpose.

83.     The systematic management of risk is fundamental to both our strategic and operational decision making processes.  It underpins our business planning preparations and is central to our prevention, protection and response arrangements.  Improved outcomes can be achieved if we make sure our decisions are based on strong evidence that responds directly to the holistic needs of communities.  To support an evidence led approach, we will enhance our use of data and build on our analytical capabilities and reporting.  This in turn will continue to enrich our decision making processes.

84.     We take our environmental responsibilities seriously and have plans in place to manage the impact we have on the environment.  These plans seek to reduce carbon emissions and pollution and improve our efficiency while contributing to improved environmental sustainability over the longer term.  We also have a significant role to play in minimising the risks brought on by climate change and will continue to work with others to widen the asset base of preventive and response solutions.

85.     Our social responsibility doesn't stop there.  We will manage our organisation in a way that balances environmental, social, ethical and economic issues.  This includes creating fairer life chances through targeting our prevention activity to those most in need, working with our partners to positively engage with young people to support them into work, working with our suppliers to optimise benefits and by creating a workforce that is reflective of the communities we serve.  We will also take care of our workforce by protecting their safety and wellbeing, listening to their views and by paying the living wage.

86.     Children and young people from the care system can face ongoing challenges in society.  This can have a negative impact on their wider life chances and experiences. The Children and Young People (Scotland) Act 2014[12] provides the legislative framework to improve a wide range of children's policies.  Within this framework 24 categories of public bodies are named as Corporate Parents, including the Scottish Fire and Rescue Service. This places a duty on us to be systematic and proactive in our efforts to meet the needs of children who are or have been in care.  As a Corporate Parent we take our responsibilities seriously and will endeavour to find ways to tackle the inequalities looked after children and young people can face to improve their life chances.

87.     To enable effective scrutiny and challenge a new holistic performance framework will be prepared which will clearly set out the measures and systems we will use to keep track of our progress and identify areas for improvement.  In preparing the framework we will consider how best to align national measures with tailored local measures as well as

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[12] Children and Young People (Scotland) Act 2014 - Children and Young People (Scotland) Act 2014

exploring ways to effectively capture our contribution to wider community outcomes. In addition, we will continue to develop our analytical capacity, to build greater intelligence through improved forecasting and modelling and achieve accreditation in official statistics provision.

88.    Effective engagement and communication is vital to the successful functioning of any organisation. By harnessing effective communication we can better manage, motivate and explain. To effectively engage and communicate with our partners and the public we will firstly ensure our workforce is well informed. We will make better use of communication tools to reach the right audiences in their preferred ways. By improving the reach of our safety messages we can save more lives and reduce injuries and economic damage.

To achieve good governance and social responsibility, a summary of our key strategic objectives is:

> We will continue to ensure that our decision making processes are transparent and evidence led

> We will develop our approach and strengthen our commitment to protecting the environment and achieving greater sustainability

> We will develop a performance framework that enables the effective management of risk and supports effective scrutiny, challenge and improvement

> We will embed effective communication and engagement in all that we do

## Transformation

89.    Our knowledge of intervention, prevention and protection has been built over many years of experience. However, to continue improving our contribution to creating better outcomes for the people and communities of Scotland and tackle inequalities we need to keep evolving.

90.    To do this we will implement a new transformation programme so that we fully explore opportunities to modernise and redesign our Service. We will set out to develop better, more efficient, ways of doing things. In partnership with colleagues in industry and academia and through knowledge sharing with other fire and rescue services in the UK and globally we will continue to look for new and innovative solutions and approaches to increase safety and reduce risks. This will include working with partners and communities to promote the installation of fire suppressant systems and other technologies where appropriate, based on an assessment of risk.

91.    In response to Scottish Government's Digital Public Service Strategy[13] we aim to fully exploit the opportunities and efficiencies digital technology can bring. We will invest in our

---

[13] Digital Public Service Strategy - http://www.gov.scot/resource/0040/00407741.pdf

ICT infrastructure and capability to meet the growing demand for effective and efficient communication and interoperability internally and across organisational boundaries. This will include being fully engaged with the Emergency Services Mobile Communications Programme which will seek to replace the national communication system used by Fire, Police and Ambulance Services across the UK.

92.     As we explore ways to enhance our role and develop new ways of working we need to have an asset base that is aligned and fit for purpose. Effective management of our assets will embed our commitment to delivering high quality, sustainable and economically efficient services across Scotland whilst providing the best possible safe working conditions for our people.

93.     As well as developing ways to target our own resources to best effect, the opportunity for further savings and efficiencies across the wider public service will be explored with our partners. This will include investigating where benefits can be gained from the sharing of resources and assets, and where better collaboration can reduce duplication and increase productivity and economic advantage.

94.     We will look to optimise the way we work and increase our efficiency and productivity to deliver better value into the future. By challenging the way things are done and through listening to the views of our workforce and our communities we will drive inefficiencies from how we operate and will keep improving the quality of our services.

To achieve transformation, a summary of our key strategic objectives is:

> We will explore new ways of working to meet Scotland's future needs

> We will continue to make better use of digital technology to improve how we work

> We will continue to manage and deploy our assets to meet the different needs of our communities

> We will continue to explore how we maximise efficiency and productivity within our organisation and partnerships

95.     We are an ambitious public service because that is what Scotland needs us to be. We will enhance the public's trust in us and use our unique asset base and the skills and motivations of our staff to do even more for the people of Scotland. We are absolutely determined that we will meet the challenges ahead and we will work together with our people, our partners and our communities to do so. We invite others to work with us and to join us on that journey.

## Tell us what you think

96.     This draft Strategic Plan sets out what our broad ambitions will be on behalf of the people of Scotland over the next 3 years.  It sets the strategic direction for the Scottish Fire and Rescue Service and it will determine the details contained in all our other plans for that period.

97.     We would like you to tell us what you think of our plans.  The formal consultation for this draft Strategic Plan opens on Tuesday 31 May 2016 and will run until Tuesday 9 August 2016.  To ensure we review and manage all responses consistently you are invited to provide comment in our online survey.  This can be accessed at firescotland.citizenspace.com.  After the consultation is closed we will publish the results.

98.     If you cannot access our online survey, or if you would like more information about the Scottish Fire and Rescue Service you can:


Write to:        Scottish Fire and Rescue Service Headquarters
                 Westburn Drive
                 Cambuslang
                 G72 7NA

Phone:          0141 646 4501

Visit our website:        www.firescotland.gov.uk

Follow us on Twitter

Like us on Facebook

**SCOTTISH FIRE AND RESCUE SERVICE**

**Draft Strategic Plan 2016-19**

*Overview*

The Scottish Fire and Rescue Service invites views on its draft Strategic Plan 2016-19. A cornerstone of our ongoing development of the Service, it will ensure we remain fully committed to improving the safety and wellbeing of Scotland's communities.

*Why we are consulting*

We want to hear views on our ambition to balance national priorities with the needs of local communities both now and in the future. The consultation is open for ten weeks, closing on 9 August 2016.

Your views matter and we hope you will help us to shape the future of fire and rescue in Scotland.

*Where to send your response*

Please send your written response to Alison Hastings, Performance and Strategic Planning Manager, Scottish Fire and Rescue Service Brooms Road, Dumfries, DG1 2DZ to arrive by 9 August 2016.

*What happens next*

Following the closing date, all responses will be analysed and considered along with any other available evidence. We aim to issue the findings of the consultation process in due course on the 'We asked, you said, we did' page of our Consultation Hub, at: firescotland.citizenspace.com

**Introduction**

What is your name?

*(Optional)*

Do you represent an organisation, group or team? If so, please give its name here:

Are you a member of Scottish Fire and Rescue Service staff?

Yes        No

**Our Outcomes. Priorities and Objectives**

*These are shown in full at the end of this document.*

1       Have we chosen the right outcomes?

We have identified five outcomes.  These are our long term goals.

Yes        No

Comments

| |
|---|
| |

2       Have we chosen the right priorities?

To work towards our outcomes, we have identified six priorities.  These are the areas we will focus on over the coming three years.

Yes        No

Comments

| |
|---|
| |

3       Have we chosen the right objectives?

Our objectives are the key activities we will carry out to support our priorities.

Yes        No

Comments

| |
|---|
| |

4       Have you any other views on our draft Strategic Plan 2016-19?  Tell us here:

- 79 -

**Tell us more (optional)**

We would like to ask people responding as individuals a few more optional questions.

Monitoring service users can help us to evaluate whether the aims and objectives contained within the Strategic Plan are effective and will benefit our communities throughout Scotland. We can also use monitoring to determine whether our services are accessible, whether our policies have a disproportionate, unfair or positive impact on particular groups and whether members of those groups are satisfied with the service they receive.  Please tick your preferred option:

**Your local authority area:**

| | | | | | |
|---|---|---|---|---|---|
| Aberdeen | ☐ | Edinburgh City | ☐ | Perth and Kinross | ☐ |
| Aberdeenshire | | Falkirk | | Renfrewshire | |
| Angus | | Fife | | Scottish Borders | |
| Argyll and Bute | | Glasgow City | | Shetland | |
| Clackmannanshire | | Highland | | South Ayrshire | |
| Comhairle nan Eilean Sar | | Inverclyde | | South Lanarkshire | |
| Dundee City | | Midlothian | | Stirling | |
| East Ayrshire | | Moray | | West Dunbartonshire | |
| East Dunbartonshire | | North Ayrshire | | West Lothian | |
| East Lothian | | North Lanarkshire | | Other (UK) | |
| East Renfrewshire | | Orkney | | Other (outside UK) | |

**Your age:**

| | | | |
|---|---|---|---|
| Under 16 | ☐ | 56-70 | ☐ |
| 16-25 | | Over 70 | |
| 26-40 | | Prefer not to say | |
| 41-55 | | | |

**Your gender:**

Female ☐   Male ☐   Prefer not to say ☐

**Your gender identity:**

Do you, or have you ever, identified as a transgender or trans person?

Yes ☐   No ☐   Prefer not to say ☐

**Do you consider yourself to have a disability?**

Yes ☐   No ☐   Prefer not to say ☐

**Your ethnicity:**

| | |
|---|---|
| White Scottish | |
| White Other British | |
| White Irish | |
| White Gypsy Traveller | |
| White Polish | |
| Mixed or multiple ethnic group | |
| Asian, Asian Scottish or Asian British: Pakistani | |
| Asian, Asian Scottish or Asian British: Indian | |
| Asian, Asian Scottish or Asian British: Bangladeshi | |
| Asian, Asian Scottish or Asian British: Chinese | |
| Asian, Asian Scottish or Asian British: Chinese | |
| African: African, African Scottish or African British | |
| African: Black, Black Scottish or Black British | |
| African: Other | |
| Caribbean, Caribbean Scottish or Caribbean British | |
| Black, Black Scottish or Black British | |
| Arab, Arab Scottish or Arab British | |
| Other ethnic group | |
| Prefer not to say | |

If you chose an 'other' option, please state your ethnicity here:

| |
|---|
| |

**Your sexual orientation:**

Heterosexual ☐ Gay/Lesbian ☐ Bisexual ☐ Prefer not to say ☐

**Your religion or belief:**

| | |
|---|---|
| None | |
| Church of Scotland | |
| Roman Catholic | |
| Other Christian | |
| Muslim | |
| Sikh | |
| Hindu | |
| Jewish | |
| Buddhist | |
| Other religion | |
| Prefer not to say | |

If you chose 'other', please state your religion or belief here:

| |
|---|
| |

**Thank you for taking part in our consultation.**

## OUTCOMES

**Our communities are more resilient and people live their lives safe from harm**

**We are responsive and flexible in meeting community needs**

**Our people are supported and have opportunities to realise their potential**

**We protect our natural environment and reduce our impact on it**

**We are a high quality, continuously improving, efficient public service**

| STRATEGIC PRIORITIES | Improved Local Outcomes | National and Community Resilience | Modernising Response | Workforce Development | Governance and Social Responsibility | Transformation |
|---|---|---|---|---|---|---|
| STRATEGIC OBJECTIVES | We will work in collaboration with our partners in a flexible and responsive manner to ensure our collective resources protect those at greatest risk and that we jointly tackle issues of inequality | We will take a lead role with partners in designing co-ordinated plans to manage the effects of major emergencies | We will ensure that the way we respond to emergencies when they occur is tailored to meet the specific needs of communities | We will develop plans to ensure that our current and future workforce needs are understood and planned for | We will continue to ensure that our decision making processes are transparent and evidence led | We will explore new ways of working to meet Scotland's future needs |
| | We will ensure that the safety and wellbeing of our communities is improved through building their knowledge and capacity, and providing targeted education and awareness campaigns using innovative technologies and new media platforms | We will take a lead role with partners to enhance the protection of critical national infrastructure | We will work to ensure that the range of our emergency response roles is enhanced to improve life outcomes | We will seek to be an employer of choice that better reflects the diversity of the people of Scotland | We will develop our approach and strengthen our commitment to protecting the environment and achieving greater sustainability | We will continue to make better use of digital technology to improve how we work |
| | We will develop robust evaluation methods and resources to determine our impact on local outcomes and contribution to social value | We will lead the way with our partners to secure enhanced community resilience | We will work with property owners to ensure that they are supported to reduce unwanted fire alarm signals | We will continue to safeguard the health, safety and wellbeing of each employee | We will develop a performance framework that enables effective management of risk and supports effective scrutiny, challenge and improvement | We will continue to manage and deploy our assets to meet the different needs of our communities |
| | We will further develop our approach to better regulation by working closely with dutyholders to ensure the built environment is safe from fire | | | We will work to ensure that our workforce is highly skilled and empowered | We will embed effective communication and engagement in all that we do | We will continue to explore how we maximise efficiency and productivity within our organisation and partnerships |

# Community Safety & Resilience Board

| Report Title: | Scottish Fire and Rescue Service Local Plan for Shetland 2017-20 |
|---|---|
| Presented By: | Billy Wilson; SFRS Local Senior Officer for Shetland |

| | |
|---|---|
| **1.0** | **Overview/Introduction** |
| | |
| 1.1 | This report advises Shetland Community Safety and Resilience Board of the Scottish Fire and Rescue Service (SFRS) proposals for the development of the Fire and Rescue Plan for Shetland 2017-20. |
| | |
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| | |
| **2.0** | **Background Detail & Content** |
| | |
| 2.1 | The SFRS has a statutory responsibility to prepare Local Plans for each Local Authority. There is no legislatively prescribed timespan for Local Plans so they may be reviewed and revised at any time. |
| | |
| 2.2 | However, a mandatory review is required should certain events occur, such as the approval of a new Strategic Plan. This year, as a result of the development of a new Strategic Plan, all 32 Local Plans will be reviewed. As these were published to cover a 3 year timespan ordinarily there would be an expectation they will be replaced by April 2017. |
| | |
| 2.3 | With the introduction of new legislative requirements and initiatives such as community empowerment, health and social care integration and community justice, local areas are seeing significant changes in how local partners need to plan and work collaboratively to improve community outcomes. |
| | |
| 2.4 | These developments have a positive influence on the development of our Local Plans. In order to benefit more from these influences it is proposed to allow these to evolve further and stagger production of Local Plans beyond April 2017. |
| | |
| 2.5 | In addition, through using this measured approach to developing our Local Plans we can be more flexible to allow for greater integration with local partner plans. These include Local Outcome Improvement Plans (formerly known as Single Outcome Agreements), Health and Social Care Strategies and Community Justice Plans which are in their infancy or still under development. |
| **3.0** | **Proposal/Expected Outcome** |
| | |
| 3.1 | The CSRB is invited to note and approve the SFRS proposals for the development of the Fire and Rescue Plan for Shetland 2017-20. |

| | | |
|---|---|---|
| **4.0** | **Risk Management Implications** | |
| 4.1 | **Professional** | |
| | There are no implications arising from this report. | |
| 4.2 | **Political** | |
| | There are no implications arising from this report. | |
| 4.3 | **Social/Demographics/Community/Customer/Stakeholder Issues** | |
| | There are no implications arising from this report. | |
| 4.4 | **Financial/Economical** | |
| | There are no financial implications arising from this report. | |
| 4.5 | **Legal** | |
| | The Fire (Scotland) Act 2005, (as amended by the Police and Fire Reform (Scotland) Act 2012; Section 41 E (1); (2)(a);(b);(c);(d);(e);(f); | |
| | "As soon as is reasonably practicable after a strategic plan is approved under section 41A, SFRS must prepare a local fire and rescue plan for each local authority area." | |
| | "A local fire and rescue plan is a plan setting out" - | |
| | "priorities and objectives for SFRS" | |
| | "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". | |
| 4.6 | **Physical** | |
| | There are no implications arising from this report. | |
| 4.7 | **Contractual** | |
| | There are no implications arising from this report. | |
| 4.8 | **Technical** | |
| | There are no implications arising from this report. | |
| | | |
| **5.0** | **Conclusions** | |
| 5.1 | The report provides the opportunity for the CSRB to consider the proposals for the development of the SFRS Local Fire and Rescue Plan 2017-20 and to provide comments on | |

behalf of the Shetland Islands Council to help inform this development proposal.

For further information please contact:
Name: Billy Wilson
Contact information:01463 22700/ 07917087443
E: Billy.wilson@firescotland.gov.uk
Date: 27 July 2016

END

# Community Safety Board

| Report Title: | Performance against the Local Fire & Rescue Plan for Shetland |
|---|---|
| Presented By: | Area Manager Billy Wilson, Local Senior Officer for Shetland |

| 1.0 | Overview/Introduction |
|---|---|
| | |
| 1.1 | To provide an update on performance against the SFRS Local Plan for the first quarter of 2016-17. |
| | |
| 2.0 | Background Detail & Content |
| | |
| 2.1 | The Quarterly Performance Report, attached as Appendix 1 to this report, reflects the performance outcomes outlined within the Fire and Rescue Plan for the Shetland Islands, and provides performance information for the period 1 April to 30 June 2016. |
| | |
| | |
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| | |
| | |
| | |
| 3.0 | Proposal/Expected Outcome |
| | |
| 3.1 | Members note the Quarterly Performance report for the period 1 April 2016 to 30 June 2016; as outlined in section 2 of this report. |
| | |
| | For further information please contact: Name: Billy Wilson, Local Senior Officer for Shetland Contact information: 01463 227000. E-mail Billy.Wilson@firescotland.gov.uk Date: 20 November 2015 |
| | |
| | END |
| | |
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| | |

# Quarterly Performance Report

## Quarter 1 2015-2016 (1 April to 30 June)



**Shetland Islands Council**

1

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|---|---|

2

## INTRODUCTION

This performance report provides information on our prevention, protection and operational response activities within the Shetland Islands over the period Quarter 1 2015-2016, (April-June 2015).

The Scottish Government provides an overarching vision for public services. This vision is supported by 16 National Outcomes which demonstrate commitment to creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth. The Scottish Fire and Rescue Service (SFRS) can make a significant contribution to improving these outcomes in the Shetland Islands by contributing to the Community Planning arrangements across the area.

The national priorities for the SFRS are set out in the Fire and Rescue Framework for Scotland 2013.

The SFRS Strategic Plan 2013-2016 outlines how the SFRS will deliver against these priorities and the outcomes against which this delivery can be measured.

The priorities contained within the Shetland Islands Local Fire and Rescue Plan 2014-2017 reflects the Community Planning Partnership & Single Outcome Agreement (SOA). The SOA includes a range of key themes focused on delivering improved outcomes for the communities in the Shetland Islands.

The aims of the Local Fire and Rescue Service in Shetland are to reduce deaths, injuries and damage to property from fires and other emergency events. We aim to achieve this by working in partnership, being pro-active and targeting our prevention and protection activities to where they are most required, based on evidence.

## Performance Summary

We measure how well we are meeting our priorities using 6 key indicators, depicted below

| Key performance indicator | Apr to (& incl.) Jun | | | | | RAG rating |
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | YTD |
|---|---|---|---|---|---|---|
| All accidental dwelling fires | 2 | 1 | 2 | 4 | 2 | 🟢 |
| All accidental dwelling fire casualties (fatal & non-fatal | 0 | 0 | 0 | 1 | 0 | 🟢 |
| All deliberate fires | 2 | 0 | 1 | 1 | 1 | 🟢 |
| Non domestic fires | 4 | 1 | 5 | 2 | 3 | 🔴 |
| Special Service Casualties - All | 4 | 3 | 2 | 3 | 4 | 🔴 |
| False Alarm - UFAs | 17 | 13 | 16 | 14 | 14 | 🟢 |

| RAG rating - KEY | | |
|---|---|---|
| 🔴 | RED DIAMOND | 10% higher than the previous YTD period, or local target not achieved. |
| | YELLOW TRIANGLE | Up to 9% higher than the previous YTD period, or local target not achieved. |
| 🟢 | GREEN CIRCLE | Equal to or improved upon the previous equivalent quarter (or YTD period), or local target achieved. |

4

| Progress on local fire & rescue plan priorities |
| --- |

## Priority 1 – Local Risk Management and Preparedness

### Operational Risk Intelligence Gathering and Review

Operational Risk Intelligence is a key factor in safeguarding both Firefighter and Community safety. The Control of Major Accident Hazards is a series of regulations which control the activities on high risk use or storage of certain chemicals or compounds. All of the SFRS Site Specific Plans (SSPs) for sites on Shetland have been reviewed and are in place. These have now been updated and communicated to relevant personnel with the documents having been uploaded onto the onboard computer system on each fire engine.

These plans are being enhanced by the addition of digital mapping and three dimensional views of the sites to assist attending fire and rescue crews.

Plans are in place to increase our operational intelligence throughout Shetland by undertaking a programmed inspection regime of premises that have been identified by our local crews as a potential risk to fire-fighters. Inspections will commence in Q2 and will continue throughout the reporting year. The completion of the Tactical Information Plan will then be uploaded onto the onboard computer system on the fire engine, allowing our personnel to access the hazards identified in the previous inspection of the premises.

### Major Incidents

Shetland staff prepares for major incidents through our contribution to the Shetland Emergency Planning Forum Executive and our joint training to deal with specific risks.

During this reporting period Shetland Area staff participated in a COMAH exercise at the Shetland Gas Plant. This involved a joint response with SFRS, Police Scotland and the Scottish Ambulance Service to a major fire and explosion at the site. The aim of the exercise was to test Shetland's emergency services response to an incident at the gas plant. This involved the setting up of an Incident Command structure to deal with the event, involving multiple agencies and personnel from Total. Retained personnel from Brae, Hillswick, Scalloway and Lerwick participated in the scenario, along with the two whole-time island based officers. The exercise was successful with the aims set out being achieved.

An officer also attended an exercise at Sumburgh airport, ensuring that we continue to contribute, if required, to the development of emergency response plans.

### Fire Appliance Availability

The following bar graphs indicate the operational availability of fire appliances across Shetland during April, May and June 2016. The lower half of each bar indicates the average day-time availability of a fire appliance from 8 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 8am 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.

To ensure Safe Systems of Work; SFRS policy stipulates that an appliance cannot mobilise with less than 4 suitably competent firefighters.

The key factor affecting appliance availability in Shetland is the low staff establishment at a number of stations, therefore as soon as any individual from a unit becomes unavailable, the appliance availability is affected.

As can be seen from the table below, this continues to have the greatest impact on Brae, Sumburgh, Bixter, Hillswick, Walls and Scalloway.

Maintaining 100% fire appliance availability at these stations is currently proving a challenge due to the station establishment numbers and firefighters main employment requirements, which takes personnel out with the station turnout area for periods of time.

Fetlar remains unavailable due to recruitment issues and low staffing levels. Work is still ongoing to try and remedy this problem, but with the limited pool of potential applicants on the island, it is a challenge for SFRS to attract people into the retained fire service. Shetland Area Staff will continue to work to find a solution to the recruitment challenges, by speaking to residents, associated groups and other partner agencies.

5

# Fire Appliance Availability – April 2016
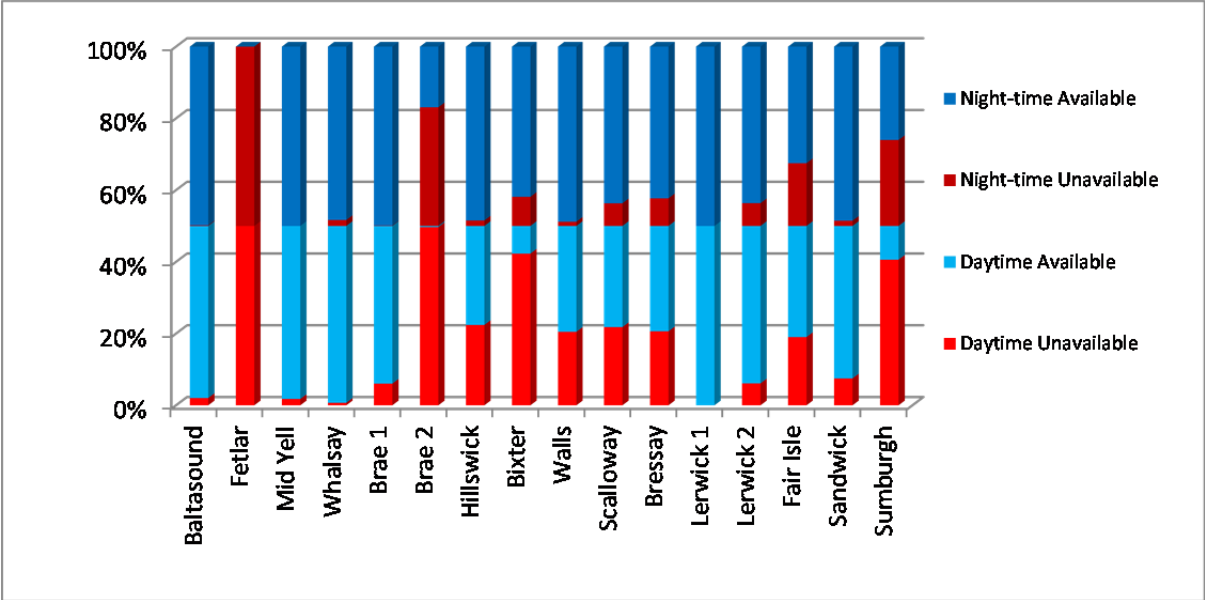


# Fire Appliance Availability – May 2016
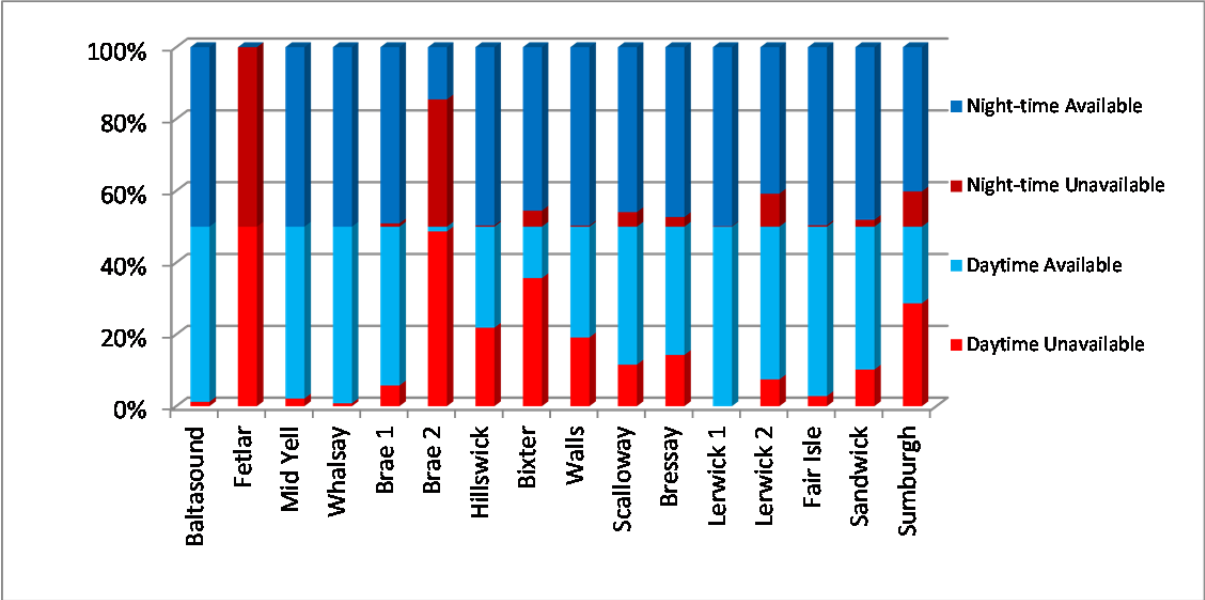


# Fire Appliance Availability – June 2016



6
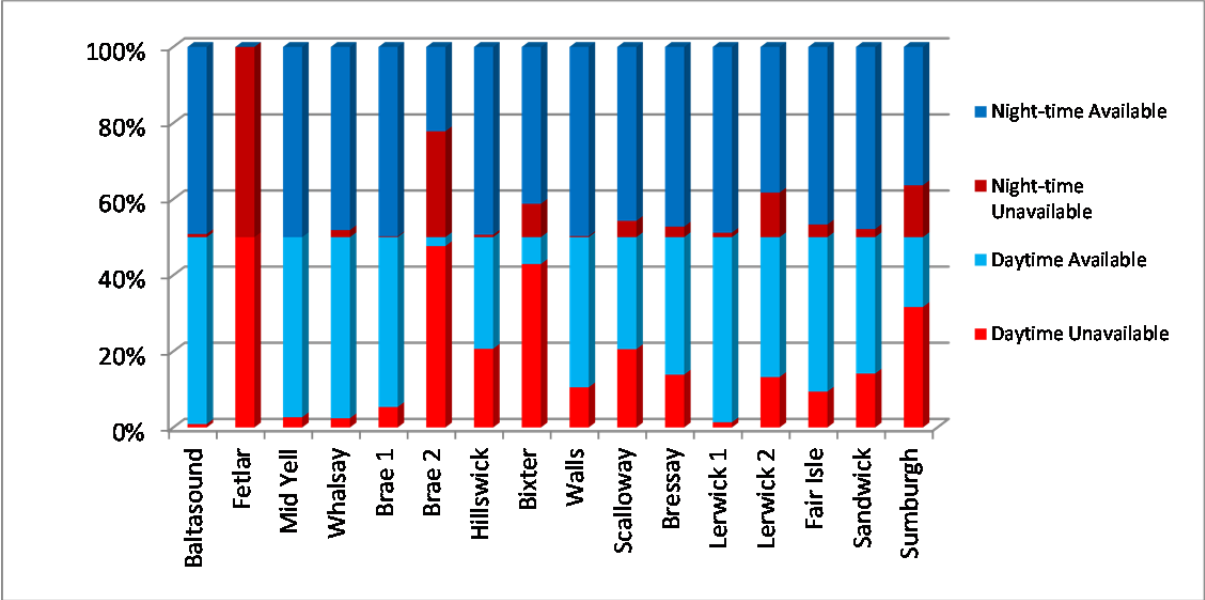
**Fire Station Staffing & Recruitment**

Historically recruitment within Shetland has been challenging. The Service is confident that improvements to the recruitment process will provide for a more positive experience for potential candidates and that this will have an overall impact on station crewing levels.

As part of this new approach, SFRS has engaged with Local Councillors, Community Councils and local media. We have also actively undertaken additional awareness by utilising banners and visiting households and businesses at local station level in an effort to encourage members of the community to join the service.

The change of focus by SFRS to a new recruitment process is starting to show improvements in station establishment figures within Shetland.

It is encouraging to note the number of persons now applying to join the Retained Fire Service within Shetland. Area staff will continue to work with partner agencies, Community Councils and others in promoting the need for locally based retained firefighters.

Six individuals have been offered employment as retained fire-fighters with SFRS, with the option to attend an initial training course in September. It is hoped that all six will be able to attend the aforementioned course, increasing the establishment figures at a number of Shetland fire stations. A further five individuals are in the second stage of the recruitment process and it is again hoped that they will progress to becoming retained fire-fighters within the communities of Shetland.

**Fire Station Staffing and Recruitment April to June 2016**

| Council Ward | Fire Station | Staffing Mar 2015 | Staffing Jun 2016 | Staffing Change | Full Staffing Compliment | Difference from Compliment | Recruit Applicants |
|---|---|---|---|---|---|---|---|
| **North Isles** | Baltasound | 11 | 11 | ➔ | 12 | -1 | 0 |
| | Fetlar | 1 | 1 | ➔ | 12 | -11 | 0 |
| | Mid Yell | 9 | 9 | ➔ | 12 | -3 | 1 |
| | Whalsay | 9 | 9 | ➔ | 12 | -3 | 0 |
| **Shetland North** | Brae | 8 | 8 | ➔ | 20 | -12 | 2 |
| | Hillswick | 8 | 8 | ➔ | 12 | -4 | 0 |
| **Shetland West** | Bixter | 6 | 6 | ➔ | 12 | -6 | 3 |
| | Walls | 10 | 10 | ➔ | 12 | -2 | 0 |
| **Shetland Central** | Scalloway | 8 | 8 | ➔ | 12 | -4 | 1 |
| **Lerwick North & Lerwick South** | Bressay | 8 | 8 | ➔ | 12 | -4 | 1 |
| | Lerwick | 22 | 22 | ➔ | 20 | +2 | 0 |
| **Shetland South** | Fair Isle | 7 | 7 | ➔ | 12 | -5 | 1 |
| | Sandwick | 12 | 12 | ➔ | 12 | 0 | 0 |
| | Sumburgh | 7 | 7 | ➔ | 12 | -5 | 2 |

7

| Priority 2 - Reduction of 'All accidental dwelling fires' |
|---|

The tables below represent the number of accidental dwelling house fires that occurred in Shetland. Tolerances are set in context of the number of previous incidents by reporting period and, where there has been an increase in overall incidents, the colour coding is identified with the application of the red, amber and green (RAG) system.

Trend lines also identify the number of incidents over the reporting 5 year period, both by month and by reporting quarter, and it is encouraging to note a decrease in the quarter to date.

Accidental dwelling fires can have devastating effects on our community. The SFRS is committed to keeping people safe in their homes. We share information with partners to make sure that the right people get the right information they need, particularly those who are vulnerable due to age, isolation or addiction.

**Domestic Dwelling Fire Safety Partnership Working**

Our local CSA continued to engage with partner organisations to help in driving down the risk from fire to those most vulnerable in the community.

**Domestic Dwelling Fires**

There has been a decrease in accidental dwelling fires for the year to date compared to 2015/16. This is encouraging to note, but we will not become complacent based on this figure. Although Shetland fire stats are lower than the national average on all aspects, we must and will, ensure that we continue to promote fire safety within the home.

| YTD ward ave. for Shetland Islands - 1 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Sparklines |
|---|---|---|---|---|---|---|
| Shetland Islands | 2 | 1 | 2 | 4 | 2 | |
| North Isles (Shetland) | 0 | 0 | 0 | 1 | 0 | |
| Shetland North | 1 | 1 | 1 | 0 | 2 | |
| Shetland West | 0 | 0 | 0 | 1 | 0 | |
| Shetland Central | 0 | 0 | 0 | 0 | 0 | |
| Shetland South | 1 | 0 | 0 | 1 | 0 | |
| Lerwick North | 1 | 0 | 1 | 1 | 0 | |
| Lerwick South | 0 | 0 | 0 | 0 | 0 | |

8

**HFSV Total for Shetland Committee - 2016/17 Q1**

| | CSET Risk | | | |
| --- | --- | --- | --- | --- |
| | High | Medium | Low | Total 2016/17 Q1 |
| No. of HFSVs | **42** | **23** | **10** | **75** |
| No. of HFSVs with Detectors Fitted | 15 | 5 | 2 | **22** |
| No. of HFSVs with Advice Only | 27 | 18 | 8 | **53** |
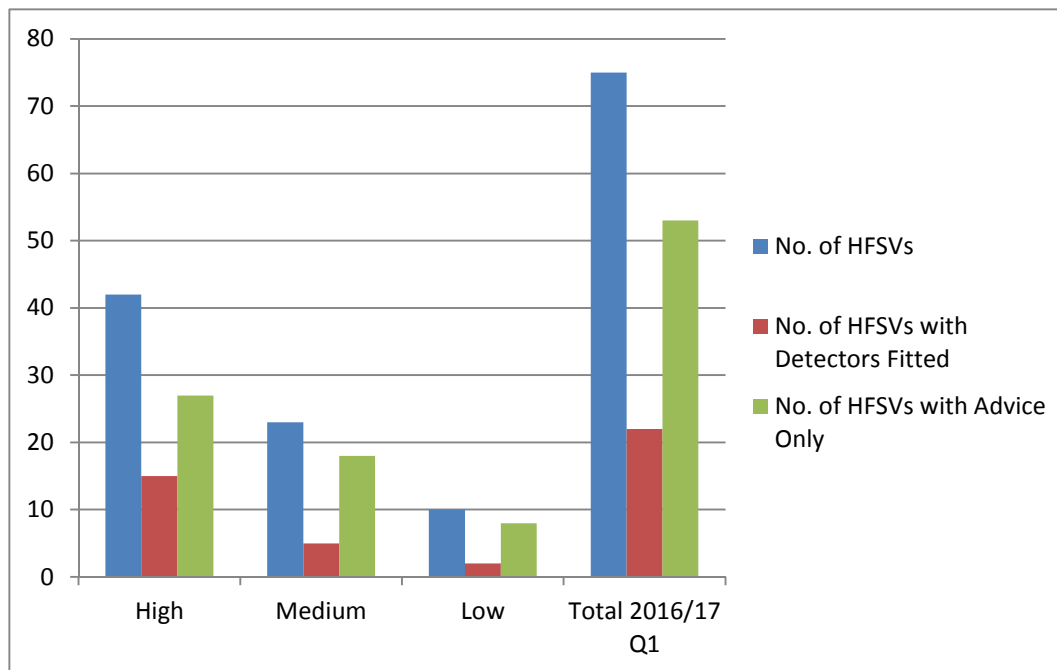
**CSE QUARTERLY VISITS 2016/17**
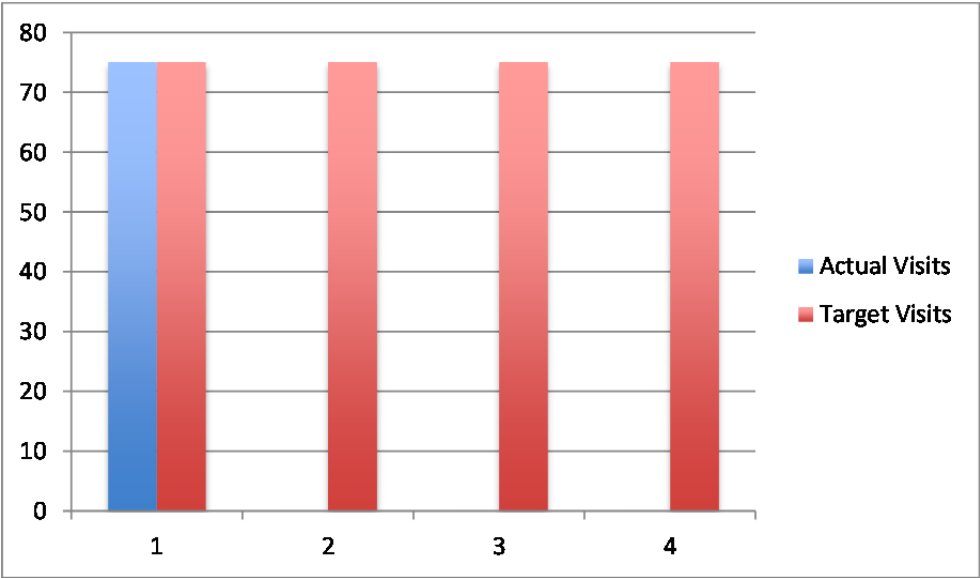


**CSE QUARTERLY POINTS 2016/17**



10
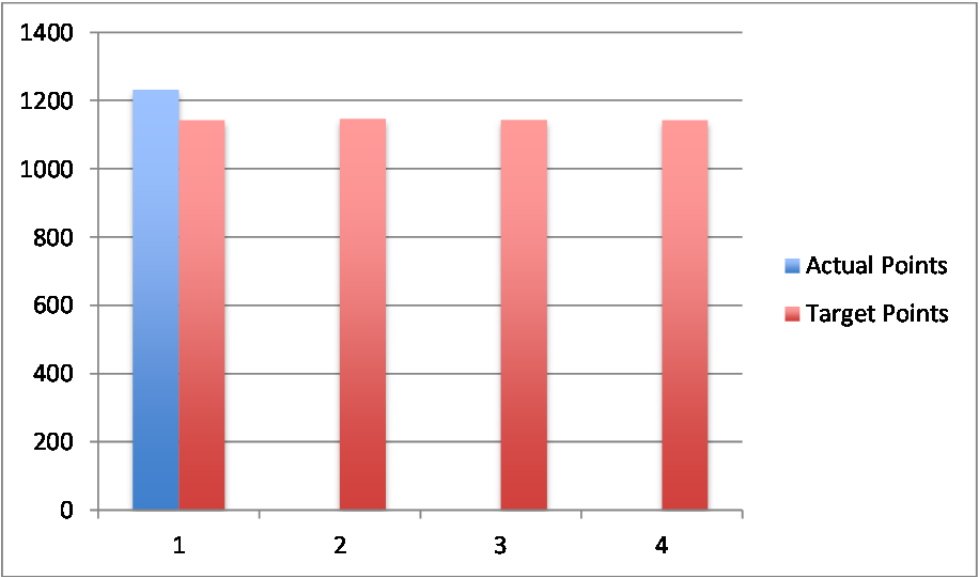
| Priority 3 - Reduction of 'All accidental dwelling fire casualties (fatal & non-fatal (incl. p/c's))' |
|---|

## Home Fire Safety for Vulnerable Residents

The Shetland Community Safety Advocate and staff from P&P have continued to engage with our partners to target our work towards the most vulnerable in the community.

## Home Fire Safety Visits

Q1 statistics show that a total of 75 Home Fire Safety Visits were undertaken during the first quarter of 2016/17 giving a 100% visit rate. A refocus by staff, including RDS firefighters has seen a significant improvement during this quarter.

During the visits in Q1 (75 visits) a total of 22 properties were fitted with smoke detectors.

The Service operates a dual approach to HFSV; gross number of visits and points risk rating. This ensures that those at highest risk from fire are targeted ahead of lower risk groups. The points to visit ratio has a target figure of 15, with a figure of 16.4 being achieved within Shetland.

## Home Fire Safety Education for Schools/Children

Operational personnel continue to accommodate requests from schools and other community groups to visit our fire stations. Our staff use these visits as an opportunity to engage with young people, where a fire safety message can be delivered.

Staff continue to use and become familiar with the Community Safety Engagement Toolkit, (CSET), which in addition to being a recording mechanism for these activities, tracks activity across the SFRS. Over time, this will allow for the sharing of community safety engagement good practice across Scotland.

| YTD ward ave. for Shetland Islands - 0 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Sparklines |
|---|---|---|---|---|---|---|
| Shetland Islands | 0 | 0 | 0 | 1 | 0 | |
| North Isles (Shetland) | 0 | 0 | 0 | 0 | 0 | |
| Shetland North | 0 | 0 | 0 | 0 | 0 | |
| Shetland West | 0 | 0 | 0 | 0 | 0 | |
| Shetland Central | 0 | 0 | 0 | 0 | 0 | |
| Shetland South | 0 | 0 | 0 | 1 | 0 | |
| Lerwick North | 0 | 0 | 0 | 0 | 0 | |
| Lerwick South | 0 | 0 | 0 | 0 | 0 | |

11

| Priority 4 - Reduction of 'All deliberate fires' |
|---|

Fortunately, deliberate or wilful fires are rare within Shetland but do occasionally occur. This quarter saw one fire of this nature.  We will notify Police Scotland of any wilful fire or suspected wilful fire so that appropriate action can be taken against an individual or individuals.

The Shetland Community Safety Advocate has received the appropriate training to work with individuals who have, or may be identified as having, the potential to instigate a wilful fire-raising occurrence. Although this service has not been implemented within Shetland since 2010, it is available should a referral be received from any of our partner agencies.

If necessary, Area staff will continue to request the attendance of the Fire Investigation Unit from Aberdeen, if it is suspected that a fire is of a deliberate nature. This team work closely with Police Scotland to identify the cause of a fire and to identify any persons that may be involved in wilful fire-raising. The fire investigation team have visited Shetland on three occasions since the formation of the Scottish Fire and Rescue Service in 2013.

| YTD ward ave. for Shetland Islands - 0 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Sparklines |
|---|---|---|---|---|---|---|
| Shetland Islands | 2 | 0 | I | I | I | |
| North Isles (Shetland) | 0 | 0 | 0 | 0 | 0 | |
| Shetland North | I | 0 | I | 0 | 0 | |
| Shetland West | 0 | 0 | 0 | I | 0 | |
| Shetland Central | 0 | 0 | 0 | 0 | 0 | |
| Shetland South | I | 0 | 0 | 0 | 0 | |
| Lerwick North | 0 | 0 | 0 | 0 | I | |
| Lerwick South | 0 | 0 | 0 | 0 | 0 | |

12

| Priority 5 - Reduction of 'Non domestic fires' |
|---|

**Legislative Fire Safety Enforcement Audits**

The Service will continue to undertake Legislative fire safety audits which are managed by a Fire Safety Enforcement Team based in Inverness. Progress against the annual fire safety enforcement targets, set out in the prevention and protection plan, are indicated below. It is pleasing to note that the deployment of the Enforcement Team in this quarter has resulted in the achievement of the targets as set out in our Prevention and Protection Plan.

The team of FSEOs will continue to deliver the SFRS Fire Safety Enforcement Strategy through the auditing of all mandatory premises within the Shetland Islands area.

There were 8 fire safety enforcements undertaken in Shetland during Q1. This is slightly above the quarterly target figure of 7.

**Post Fire Audits**

It is now SFRS policy that a post fire audit will be implemented following a fire in any building which is deemed to be a "relevant premises" under the Fire (Scotland) Act 2005. This examines whether the "duty holders" of the premises were adequately complying with their fire safety responsibilities.

| YTD ward ave. for Shetland Islands - 0 | 2012/13 | 2013/14 | 2013/14 | 2015/16 | 2016/17 | Sparklines |
|---|---|---|---|---|---|---|
| Shetland Islands | 4 | 1 | 5 | 2 | 3 | |
| North Isles (Shetland) | 1 | 0 | 0 | 0 | 1 | |
| Shetland North | 2 | 0 | 1 | 1 | 0 | |
| Shetland West | 0 | 0 | 0 | 0 | 0 | |
| Shetland Central | 0 | 0 | 0 | 0 | 1 | |
| Shetland South | 0 | 0 | 2 | 0 | 0 | |
| Lerwick North | 0 | 0 | 2 | 1 | 1 | |
| Lerwick South | 1 | 1 | 0 | 0 | 0 | |

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## FSE Audits – Quarterly Report



## Post Fire Audits



14
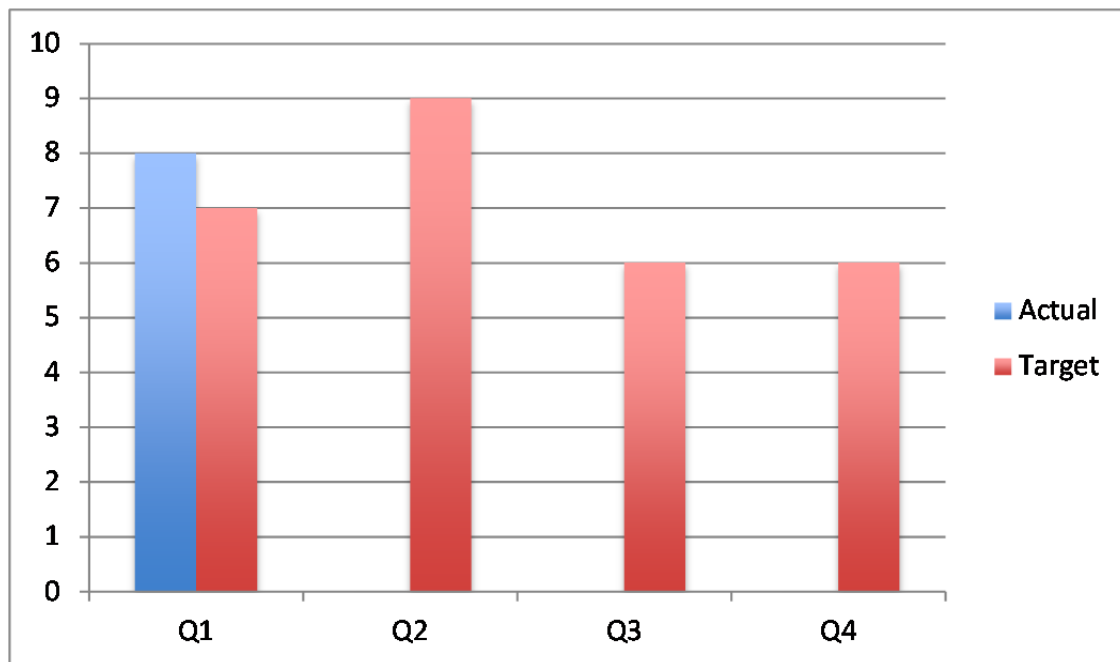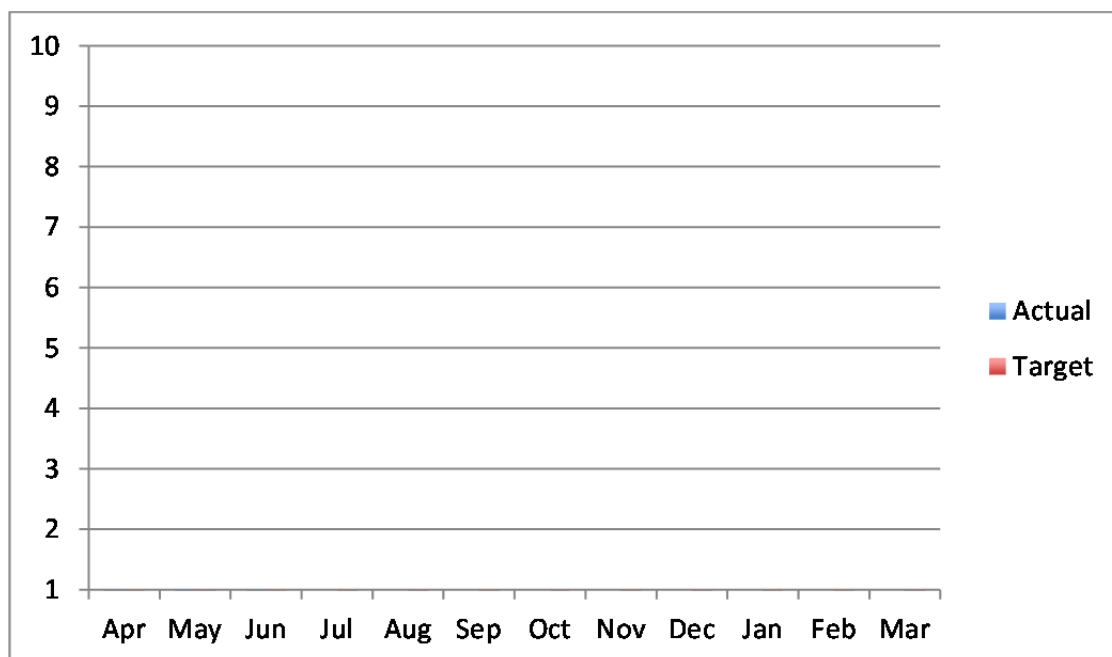
**Priority 6 - Reduction of 'Special Service Casualties - All'**

Special Service incidents involves an operational response to a range of emergency activities including life critical road traffic collisions, flooding events, industrial accidents and in support of other emergency service colleagues at larger multi-agency non-fire related events.

The most common type of special service is as a result of a road traffic collision involving, in most cases, a response from all three emergency services. The Service is working in partnership with other emergency response colleagues and partner agencies.

Road safety activities in the area include e.g. Driving Ambition, which has a focused message of road safety, targeting key groups in the reduction of road related incidents as identified in Scotland's Road Safety Framework to 2020.

A Driving Ambition day is currently in the final stages of planning and will be presented to Brae and Anderson High School pupils on the 16th September. This project is undertaken by SFRS working in partnership with Police Scotland, SIC Road Safety Unit and local business.

Special service calls remain at a low level in comparison to national figures but we will not be complacent in our approach to enhancing the safety of our communities. Work will continue with our partners, especially in relation to road safety to reduce the risk to persons.

http://www.scotland.gov.uk/Resource/Doc/286643/0087268.pdf

| YTD ward ave. for Shetland Islands - 0 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Sparklines |
|---|---|---|---|---|---|---|
| Shetland Islands | 4 | 3 | 2 | 3 | 4 | |
| North Isles (Shetland) | 0 | 0 | 0 | 0 | 0 | |
| Shetland North | 1 | 1 | 1 | 1 | 0 | |
| Shetland West | 2 | 0 | 0 | 0 | 0 | |
| Shetland Central | 0 | 0 | 0 | 0 | 2 | |
| Shetland South | 1 | 2 | 1 | 1 | 0 | |
| Lerwick North | 0 | 0 | 0 | 0 | 0 | |
| Lerwick South | 0 | 0 | 0 | 1 | 2 | |

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**Priority 7 - Reduction of 'False Alarm - UFAs'**

The Service responds to a number of false alarms over the reporting year, a number of which are unwanted fire alarm signals (UFAS). While we attended the same number of UFAS calls during Q1 as in the same period of the previous year, we have seen an overall reduction of16% for the period of 15/16 compared to 14/15. This is encouraging and we will continue to work closely with duty holders to reduce, year on year, the number of UFAS events.

In addressing the number of UFAS incidents across Scotland, the Scottish Fire and Rescue Service (SFRS) introduced a national UFAS Reduction Procedure on 1 December 2014. The key aim of this procedure is the implementation of a standard management model to reduce the number of unwanted alarm signals across all areas of Scotland. This will be achieved in a number of ways:

• Working more closely with responsible 'duty holders' post UFAS events to review, and where appropriate, improve management arrangements within premises

• Effectively managing an appropriate response to repeat UFAS calls from known premises

SFRS recognises that high levels of Unwanted Fire Alarm Signals can have a significant impact on our staff and their full time employers. The Prevention and Protection team based in Inverness have examined this issue and we will undertake bespoke plans to improve the overall picture in Shetland.

Lerwick still continues to have a high level of UFAS calls to commercial premises. Operational RDS staff continue to issue advice to the occupier at the time of attending the premises with additional steps having been taken to visit the premises at a later date by Prevention and Protection staff. This will hopefully allow the occupier of the most frequently attended properties to fully understand the implications of a continued response form SFRS. The SFRS UFAS policy will be implemented on offending proprieties, if deemed appropriate.

| YTD ward ave. for Shetland Islands - 2 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Sparklines |
|---|---|---|---|---|---|---|
| Shetland Islands | 17 | 13 | 16 | 14 | 14 | |
| North Isles (Shetland) | 0 | 0 | 0 | 0 | 0 | |
| Shetland North | 1 | 0 | 0 | 0 | 1 | |
| Shetland West | 0 | 0 | 1 | 0 | 0 | |
| Shetland Central | 0 | 1 | 0 | 0 | 1 | |
| Shetland South | 1 | 2 | 2 | 3 | 3 | |
| Lerwick North | 9 | 4 | 11 | 6 | 7 | |
| Lerwick South | 6 | 6 | 2 | 5 | 2 | |

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## 4.    Glossary

**Primary Fire**
Primary fires include all fires in non-derelict buildings and outdoor structures or any fires involving casualties or rescues or any fires attended by five or more appliances.

**Secondary Fires**
Secondary fires are 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.

**Accidental Dwelling Fires**
Building occupied by households, excluding hotels, hostels and residential institutions. In 2000, the definition of a dwelling was widened to include any non-permanent structure used solely as a dwelling, such as caravans, houseboats etc. Caravans, boats etc. not used as a permanent dwelling are shown according to the type of property. Accidental includes fires where the cause was not known or unspecified.

**Fire Fatality**
A person whose death is attributed to a fire is counted as a fatality even if the death occurred weeks or months later.

**Fire Casualty**
Non-fatal casualties, injured as a direct result of a fire attended by the service. Includes those who received first aid at the scene and those who were recommended to go for a precautionary check. Does not include injuries to fire service personnel.

**Deliberate Fire**
Fires where deliberate ignition is suspected.

**Special Services**
Special Services are non-fire incidents requiring the attendance of an appliance or officer. The Fire (Scotland) Act 2005 placed a statutory duty on FRS to attend fires and road traffic accidents. It also included an additional function order that covers non-fire incidents such as rescues from collapsed buildings or serious flooding.

**CPP**
Community Planning Partnership.

**SOA**
Single Outcome Agreement.

**RTC**
Road Traffic Collision

**UFAS**
Unwanted Fire Alarm Signals

**RDS**
Retained Duty System – Staff who are employed on a retained (part time basis) and provide an emergency response within a local area

**CRU**
Community Response Unit – staff who provide a specific role within a local area e.g. attending RTC or Wildfire type incidents

**CFS**
Community Fire Safety - CRU staff providing a local prevention and protection role and deliver fire safety advice and information

**PDIR**
Post Domestic Incident Response – A targeted delivery of key home fire safety advice and information to the local community and residents following a dwelling house fire

# Seasonal Community Safety Calendar 2016

**OPERATIONAL DEMAND**

Months around the wheel: March, April, May, June, July, August, September, October, November, December, January, February

Action plans:
- SPRING / EASTER ACTION PLAN
- SUMMER / HOLIDAY ACTION PLAN
- AUTUMN / BONFIRE ACTION PLAN
- WINTER / FESTIVE ACTION PLAN

School holidays:
- SCHOOLS EASTER HOLIDAY
- SCHOOLS SUMMER HOLIDAY
- SCHOOLS OCTOBER WEEK
- SCHOOLS CHRISTMAS HOLIDAY

Inner wheel themes:
- Cooking Safety
- Grass & Wildland Fires
- Rubbish and Refuse Fires
- Derelict Property
- Fire Related Anti Social Behaviour
- Holiday Safety
- Countryside & Outdoor Safety
- Student Safety / Electrical Safety / Chimney Safety
- Bonfire Safety
- Older / Vulnerable Persons
- Festive Safety
- Safety at Home
- Fire & Alcohol

## Dates and Awareness Events

**March – May**
- 9th Mar  No Smoking Day
- 15th Apr  Muirburn period ends
- 25th – 30th Apr  CFOA Water Safety Week
- 2nd – 8th May  Deaf Awareness Week
- 16th – 22nd May  UK Mental Health Awareness Week
- 18th – 24th May  Dementia Awareness Week
- 30th May – 5th June  Boat Fire Safety Week

**June**
- 1st – 7th June  Volunteers Week
- 3rd June  National Fish and Chip Day
- 6th – 12th June  Carers Week / Child Safety Week
- 12th June  The Big Lunch / 15th June  Brake's Giant Walk
- 18th – 26th June  Drowning Prevention Week

**August – September**
- 25th Aug  NHS Living Life Day
- 5th – 11th Sept  Chimney Fire Safety Week / CFOA Business Safety Week
- 19th – 25th Sept  Gas Safety Week
- 21st Sept  World Alzheimers Day
- 26th Sept – 2nd Oct  CFOA Home Fire Safety Week / Fire Door Safety Week

**October**
- 1st Oct  Muirburn period commences / Older People's Day
- 1st – 31st Oct  Stoptober (smoking)
- 2nd Oct  Grandparents' Day
- 10th Oct  World Mental Health Day
- 13th Oct  World Sight Day
- 10th – 16th Oct  Scottish Mental Health Week / CFOA UK Fire Sprinkler Week
- 17th – 23rd Oct  Candle Fire Safety Week
- 19th Oct  Burn Awareness Day
- 24th – 30th Oct  Student Fire Safety Week

**November**
- TBA  Ready for Winter (Scot. Govt.)
- 1st – 30th Nov  Movember (men's health)
- 5th Nov  Bonfire Night
- 7th – 13th Nov  Electrical Fire Safety Week
- 8th Nov  National Landlord Day (Scottish Association of Landlords)
- 14th – 20th Nov  Alcohol Awareness Week (Alcohol Concern)
- 18th – 25th Nov  Carbon Monoxide Awareness Week
- 21st – 27th Nov  National Road Safety Week (Brake)
- 3rd Dec  International Day of Persons with Disability

**December – February**
- 25th Dec  Christmas Day
- 31st Dec – 1st Jan  Hogmanay and New Years Day
- 21st Jan  Register my Appliance Day
- 1st Feb  Breathing Space Day
- 1st – 5th Feb  Cold Home Week

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

# Community Safety & Resilience Board

| Report Title: | Performance against SAS Quality scorecard and Strategic Options framework |
|---|---|
| Presented By: | Andrew M Fuller, Divisional Head of Services North. (Shetland, Orkney & Western Isles) |

| 1.0 | **Overview/Introduction** |
|---|---|
| 1.1 | To provide an update on performance against the SAS quality scorecard and development of the strategic options framework |
| | |
| **2.0** | **Background Detail & Content** |
| 2.1 | The performance report attached details the performance against Nationally agreed targets for the Scottish Ambulance Service |
| | |
| **3.0** | **Proposal/Expected Outcome** |
| 3.1 | |
| | |
| **4.0** | **Risk Management Implications** |
| 4.1 | **Professional** |
| 4.2 | **Political** |
| 4.3 | **Social/Demographics/Community/Customer/Stakeholder Issues** |
| 4.4 | **Financial/Economical** |
| 4.5 | **Legal** |
| 4.6 | **Physical** |
| 4.7 | **Contractual** |
| 4.8 | **Technical** |
| | |
| **5.0** | **Conclusions** |
| | |

| 5.1 | |
|---|---|

For further information please contact:
Name: Andrew M Fuller, Divisional Head of Services (Islands), North.
Contact information: 01463 667799
E: afuller@nhs.net
Date: 04 April 2016

END

**Scottish Ambulance Service**

**Shetland**

# Community Safety & Resilience Board August 2016

**1.0 A&E Performance:**

In **Shetland,** there has been an overall increase of 161 incidents compared with the same period last year. **Q1 15/16 (520), Q1 16/17 (681)**

- Decrease (18) in Cat A Incidents 81 to 63
- 3 Cat A's less in performance this year as the same period last year
- Increase (34) in Cat B Incidents 156 to190
- Decrease (8) in Cat C Incidents 18 to 10
- Increase (47) in Urgent Incidents 248 to 295
- Increase (106) in Routine incidents 17 to 123

However over the last three years there has been an increase which has levelled off over the last year.

The location of incidents on Shetland 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 demand particularly around urgent and routine work and to continue to explore alternative pathways of care. Any increase in urgent and routine work directly impacts on our availability for Cat A life threatening calls

| Call category | 2013/14 | 2014/15 | 2015/16 |
|---------------|---------|---------|---------|
| Cat A | 243 | 282 | 281 |
| Cat B | 596 | 638 | 630 |
| Cat C | 112 | 114 | 87 |
| Urgent | 788 | 1188 | 1012 |
| Routine | 49 | 116 | 291 |
| Total | 1838 | 2338 | 2301 |

**1.1 Actions being taken to improve the YTD Cat A Performance**

| Sector | Q1 | Last Year Q1 |
|---|---|---|
| Shetland

Target 75% | 68.3% | 56.8% |

- Continue to review shift patterns. Implementation of 6 new staff into Lerwick this is a phased approach with 2 already working and 4 being phased in over the next few months
- Progress with new Community First Responder Schemes. This is a phased approach due to the resources required to implement these.
- Ongoing dialogue with NHS Boards and NHS24 around the reasons for increasing SAS Demand and the need to put in place alternative pathways of care to reduce inappropriate admissions to hospital. This is being progressed through the NHS Boards Unscheduled Care Work Streams.
- Continue the development of Community Paramedics to increase see and treat and reduce inappropriate admissions to hospital.
- Continue to work with NHS Boards to fully utilise Profession to Profession lines
- Working with partners to fully develop falls pathways for A&E Crews to access along with access to rapid response teams and hospital at home teams with responsive care packages where available. Discussion through Ambulance liaison group.

**1.2 Cat A Cardiac Arrest Performance**

| Sector | Q1 | Last Year Q1 | Comment |
|---|---|---|---|
| Shetland  arrival within 8 mins | % | % | Target 80% |
| Return of Spontaneous Circulation (ROSC) | 2 Cardiac arrests no ROSC | 1 Cardiac arrest no ROSC | Target 12% |
| VF/VT ROSC | 0% | 0% | Target 30% |

The reasons for YTD Cat A Cardiac Arrest Performance are outlined in the Cat A Performance section.

**1.3 Actions being taken to improve the YTD Cat A Cardiac Arrest Performance**

- As outlined in the Cat A Performance Section
- Developing new community first responder schemes and working with local communities to install Public Access defibrillators and map these onto the C3 System
- Targeting another resource to attend all Cardiac Arrest calls as well as the initial response

**1.4 Cat B Performance**

| Sector | Q1 | Last Year Q1 |
|---|---|---|
| Shetland | 71.4% | 69.0% |
| target 95% | | |

The reasons for YTD Cat B Performance are outlined in the Cat A Performance Section and also include

- Increase in A&E Demand
- Changes to Key Performance Indicators (KPIs) for responding to Cat B Calls from 21 minutes during 2011/12 to 19 minutes from 2012/13 has had an impact on Cat B Performance in the North Division
- The continual increase on demand

**1.5 Actions being taken to improve the Cat B Performance Target**

- Implementing revised shift patterns
- Progressing new Community First Responder Schemes. This is a phased approach due to the resources required to implement these.
- Ongoing dialogue with NHS Boards and NHS24 around the reasons for increasing SAS A&E Demand and the need to put in place alternative pathways of care to reduce inappropriate admissions to hospital. This is being progressed through the NHS Boards Unscheduled Care Work Streams.
- Continuing to work with NHS Boards to fully utilise Profession to Profession lines
- Working with partners to fully develop Falls pathways for A&E Crews to access along with access to rapid response teams and hospital at home teams with responsive care packages where available
- Working to improve service delivery through See and Treat figures

**1.6 Hyper Acute Stroke to Hospital < 60 mins**

| Sector | Q1 | Last Year Q1 |
|---|---|---|
| Shetland | 100% | 100% |
| 80% Target to hospital in <60 mins | N=4 | N=4 |

**1.7 Actions being taken to maintain/improve the YTD Hyper Acute Stroke to Hospital < 60 mins Performance**

- As outlined in the Cat A Performance Section
- Crews to take less time at location if they can achieve getting the patient to hospital within 1 hour from the call.
- Return from call under blue lights to hospital.
- Profession to profession support

**SAS Context**

- 888,000 calls to ACC = 686,500 ambulance responses

- Typical response outcome:

  – 2 patients in every 10 are life threateningly ill and/or injured

  – 1 patient is seriously unwell

  – 6 patients have an exacerbation of an existing condition or minor injury/illness

  – 1 patient will not require or will refuse assistance

- Current Model

  – Circa 30% of SAS responses require hospital A&E

  – Circa 80% end up there! (82.5% in Shetland)

**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**

Chaired by Andy Fuller SAS Head of services for the Islands the group consists of representatives from both NHSS and SAS.

**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, SAS Helimed Air Ambulances cannot fly under SAR rules 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.

**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 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 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.

**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**

**4.1 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
- 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.

**4.2 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
- Island specific ambulances delivered to Skerries and Fetlar for SAS/NHSS use
- Ongoing training and development of the retained service with new members in the recruitment process

**5.0 Outer Islands SOF Update:**

| | |
|---|---|
| Fetlar<br><br>Basic Spec 4x4 VW Caravelle (A shared resource with NHS Shetland is now in place, this will serve as patient transport/mobile clinic/nurse transport). | 2 recruits were trained to FPOS Basic April 7th 2014<br>Visited on 15/7/14 & 26/8/14 carried out some Moving & Handling, driving assessments and completed a refresher session for them.<br>Also undertook training and driving assessments with 4 new recruits 23-25th March<br>Unfortunately one of the "new" recruits has resigned due to getting a full time job in Unst.<br>Currently 3 responders available to work with resident nurse update training required |
| Skerries<br><br>Basic Spec 4x4 VW Caravelle (A shared resource | We have a team of 5 here, and training is complete. They have been trained and Completed Driving assessments with all 5 plus |

| | |
|---|---|
| with NHS Shetland is now in place, this will serve as patient transport/mobile clinic/nurse transport). | some Moving & Handling, infection control, entonox and FPOS Intermediate<br><br>Delivered. A refresher was completed on the 11<sup>th</sup> June 2015<br>PS gave Nurse familiarisation session on IBEX chair as they have had a vehicle swap (Nov 15)<br>Next refresher Dec 15<br>Down to 1 responder and 3 possibly available to drive.<br>2 potential new recruits<br>Planning a trip out in September 2016 |
| Unst<br><br>A&E Spec  4x4 VW Caravelle | A team of 8 working<br>Revisited in Jan 2015 delivered more training assessed 3 for fpos BASIC.<br>Scenario run with the team and GP<br><br>July 2015 – Met with 5 of the team for a refresher<br>Refresher carried out July 16<br>Plans are well established to garage the Ambulance in the Fire station at Baltasound.<br>4 day CR course- 3 passes, 1 fail<br>3 still due 2 day conversion<br>1 member retiring at end of Aug.<br>Gave manikin for training.<br>Revisit for resit of assessment - end Aug. |
| Whalsay<br><br>A&E Spec  4x4 VW Caravelle | A Contractor scheme with a pool of 7 volunteers and a coordinator.<br>The existing team are trained to FPOS intermediate.<br> They have completed Moving and Handling, driving assessments and Infection control.<br>NP delivered a refresher session  3/2/15<br>Have been trained to use Entonox<br>**Were given Paper datix forms sept 2013**<br><br>Refresher training completed in Dec 2015 including a M&H refresher<br><br>5 new recruits needing Interviews? Driving & PVGs done<br>4 day training for new recruits<br>2 day course for remaining team |
| Yell<br><br>A&E Spec  4x4 VW Caravelle | A Contractor scheme with 5 volunteers<br>The team are trained to FPOS intermediate or the equivalent.<br>Two new recruits were trained to FPOS intermediate in December. They also completed Driving assessments and M&H plus infection control<br>BH delivered a refresher session 8/12/14<br>Refresher delivered 7/7/15<br>Currently due a refresher<br>4 need 4 day course |

| | |
|---|---|
| | 2 due 2 day conversion<br>Next visit due Aug. |
| Foula | We intend a joint visit to Foula and contact the Community Council at the earliest opportunity. |
| Fair Isle | Fair Isle visited on the 22nd June this year and held a meeting in the fair isle hall with about 26 residents. No one showed any interest and Peter and Edna were told that they have an arrangement with the SFRS as they are first responder trained that the nurse calls them if she requires any help. SAS and SFRS need to formalise this arrangement |
| Bressay | Advertised locally for recruits with one person to date expressing an interest. Utilising local newsletter to advertise. |

## 5.1 Retained

The retained team in Lerwick are undergoing training we have two that have completed their GCU initial training and are now on station to complete their mentored hours and practice placements. We have a further three students that are completing SVQ level 3 and are ready to take up SVQ level 4 at he beginning of April 2016 which when completed will be equivalent to technician level

## 5.2 West Mainland – Aith

There is an intention to set up a community responder scheme in west Mainland and we have a couple of contacts that the team intend to follow up.

## 6.0 PTS (Patient Transport Service)

One part time Vacancy 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.

## Shetland Health Board Sector Comparison

| | Demand | | Difference | |
|---|---|---|---|---|
| | Period 1 - 01/04/2016 - 30/06/2016 | Period 2 - 01/04/2015 - 30/06/2015 | Demand | Demand Variance |
| Registered Journey Count | 288 | 179 | 109 | 60.89% |
| Journey Count | 255 | 161 | 94 | 58.39% |
| Medical Escort Count | 2 | 4 | -2 | -50.00% |
| Relative Escort Count | 5 | 6 | -1 | -16.67% |

| | | | | |
|---|---|---|---|---|
| **Cancel Count** | 33 | 18 | 15 | 83.33% |
| **Abort Count** | 3 | 3 | 0 | 0.00% |
| **W (C)** | | | | |
| **W1, WT1, WC1 (C1)** | 188 | 114 | 74 | 64.91% |
| **W2, WT2, WC2 (C2)** | 33 | 29 | 4 | 13.79% |
| **Stretcher** | 34 | 18 | 16 | 88.89% |
| **A&E** | | | | |
| **Admission** | 5 | | 5 | |
| **Day Patient** | | | | |
| **Discharge** | 57 | 52 | 5 | 9.62% |
| **House to House Transfer** | | 1 | -1 | -100.00% |
| **Out Patient** | 189 | 105 | 84 | 80.00% |
| **Transfer** | 4 | 3 | 1 | 33.33% |

Although Shetland has a low number of requests for the service the large area in which the ambulance covers has its own challenges.  The vehicle is responsible not only for servicing mainland Shetland it also covers the small islands involving ferry trips.

Shetland is experiencing increases in Outpatient activity and demand which is not in line with the national framework where reductions were expected.  This will continue to be monitored and explored with the Health Boards.

Staffing has been challenging in terms of vacancies and sickness absence, however this is now improving due to the qualifying of two new Technicians.  This position has allows improved allowing redirection of ACA staff from Urgent Tier to PTS duties.  A small increase in the number of renal patients was discussed at a recent liaison group meeting in terms of eligibility etc.  It is anticipated that further recruitment for PTS will be required once the A&E staffing budget is realigned.

**6.1 Punctuality for Pickup for Appointment**

| Sector | YTD | Last Year |
|---|---|---|
| Shetland **75% Target** | 88.4% | 81.4% |

**6.2 PTS Punctuality for Pickup after Appointment**

| Sector | YTD | Last Year |
|---|---|---|
| Shetland **80% Target** | 97.4% | 96.5% |

**The reasons for PTS Punctuality for Pickup after appointment**

- Patients requiring to be picked up from outpatient clinics with different outpatient appointments finishing at different times impacting on the pick up after appointment time

**Actions being taken to improve**

- AutoPlan and Shift Reviews, Working with Health Boards to streamline outpatient appointment time processes

**6.3 PTS SAS Cancelled No Resource**

| Sector | YTD | Last Year |
|---|---|---|
| Shetland **Target <= 0.5%** | 5.6% | 6.7% |

**The reasons for PTS SAS Cancelled No Resource**

- Accepting all bookings and having to cancel journeys 24 hours prior to appointment time due to lack of resources
- Limited resources with Vacancies, sickness or leave having an impact on capability

**Actions being taken to improve**

- Fill vacant PTS Posts, Reviewing & Monitor Sickness / Absence levels, Different ways of working and engaging with Health Boards around appointment times, Working with

alternative transport providers for patients who do not meet the Patient Needs Assessment ( PNA) freeing up capacity for patients that do meet the PNA

Contacts:

Andrew M Fuller Divisional Head of Services

Malcolm Macleod Area Service Manager, Islands

Peter Smith Paramedic Team Leader, Lerwick

**Appendix 1**

**Glossary**

**Emergency Calls**

**Category A** – Life threatening call response Target of 8 Minutes for 75% of calls

**Category B** – Emergency call response target of 19 minutes for 95% of calls

**Category C** – Emergency call that could be responded to in a given timeframe or passed

       to another service provider i.e. NHS24

**Urgent Call** - Unplanned call from NHS 24, Doctor, midwife that has a timescale for

       admission to hospital.  91% target

**Routine Calls**- Are on the boundary between A&E and PTS operations. They include non-urgent transport for patients who require paramedic intervention en-route and patients who could travel by PTV but for unusual factors. Future bookings and retrievals are often planned using Routine Calls.

**Scheduled Care – PTS**

Punctuality for appointment at hospital - Target 75%

Punctuality after appointment (uplift)   -   Target 80%

Journeys cancelled                                    - Target <0.5%

The categories are:

W - The patient can walk unaided and requires no assistance.

W1 - The patient can walk and requires steadying assistance only.

W2 - The patient can walk and requires the assistance of two crew members.

WT1 - The patient has their own wheelchair but can transfer to a seat with minimal assistance. There is suitable access at their home and requires the assistance of a single crew member only.

WT2 - The patient has their own wheelchair and requires the assistance of two crew members to transfer to/from the vehicle.

WC1- The patient has a medical need to travel in their own wheelchair and cannot transfer to/from vehicle. There is suitable access at their home and they require the assistance of a single crew member.

WC2- The patient has a medical need to travel in their own wheelchair and cannot transfer to/from vehicle. Access at their home and/or their condition requires the need of a two crew members.

## SAS Clinical Model



Figure 1: SAS Clinical Model

Figure 1 illustrates the key components of the new clinical and offers some examples within each of the identified patient flow groups.
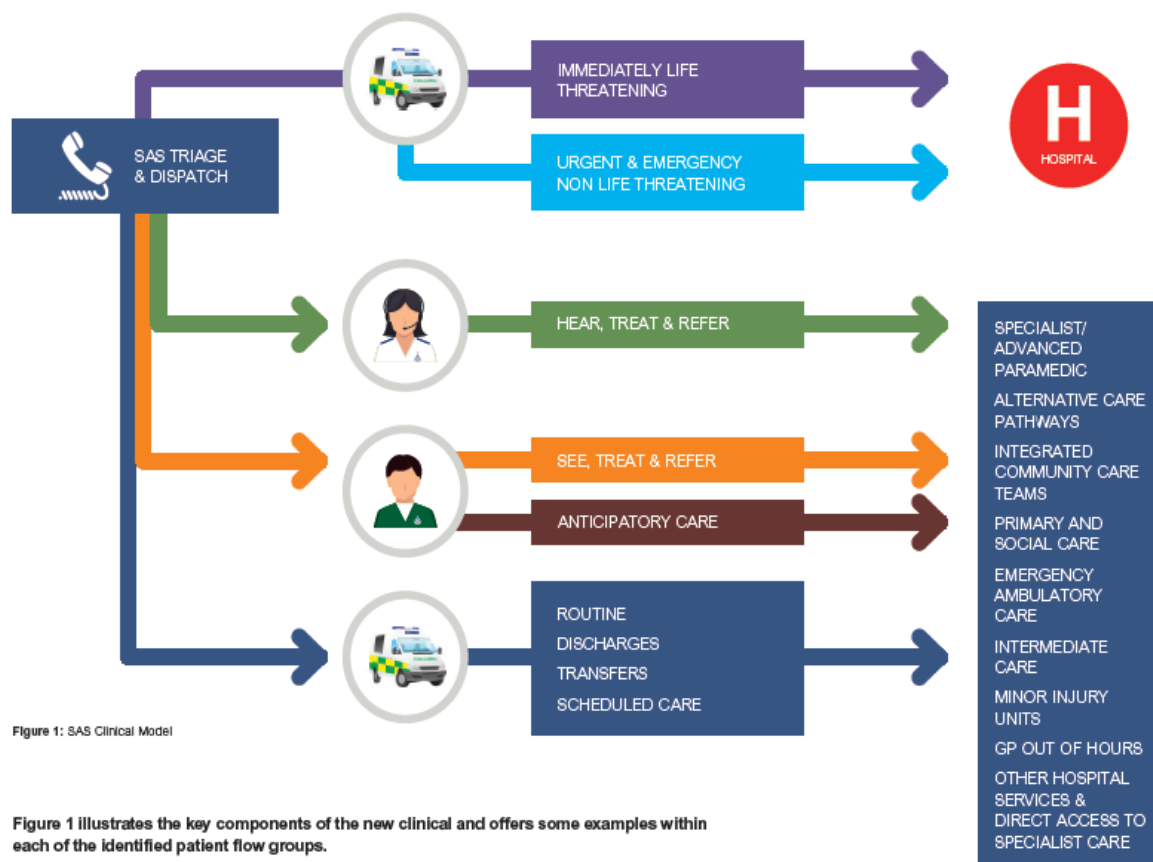
Scottish Ambulance Service — Taking Care to the Patient

NHS SCOTLAND

'Taking Care to the Patient'
The Response Model

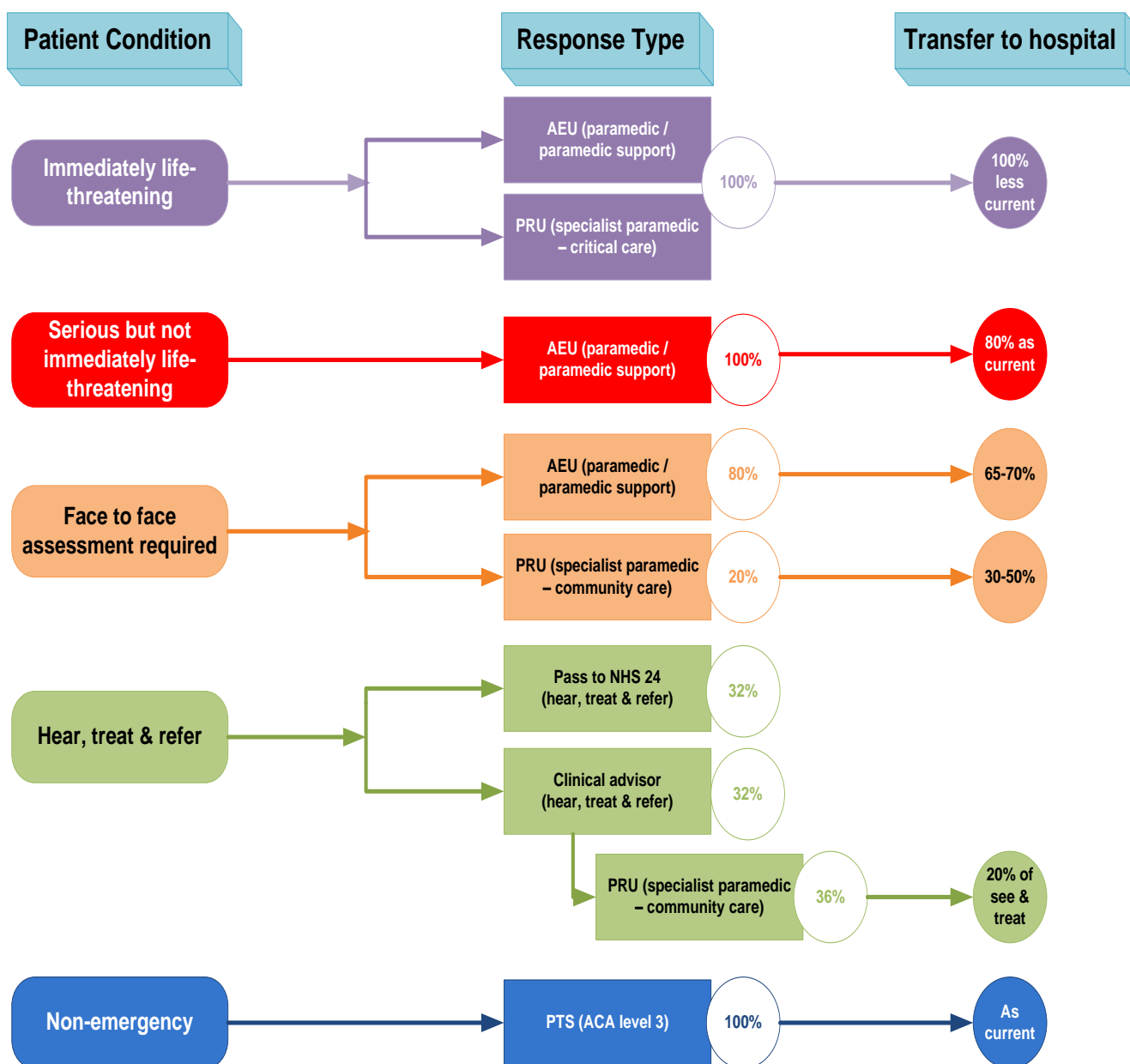| Patient Flows | Acuity | Response/skills |
|---|---|---|
| Immediately Life Threatening | Immediately life threatening / 8 minute response | Paramedic/Specialist paramedic / Conveying resource. |
| Serious but not Immediately Life-Threatening | Time-critical / Urgent GP admissions and hospital transfers | Conveying resource / Paramedic plus support |
| See, Treat & Refer | Non time-critical / Face-to-face assessment | Specialist paramedic/Paramedic / Enhanced minor injury/illness |
| Hear, Treat & Refer | Low acuity 999 calls / Calls passed to NHS24 | Clinical advisor in Ambulance Control Centres / Paramedic level |
| Non-Emergency | Scheduled care / Low acuity urgent-discharge/transfers | Conveying resource / Enhanced Ambulance Care Assistant, Basic Life Support, oxygen, Automated External Defibrillator. |

**Patient Condition** — **Response Type** — **Transfer to hospital**

Immediately life-threatening →
- AEU (paramedic / paramedic support)
- PRU (specialist paramedic – critical care)

100% → 100% less current

Serious but not immediately life-threatening →
- AEU (paramedic / paramedic support) — 100% → 80% as current

Face to face assessment required →
- AEU (paramedic / paramedic support) — 80% → 65-70%
- PRU (specialist paramedic – community care) — 20% → 30-50%

Hear, treat & refer →
- Pass to NHS 24 (hear, treat & refer) — 32%
- Clinical advisor (hear, treat & refer) — 32%
- PRU (specialist paramedic – community care) — 36% → 20% of see & treat

Non-emergency →
- PTS (ACA level 3) — 100% → As current

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

| Issue/Topic: | Shetland Alcohol and Drug Partnership |
|---|---|
| Author: | Karen Smith |
| Date of meeting: | |

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 is a multi-agency group that meets every second month to advise on strategic matters relating to alcohol and drug use in Shetland. The Forum is the operational group that meets every second month also and advises SADP on current trends etc.

**Current Situation:**
SADP has revised its Terms of Reference and refreshed the membership and is awaiting confirmation from the IJB to implement these.
Service provision continues to be monitored after the closure of a voluntary sector organisation. The SMRS currently has 171 clients attending for treatment and/or informal support.
The young person's service still needs to be re-provided. A mapping exercise is due to begin via the Integrated Children and Young Person's Services Planning Group (ICYPSPG) looking at emotional resilience and trauma, current service provision, demand/capacity and gaps in service provision. SADP will feed into this process. Any young person currently needing support is being catered for via SMRS.

**Key Considerations:**

SDAP funding allocation has been announced on 1st July. SADP has not met since this announcement, however all members have received the announcement. SADP has a 23.04% reduction from 15/16 allocation. Members had already recommended a budget to IJB based on a 23% reduction, therefore service provision will not be affected for 16/17. There has been no indication for future funding levels.

**Conclusions:**

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

| Issue/Topic: | Adult Protection Committee |
|---|---|
| Author: | Kate Gabb |
| Date of meeting: | 11th August 2016 |

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:**
**Shetland APC met in June 2016.**

**Of note is the launch of the new updated adult protection procedures available on the safer Shetland website. http://www.safershetland.com/assets/files/ASP-Procedures-May-16---Final.pdf**
**Anyone requiring hard copies of the procedures please contact the Lead officer Kate Gabb.**
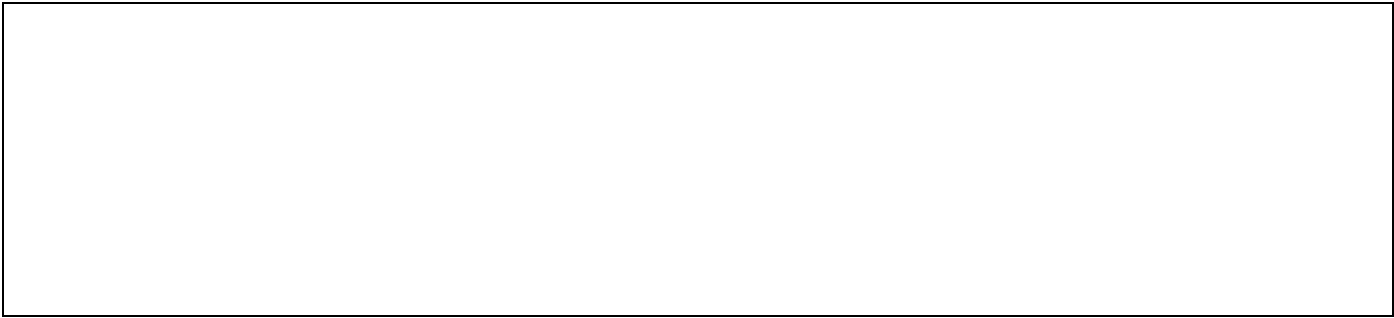**Kate.gabb@shetland.gov.uk**
**Workshops to raise awareness of the new procedures will be held on Friday 2 September 9.30 to 11.30 and 2.30 to 4.30 and anyone wanting to attend should contact Sarah Johnston Business support for APC sarah.johnston@shetland.gov.uk**

**Current Situation:**

**Key Considerations:**

**Conclusions:**

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

| | |
|---|---|
| **Issue/Topic:** | Child Protection Committee |
| **Author:** | Kate Gabb |
| **Date of meeting:** | 11th August 2016 |

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:**

**CPC met in June 2016 under the chairmanship of Chief Inspector Tulloch. Of note for the CSRB is the current planning to address Child Sexual Exploitation in line with Scottish Government national plan and further information can be shred when this local plan is completed. Additionally Scottish Government has signalled that they will be undertaking a review of child protection processes in Scotland during 2016.**

**Current Situation:**

**Key Considerations:**

**Conclusions:**

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

| Issue/Topic: | Road Safety Advisory Panel |
|---|---|
| Author: | Elaine Skinley |
| Date of meeting: | 22 June 2016 |

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:**
- Regular updates are given by the Roads Engineer, Road Safety Officer and the Police in terms of the 4 'E's' of Road Safety. (Engineering, Education, Encouragement and Enforcement)
- Bikeability (cycle training for primary school pupils)
  - Level 1 pupils trained – 162 up from 50 last year
  - Level 2 pupils trained on the road – 254 similar to last year
- Driving Ambition for S5/6 pupils from Brae and AHS – date set for 16th September.
- Winter Driving Campaign set for October with the Winter Tyre Clinic in the Lerwick Fire Station in the first week of November.
- Accident data issues are still ongoing
- Police Scotland and Roads staff establishing working relationships on various matters relating to speed and traffic management across Shetland.
- Transport Scotland had recently released details of their Road Safety Framework Mid Term Review, this identified re-alignment of focus areas for the next five years. These include on-going reviews of speed limits to target accidents. And to introduce 20mph zones or limits in residential areas and town centres.
- Shetland Road Safety Strategy will be updated next year (2017).
- No update from Police Scotland.

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

**Conclusions:**
Road Accidents impact negatively on all levels of the community and realising a reduction in accidents is recognised as a major community priority.
The Road Traffic Act (1988) (Section 39) places a duty on local authorities to provide a programme of measures to promote road safety.
The Scottish Government's publication "*Scotland's Road Safety Framework to 2020*", details the new tighter targets expected of Scotland's road safety units.
In response, the SIC will work hard to keep up the high standards of joint working applied to our initiatives and campaigns in an attempt to meet these new tighter targets.

**Shetland Domestic Abuse Partnership**
**Community Safety Board Briefing Note**

| | |
|---|---|
| **Issue/Topic:** | Domestic Abuse & Gender-Based Violence |
| **Author:** | Dr Susan Laidlaw  SDAP Acting Chair |
| **Date of meeting:** | CSRB – 11ᵗʰ August 2016 |

**Background:**
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 & Resilience Board (CSRB), the key strategic partnership with responsibility for the *Safer* strand of the Local Outcome Improvement Plan.  The SDAP also reports on the MARAC to the Chief Officer Group.

**Current Situation:**

**Multi-agency Risk Assessment Conference (MARAC)**
Funding from the Government's Violence Against Women and Children Fund for the MARAC has been secured for a further year.

The MARAC referral figures for the last quarter are similar to previous quarters, although there were more repeat referrals than usual. During the last quarter (April – June 2016) there have been seven cases referred: four from Women's Aid and three from the police. Three of these seven were repeat referrals. All the victims were female and none identified themselves as LGBT or from a minority ethnic group. There were 10 children within the households affected. In total there were 17 actions recorded for the following agencies : Police (7), Women's Aid (3), SIC Social Work Family Team (3), SIC Criminal Justice Social Work (2) and NHS Shetland (1).

Further multi-agency training for local staff on MARAC and the Risk Indicator Checklist (RIC), which supports referral to MARAC, is being arranged for September 2016 .

**Shetland Rape Crisis Support Service**
A local service is funded through Rape Crisis Scotland and there is ongoing work with partners to further develop the service in response to local need.

**Strategic Planning**
The development of a Domestic Abuse and Sexual Violence Strategy is progressing. There is also work underway to review the commissioning of domestic abuse services within the context of the Integrated Joint Board.

**Local Outcome Improvement Plan**
There are specific Domestic Abuse related actions in the LOIP 2016-20:
- As part of the Implementation of the revised Domestic Abuse Strategy , undertake a review of the Domestic Abuse Partnership and its associated sub-groups to ensure that preventing gender based violence is resourced and supported jointly across the partnership
- Carry out an analysis to understand the increase in reported domestic abuse incidents and the drivers behind this for comparison against national rate

**Key Considerations:**
- Work is progressing on the Domestic Abuse and Sexual Violence Strategy.
- The Rape Crisis Service is in place.
- Funding for MARAC has been secured, but just for a further year.

**Conclusions:**

There has been significant progress in developing capacity to take forward work on tackling domestic abuse and sexual violence, but still further work to do on finalising and implementing the Strategy.  In the meantime, the work of the MARAC continues to be prioritised, to ensure that the individuals at highest risk due to domestic abuse in Shetland are identified and helped to keep safe.

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

| Issue/Topic: | June Update |
|---|---|
| Author: | Billy Mycock (ASB Coordinator, Environmental Health, SIC) |
| Date of meeting: | Wednesday 22$^{nd}$ June 2016, Wednesday 15$^{th}$ July 2016. |

**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/PIEC model and Promoting Positive Outcomes.

(PIER / PIEC model (-Prevention, Early Intervention, Enforcement, Rehabilitation (2004)), (Prevention, Integration, Engagement, Communication (2009))).

**Current Situation:**

Going through process of producing the new 5 year ASB Strategy (2016-2020).

**Key Considerations:**

Nothing requiring CSRB consideration at this time.

**Conclusions:**

We continue to focus on tackling ASB in Shetland through working towards improved information sharing between agencies and
more targeted schemes at tackling the underlying issues to ASB.

**Covering Report on Anti-Bullying Framework for Community Safety and Resilience Board**

**Introduction**

This Framework is presented to the Community Safety Board as final draft for further comment and amendment before being presented to the Shetland Partnership in its final format to be adopted as part of the Local Outcome Improvement Plan.

The framework has been developed by an interagency short life working group that brought together partners from the Schools Service, Antisocial Behaviour Coordinator, Restorative Justice, Youth Work Services and Adult and Child Protection. An earlier version has been very widely circulated to agencies and organisations working with children and adults across Shetland and comments from that consultation incorporated into this version.

**Outline of the Framework**

The document is designed to take zero tolerance approach to bullying both involving children and young people and also adults in the workplace and the community. It is bold in its ambition to tackle bullying behaviour across Shetland. The framework is designed not to be prescriptive, but to give all organisations and employers a good practice guide from which to develop policies that suit individual organisations

. The document is divided into four sections and has three appendices:

- **Section One** gives an overview and definitions of bullying behaviour;
- **Section Two** is for organisations working with children and young people up to the age of 19;
- **Section Three** is for adults, services working with adults and employers of adults;
- **Section Four Monitoring and Feedback**
- **Appendix One** has leaflets and useful information, including training, and web links;
- **Appendix Two** has 3 parts covering Restorative Approaches to dealing with bullying, the Anti-Bullying Triangle which is helpful in addressing bullying and templates that can be used by any organisation for their own Anti-Bullying Policy
- **Appendix Three** shows the section of SEEMIS that schools need to use for recording incidents of bullying and the monitoring forms for all other organisations that will allow the collation of Shetland wide information about bullying.

(Please note that the template document in appendix 2 part 3 are still in development and will be added in as soon as possible)

It is proposed to the Community Safety and Resilience Board that the Shetland Together Group chaired by Chief Inspector Lindsay Tulloch will function as the interagency forum that will develop an implementation, training and awareness raising strategy for the Framework.

It is also proposed that the group will act as the monitoring group to consider reports on bullying and formulate any responses that may be required and report to the Community Safety and Resilience Board regularly. It is planned to formally launch the Framework-following approval by the Shetland Partnership -in Anti-Bullying week 14 to the 18th November 2016.

The roll out and use of this framework to establish a community wide mechanism for tackling unacceptable bullying behaviour will take consistent messages, good quality training and support and a long term commitment to making it work. The presentation of this draft to the Community Safety and Resilience Board is a first step.

Kate Gabb Lead officer Adult and Child Protection

(on behalf of the Shetland Together and Short Life Working Groups).

# Final Draft
## Shetland Multi-Agency Anti-Bullying Framework

**July 2016 Final Draft**

# SHETLAND MULTI-AGENCY ANTI-BULLYING FRAMEWORK

## INTRODUCTION

This framework has been produced by the Shetland Community Safety and Resilience Board and the Shetland Planning Partnership, as part of the Local Outcome Improvement Plan.

The Shetland Community Safety and Resilience Board and the Shetland Planning Partnership want to give a strong and clear message that there should be a zero tolerance approach to any form of bullying behaviour that harms children, young people and adults. The focus of this document is on keeping people safe, supporting those harmed, challenging any form of bullying behaviour and if necessary using appropriate legal measures to tackle bullying behaviour.

All involved in its development want everyone in Shetland - children, young people and adults - to live free from all forms of bullying, harassment and any form of discrimination, and to build the skills and resilience to prevent and respond to bullying. It is a fundamental right under Human Rights Legislation to live free from the effects of any form of unfair treatment.

In addition to asking every organisation in Shetland to use this guide as a good practice framework within which to develop their own policy and procedure, a monitoring mechanism has been set up with the intention of being able to collate information about bullying in Shetland. This will help the Shetland Planning Partnership and Community Safety and Resilience Board to identify where there needs to be improvements to training, better support to staff and an effective collective approach to this issue that reduces harm to individuals.

Shetland Community Planning Partnership and the Community Safety and Resilience Board will seek ways to publicise this framework, and to support and encourage all organisations to adopt anti-bullying policies which follow the framework laid out here. They will also plan and deliver training and actively raise awareness. They will set up an "anti-bullying monitoring group" with a remit to discuss the monitoring reports and formulate responses to any specific issues that emerge, with an appropriate route to report back and to publish information.

They will encourage all employers in Shetland, both in the public and private sectors, to adopt such policies.

This document is divided into four sections and has three appendices:

- **Section One** gives an overview and definitions of bullying behaviour;
- **Section Two** is for organisations working with children and young people up to the age of 19;
- **Section Three** is for adults, services working with adults and employers of adults;
- **Section Four Monitoring and Feedback**
- **Appendix One** has leaflets and useful information, including training, and web links;
- **Appendix Two** has 3 parts covering Restorative Approaches to dealing with bullying, the Anti-Bullying Triangle which is helpful in addressing bullying and templates that can be used by any organisation for their own Anti-Bullying Policy

2

- **Appendix Three** shows the section of SEEMIS that schools need to use for recording incidents of bullying and the monitoring forms for all other organisations that will allow the collation of Shetland wide information about bullying.

Different organisations will have different ways of dealing with bullying. This document aims to give a broad good practice framework within which organisations should develop their own policy and procedures in order to deal with bullying behaviour. This provides an opportunity to work in a focussed and effective manner by having a clear and consistent approach throughout Shetland which reflects local environments and culture.

Training will be provided to ensure that everyone understands their roles and responsibilities in relation to sustaining a zero tolerance approach.

Everyone should know or be able to find out who they can talk to and what they can do if bullying occurs.

**SECTION ONE**

**WHY SHOULD WE STOP BULLYING? . . .**
Bullying is a form of emotional and psychological abuse that harms children, young people and adults. In its extreme form it affects people's mental well being and can lead to a lack of self esteem, self-harm and suicide. People leave jobs and communities, have poor physical and mental health and children and young people may fail to achieve their full potential. The cost to society as a whole is huge - both in terms of the effect on individuals and the cost to public services in trying to support people harmed and address antisocial or criminal behaviour.

**DEFINITION**

This definition is taken from "A National Approach to Anti-Bullying for Scotland's Children and Young People"

"Bullying is unwanted conduct which leaves people feeling helpless, frightened, anxious, depressed or humiliated. Incidents of bullying can be persistent or happen in isolation. The fear of it can limit people's choices about where to go, what they do and whom they associate with."

Bullying includes harassment and the reasons people bully can be related to differences between themselves and another. Bullying behaviours may include:

- **Verbal** (name calling, teasing, putting down or threatening)
- **Emotional** (ignoring, leaving out or spreading rumours)
- **Physical** (hitting, tripping, kicking)
- **Criminal** (stealing and damaging belongings)
- **Cyber Bullying** (sending abusive text, email or instant messages)
- **Intimidation** (making people feel like they are being bullied or fearful of being bullied)
- **Discrimination** (targeting someone because of who they are or are perceived to be

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Bullying is about power and control and challenging anyone - child, young person or adult - who harms others in this way is a central theme of this document. Changing bullying behaviour is complex and requires a variety of approaches from carefully supporting a child to respect others and change their behaviour to making a formal allegation to the police in respect of an adult's aggressive and threatening behaviour.

All the information available nationally indicates that some groups of people who are in a minority or who are perceived as being different in some way are more likely to be targeted by those who would bully and harass others. All organisations have a duty of care to all staff, volunteers and service users, but it is arguable that there is an additional duty to be aware of people who may be potentially more at risk of being bullied. People can be bullied because of their race, religion, sexual orientation or because they have learning disabilities or a mental health condition. Young people who adopt a certain style of dress or who have piercings and tattoos may be viewed as being different to others. Children with additional support needs or those who are looked after may be treated differently.

## PRINCIPLES

The Scottish Government Document "A National Approach to Anti-Bullying for Scotland's Children and Young People" outlines the following principles. These can apply equally to children, young people and adults:

- We respect the rights of children as paramount
- We will work together to develop a culture of mutual respect and responsibility amongst all children and young people and adults around them
- We will seek to prevent and tackle bullying, through the development and implementation of effective anti-bullying policies and practices
- We will highlight bullying based on prejudice and perceived differences, and ensure our policies and practices are effective in dealing with these issues
- We will highlight different aspects of prejudice in order to make sure all types of prejudice-based bullying are treated with the same importance
- We will address the needs of children and young people who are bullied as well as those who bully within a framework of respect, responsibility, resolution and support
- We will share information and work jointly to make sure we are co-ordinated and cohesive in all that we do

It is important to focus on supporting people to speak out against bullying including those being harmed, those witnessing bullying and those who may be bullying others. The first step in this process is to create supportive environments where children, young people and adults can speak about bullying. Everyone needs to have the confidence to support people to talk about it and to develop the ability to speak up and speak out and seek help.

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**WHY SHOULD EVERYONE TALK ABOUT BEING BULLIED AND BULLYING BEHAVIOUR?**

Not talking about bullying creates an environment where it can thrive. The following points demonstrate the importance of speaking out against bullying:

- It should not be ignored  because that might make it seem acceptable for those involved;
- Speaking about it can make it more bearable for anyone affected - for those witnessing bullying behaviour, the person who is harmed and may also help the person who is causing the harm;
- It will share the burden. It should not be one person's burden alone to deal with;
- Talking about bullying can help find ways to resolve it. Two heads are better than one and sometimes when people are in the middle of something they cannot always see an obvious solution;
- Communicating about being bullied is most often the first step in the process to tackling the problem so it is important to remember that this step is needed in order to start the process of stopping bullying;
- Speaking out can help other people who are also affected by this behaviour, but may be too afraid to say. Children, young people and adults may feel alone and isolated, but in speaking out it becomes apparent that these may not be isolated incidents and a number of people can be affected by the same bullying behaviour;
- The person causing the behaviour may not understand the impact of their behaviour on others. They may feel like they are only blowing off steam or copying behaviour that other people do to them and do not realise that there are other ways to relate to people.
- The person causing harm to others may need help. They may feel that this behaviour is the only way for them to keep their problems and anxieties under control;
- Speaking up about bullying is the right thing to do. It will help create a better community for everyone to enjoy.

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## SECTION TWO

**For organisations providing services to children and young people up to the age of 19.**

Childline reports that bullying both in the real world and online is the fifth most common reason that children and young people contact them and is an issue in 14.5% of contacts.

Bullying causes emotional distress and impacts on self esteem and confidence.

This document provides an overarching framework for every setting where children and young people are educated, and where they take part in leisure activities or sports. The aim is not to provide prescriptive guidance, but to ensure that every organisation has a baseline for dealing with bullying behaviour. Any schools, youth clubs, sports clubs or other organisations who have or who are developing their own anti-bullying policy should follow the checklist and flow chart on page 10.

More important than any reactive policy to address bullying once it has happened, is to develop positive relationships amongst children, young people and adults which are mutually respectful, responsible and trusting. Promote emotional health and wellbeing for all young people. This includes behaviour online and on mobile digital devices, i.e. sexting, photo-sharing apps. Resources listed in appendix two give further information about resources and programmes that can be used to build positive respectful relationships and help to prevent bullying.

All organisations that work with children and young people should develop and implement an anti-bullying policy. Scottish Government Guidance states that "the policy should be reviewed on a regular basis; provide a framework for all the strategies, procedures and practices related to anti-bullying work through partnerships, consultation; and include an equality and diversity impact assessment. The most robust and successful policies are developed in consultation with all stakeholders and are often led by young people themselves".

Policies should include (adapted from: A National Approach to Anti-Bullying for Scotland's Children and Young People"):

- a statement which lays out the organisational stance on bullying behaviour
- reference to behaviour that happens online
- acknowledgement that the same children can be affected in different services
- acknowledgement of the importance of communication between the services, for example, incidents on the school bus incidents and sports clubs involving the same children
- Reference to GIRFEC and the appropriateness of contacting the child's Named Person
- a definition of bullying, developed through consultation creating a shared understanding between all parties involved

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- expectations or codes of behaviour and responsibilities for staff, volunteers and children and young people

- preventative and reactive strategies showing what an organisation commits itself to, what strategies it will employ when faced with bullying incidents or allegations and to prevent bullying from happening

- clarity on how and how often the organisation will communicate its anti-bullying policy and to whom; and how parents and carers will be informed of incidents

- use of the recording and monitoring process outlined in appendix 3 of this document that will be used for management purposes (Schools should use SEEMIS to record incidents of bullying and there is more guidance for Schools contained in the Schools Services Document)

- how and how often the policy will be evaluated to understand how successful and effective the policy is.

## Definition

Definitions developed through consultation and shared understanding will allow organisations to discuss what bullying looks and feels like, what forms it can take, including issues of difference and prejudice, and setting thresholds and expectations. Definitions should not however restrict what action is taken in order to respond effectively, and on the individual needs of each case or situation. The impact an incident has had on a child or young person is more important than whether it is classified as bullying.

## Expectations and communication

The school's anti-bullying policy and procedures should be communicated and shared so that every child and young person, and their parents and carers, know who they can talk to and what they can expect if bullying occurs. All School staff, volunteers, parents and carers, and children and young people, should be aware of their responsibilities and of the expectations of the organisation. Training and/or support should be provided to ensure that everyone understands their roles and responsibilities in relation to the anti-bullying policy and procedures. Information leaflets on anti-bullying for children, young people, parents and carers are also available to help communicate ways of dealing with bullying. See appendix 1.

## Approaches to preventing and dealing with bullying

Adults should establish open, positive and supportive relationships where children and young people feel safe, listened to, and secure in their ability to discuss sensitive issues. It is essential that adults model behaviour which promotes health and wellbeing; and understand anti-discriminatory, anti-bullying, and child protection policies. Approaches that can help prevent and deal with bullying are:

- education and awareness of rights

- development of an inclusive and positive ethos and climate of respect, responsibility and positive relationships; and a culture where bullying and discrimination is unacceptable

- pupil involvement and engagement

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- circle time, peer mediation, buddies, mentoring, playground pals

- strategies provided by young volunteers who support others in youth clubs and sports clubs and playground supervision

- proactive information strategies and campaigns that include advice and support about online behaviour

- mental, emotional and social health and wellbeing programmes and activities

- implementation of whole organisation programmes in positive relationships and behaviour, social and emotional skills and personal development

- restorative approaches

- nurturing approaches and principles and nurture groups

- personal support and additional support

- supporting and enabling parents

- acting on patterns of bullying incidents through monitoring

- using peer led approaches - for example sessions for secondary age pupils with the OPEN peer support project. Mentors in Preventing Violence that seeks to empower young volunteers to support other young people to challenge sexist, racist and homophobic language and behaviour.

**Recording and monitoring**

Recording and monitoring bullying incidents are essential for a number of reasons. Accurately recording incidents of bullying allows organisations to ensure that appropriate response and follow up has been issued. It helps the organisation to monitor the effectiveness of its policy and practice and can also help identify a need for training. Monitoring bullying incidents using the proforma in appendix 3 or by recording incidents on SEEMIS (please see screen shot of SEEMIS Equalities Monitoring form in appendix 3) can provide information on recurring patterns including involvement of particular children and young people; staff or other adults. Information should be recorded on:

- where and when bullying takes place

- aspects of prejudice or discrimination underlying bullying

- action taken or resolution at an individual or organisational level

- consideration of personal or additional support needs

Questionnaires can also be used to discover the nature and extent of bullying within an organisation, allowing adoption and adaptation of practice. The recording, monitoring and analysis of bullying is best carried out locally where it can be understood and acted upon by local organisations; as well as providing feedback on the effectiveness of anti-bullying policy and practice.

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**Implementation - Responsibility for all**

In order to ensure a comprehensive approach to anti-bullying for Shetland's children and young people, all of us need to build and sustain contributions to the aims of this approach. There is a role for all to provide leadership on anti-bullying; raise awareness; implement policies and practice to prevent or respond to bullying; and bring bullying behaviour to the attention of those responsible for children and young people, including staff, volunteers, parents and carers.

The Curriculum for Excellence Principles and Practice Paper states that it is the responsibility of all practitioners to understand "anti-discriminatory, anti-bullying and child protection policies..."

**Children and Young People with Additional Support Needs**

As already noted in the opening section of this framework children with additional support needs can potentially be more vulnerable to being bullied. However it is also important to note that children and young people with additional support needs may display difficult behaviour that has the potential to cause unintentional harm to others. To label such behaviour as "bullying" would be inappropriate and unhelpful. Ways of minimising harm to others and supporting children and young people with additional support needs to learn and change is important in such situations.

**Looked After Children and the responsibilities of Corporate Parents**

The Children and Young People (Scotland) Act 2014 introduced the concept of corporate parenting which places a duty on organisations to promote the welfare of and support those children who are looked after or who have been looked after. Looked After Young People are acknowledged as group who are more vulnerable - who will have experienced harm and abuse and may need additional help to be able to move forward positively in their lives. As well as additional vulnerabilities as a result of poor life experiences and trauma they are a group who can be discriminated against and who can be bullied. An important element of corporate parenting is to provide the same protection and support that any good parent would offer to their child.
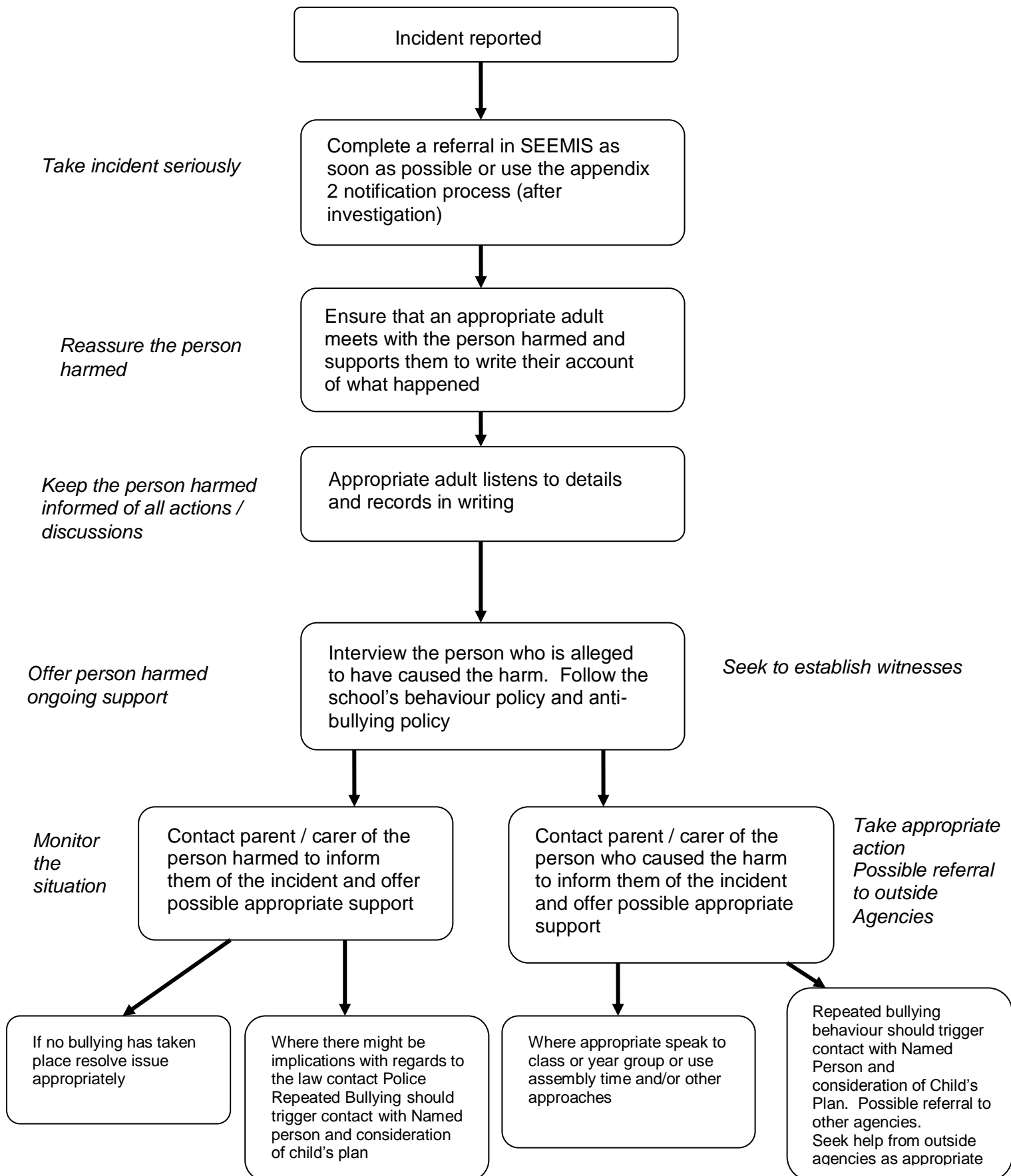
**Flow chart**

The flow chart below gives broad information about dealing with bullying incidents involving children and young people. Most organisations providing services to children and young people will be able to address unacceptable behaviour in informal and supportive ways. The flow chart is suggested for repeat situations or more serious incidents.

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# WHAT ACTION TO BE TAKEN IF BULLYING OCCURS

**For staff working with children and young people up to the age of 19**

Children and young people can experience bullying in school, in other group settings and in the community. Adults to whom bullying has been reported should follow the steps below:

*Take incident seriously*

Incident reported

↓

Complete a referral in SEEMIS as soon as possible or use the appendix 2 notification process (after investigation)

↓

*Reassure the person harmed*

Ensure that an appropriate adult meets with the person harmed and supports them to write their account of what happened

↓

*Keep the person harmed informed of all actions / discussions*

Appropriate adult listens to details and records in writing

↓

*Offer person harmed ongoing support*

Interview the person who is alleged to have caused the harm. Follow the school's behaviour policy and anti-bullying policy

*Seek to establish witnesses*

*Monitor the situation*

Contact parent / carer of the person harmed to inform them of the incident and offer possible appropriate support

Contact parent / carer of the person who caused the harm to inform them of the incident and offer possible appropriate support

*Take appropriate action Possible referral to outside Agencies*

If no bullying has taken place resolve issue appropriately

Where there might be implications with regards to the law contact Police Repeated Bullying should trigger contact with Named person and consideration of child's plan

Where appropriate speak to class or year group or use assembly time and/or other approaches

Repeated bullying behaviour should trigger contact with Named Person and consideration of Child's Plan. Possible referral to other agencies. Seek help from outside agencies as appropriate

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Dealing with bullying in more informal situations like on a bus or in a community play area that is not routinely supervised can be more difficult. It is not acceptable to ignore this on the basis that it did not happen in school or youth club as incidents of bullying are inevitably interlinked and affect children in a number of settings. Incidents of cyber-bullying can be reported to the company responsible for the web site or app used. Any young person or parent can contact their Named Person for advice and help with bullying.

http://www.shetland.gov.uk/children_and_families/GIRFEC.asp

Again it is important to make sure that support is provided, as with cyber bullying, speaking to a friend, carer, trusted adult or helpline for support is important too.

Effective means of addressing bullying behaviour start with prevention and respect for everyone. Supporting those harmed by bullying behaviour in ways that do not hold the person harmed responsible for what has happened nor impinge on the their freedom and movements are vital. For example if a child or young person is being bullied in the school playground it is not acceptable to stop them from playing in the playground in order to stop the bullying.

Dealing with bullying also needs to address the behaviour of the child or young person who is causing the harm. Children and young people who bully others need to know that their behaviour is not acceptable, but simply telling them or enforcing some sanctions on them may not be the best way to change behaviour. Approaches to working with young people who harm others should include addressing both needs and deeds. Children and young people who bully others may have experienced abuse themselves or have learnt that aggression is the only way to relate to the world. Children and young people who seek to control others by bullying may be affected by poor emotional care and lack self-esteem and true confidence. In the long term changing the behaviour of the child or young person who is causing harm so that they learn respect and develop other ways of behaving will be the best way to protect everyone.

Using a restorative approach to dealing with bullying can be helpful and more information about this is included in Appendix 2 alongside other helpful web links and resources.

**GIRFEC and the Named Person**

Under the Children and Young People's (Scotland) Act 2014 all children and young people have a Named Person up to the age of 18. For pre-school children it is the Health Visitor and for primary and secondary school age children it will be a Principal Teacher, Deputy or Head Teacher in their school. (To contact the Named Person for a specific child please see the link below)

There may be situations where it is appropriate for the Named Person to be notified that a child or young person is harming other children by displaying bullying behaviour or is being affected by bullying behaviour. The Named Person should follow Shetland GIRFEC Guidance to gather full information and assess the situation.

http://www.shetland.gov.uk/children_and_families/GIRFEC.asp

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In rare cases it may be appropriate for a Named Person to consider a GIRFEC assessment and child's plan and the involvement of a Lead Professional in order to support a child who has been significantly harmed by repeat bullying or to address issues of aggressive behaviour for a child who is harming others.

**Guidance for children and young people who are being bullied**
All organisations working with children and young people should have some leaflets or other information available - please see resources in appendix 1. Please see the information and examples given in appendix 1 - some of this could be copied and pasted into the organisation own leaflets. It is always a good approach to involve children and young people in designing leaflets and posters.

## For young people aged 16-18 who are not in school or college

Under the Children and Young People's (Scotland) Act 2014 all children and young people have a Named Person up to the age of 18.  When a young person remains at school this will be a teacher. If they have left school other arrangements have been put in place - please see the GIRFEC guidance http://www.shetland.gov.uk/children_and_families/GIRFEC.asp

 Additionally for young people who may be more vulnerable there is a separate protocol (Protocol 11) as part of the Shetland Inter-agency Child Protection Procedures that may help http://www.safershetland.com/assets/files/Aug-2015---Shetland-inter-agency-Child-Protection-Procedures.pdf

Leaving school will be a major transition most young people have made in their lives. Moving into the workplace, possibly leaving home and moving into a more adult world can bring difficulties. In the workplace young people may feel more isolated.  If they leave home they may lack support and may not know others in their community or in a similar situation to themselves. Leaving school brings the challenges of managing money and taking on more adult responsibilities. Young people can be more vulnerable to crime, being affected by antisocial behaviour and bullying. Young people age 16 to 18 may fall between gaps in services and may lack the confidence and knowledge to seek help if they are in difficulty.

Employers and training organisations that provide apprenticeships (Skills Development Scotland) should be aware of the specific support needs of young people and their potential vulnerability in the workplace.  Health services also need to respond to the needs of this group of young people in ways that respect their maturity, but recognise potential vulnerability.

Please see appendix 1 for useful websites.

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## For young people who are attending college or university

All colleges and universities have a duty of care to students and will provide student support or counselling.  Young people attending college or university should be informed of the support services that are available to them.  Moving away from Shetland to attend college or university is a major transition for young people and for those adults who return to studying.  Bullying and harassment can make this experience more difficult.  There may be many of the same pitfalls that someone leaving the education system at 16 may experience.

The University of the Highlands and Islands and Shetland College and the North Atlantic Fisheries College have student support in place for anyone attending college in Shetland.

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# SECTION THREE

## For adults

### Adults in the Workplace

(This section of the framework does not supersede Shetland Islands Council Harassment and Bullying at Work Policy, or NHS Shetland Eliminating Bullying and Harassment, or other policies in operation by Shetland's Trusts or other public bodies.  This is not applicable to SIC Schools Service.)

This section is intended to provide a useful framework that organisations can use if they do not currently have a policy, or that policy needs to be updated.

Workplace bullying is a serious problem in Britain's workplaces. It is a source of considerable individual suffering and weakens the performance of organisations. Yet, despite a growing awareness of the negative outcomes associated with bullying, and of the significant wider costs to society and the economy, its complexity continues to pose a challenge for those seeking to prevent and manage such behaviours in the workplace.  Workplace bullying is not solely a matter for employers.  It should be everyone's responsibility to look out for colleagues at work and make it clear that any behaviour that causes harm is unacceptable.

It is also clear that in many workplaces bullying is not taken seriously enough. The Advisory, Conciliation and Arbitration Service (ACAS) have published information about the economic impact of workplace bullying.  The economy wide impact of bullying related absenteeism, turnover and lost productivity in 2007 was estimated as £13.75 billion

ACAS gives a definition of workplace bullying as follows

'offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient' (Acas 2014:1).

A recent publication by ACAS "Seeking better solutions: tackling bullying and ill-treatment in Britain's workplaces" has highlighted the issue of workplace bullying.

Key messages from ACAS are:-

• Representative surveys of workplaces, employees and health and safety representatives all indicate that the problem of workplace bullying and ill-treatment is growing in Britain.
 • Research and calls to the ACAS helpline reveal that bullying, ill-treatment and other unwanted behaviours can manifest in a wide variety of ways in the workplace – with serious impacts on individual wellbeing, organisational performance and the economy.
 • Anti-bullying policies are widespread in Britain's workplaces, but these have fallen short in reducing the overall prevalence of bullying.
 • Research consistently shows that bullying is most common in organisations with poor workplace climates. It is best prevented by strategies that focus proactively on ensuring worker

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ACAS has also outlined what would be good practice in establishing effective anti-bullying policies in workplaces. Shetland Islands Council and NHS Shetland have approved anti-bullying and harassment policies in place and this guidance would not supersede those policies.
However the Shetland Community Planning Partnership would encourage and support all businesses, public and third sector organisations in Shetland to adopt the following broad approaches to improving their approach to anti bullying in the workplace. (please see http://www.acas.org.uk/index.aspx?articleid=1864 for more detail)

Additionally ACAS has a very good leaflet that gives step by step advice to employers about addressing bullying in the workplace http://www.acas.org.uk/media/pdf/i/t/Bullying-and-harassment-in-the-workplace-a-guide-for-managers-and-employers.pdf
Information for employees is also available
http://www.acas.org.uk/media/pdf/o/c/Bullying-and-harassment-at-work-a-guide-for-employees.pdf

- Bullying and ill-treatment should be viewed as an organisational problem requiring an organisational response, rather than being seen as *ad hoc* conflicts between individuals
- An organisation-wide commitment is required to align behaviours with values centred on respect and wellbeing
- Behavioural standards should be developed in collaboration with employees, and role modelled by senior managers. These should address what is and is not acceptable, with reference to individuals, teams and the workplace as a whole
- Agreed behavioural standards should be regularly promoted, reviewed and updated. In some organisations, behavioural standards can become more embedded where they are tied to performance objectives, or reward or progression outcomes
- Practical measures for the early identification of bullying behaviours are critical. Collating information from informal and formal complaints, diagnostic surveys, and confidential 'consequence free' exit interviews can help identify patterns and enable targeted action on contributory factors – such as management practices, workloads or change
- People should feel empowered to talk more openly with each other about the line between acceptable and unacceptable behaviour. Employees at all levels should feel able to 'challenge' unwanted behaviours that they receive or witness. Introducing informal terminology, such as 'yellow card/red card behaviour' (analogous to football), can make it easier for employees and managers to flag potential bullying in its earliest stages
- Well-resourced and informed support structures should be in place to provide assistance to those experiencing bullying, and to managers responding to bullying. These might include HR or occupational health staff, bullying or fair treatment officers, or union representatives. People should be aware of this support as an informal channel for reporting bullying, and support should also be offered as part of any formal procedure.
- Informal resolution should be encouraged wherever appropriate. This includes encouraging open conversations in teams and between individuals, and ensuring that

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line managers are equipped to be proactive and responsive. In some circumstances, mediation can help in finding agreement on acceptable future behaviours

- Formal procedures still need to be in place for situations where early resolution doesn't work.  These need to be clear, accessible and inclusive, and there use not discouraged by restrictive definitions of when they are appropriate

- Managers at all levels must have strong people management skills and emotional intelligence.  This may require training to give managers the confidence and skills to recognise the causes and signs of ill-treatment, to engage effectively in early, informal and formal resolution, and to sensitively manage change.  These capabilities should be incorporated within managerial recruitment and performance processes

- Managers should be aware of how easily management action can cross over into, or be perceived as, bullying.  It should be ensured that performance management and sickness absence policies and practices are consistent, clear and fairly applied.

**Reporting Concerns at Work- Whistleblowing**

Most public organisations - Shetland Islands Council and NHS Shetland for example - have policies and procedures in place to support people to report concerns about the behaviour of work colleagues and managers.  Good practice about developing whistle blowing policies and how to support staff, who take the difficult step of reporting concerns can be found on the ACAS website

**Adults in the Home**

Adults can be bullied or harassed in their own home.  This could be domestic abuse between partners or ex-partners, neighbour disputes, or if the adult is vulnerable it could be an adult protection issue.  More information about domestic abuse and adult protection can be found at www.safershetland.com

**Adults in the Community**

Adults can be harmed or bullied in the community.  Research has shown that adults with a learning disability or a mental health problem can be very vulnerable to discriminatory harm and bullying in community settings. In some situations agencies can help - for example if this is happening in areas of social housing, Hjaltland Housing Association or Shetland Islands Council Housing Services can help. The Antisocial Behaviour Team can also assist.(http://www.shetland.gov.uk/environmental_health/AntisocialBehaviourTeams; http://www.shetland-communities.org.uk/subsites/CMT

If someone is committing a crime then the police should be contacted in the first instance. The person who is the victim of a crime would be able to get assistance from Victim Support. Community Mediation or Citizens Advice Bureau are also very good sources of advice and support for anyone affected by bullying or harassment in the community.

**Advice for any adult who is affected by Bullying**

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1. *Make contact.*
   - Deciding to ask for help and making first contact can be the hardest part. Remember that you should start to feel a bit better after sharing your problem.  If the person you trust is able to help you make first contact with someone that can help then that makes this step easier and it is always good to have a second person there in case there is something you misunderstood or could not remember afterwards.  Refer to step 2 if you feel they are not listening to you.  It maybe they are not the best person to help deal with your situation but they may know who is.
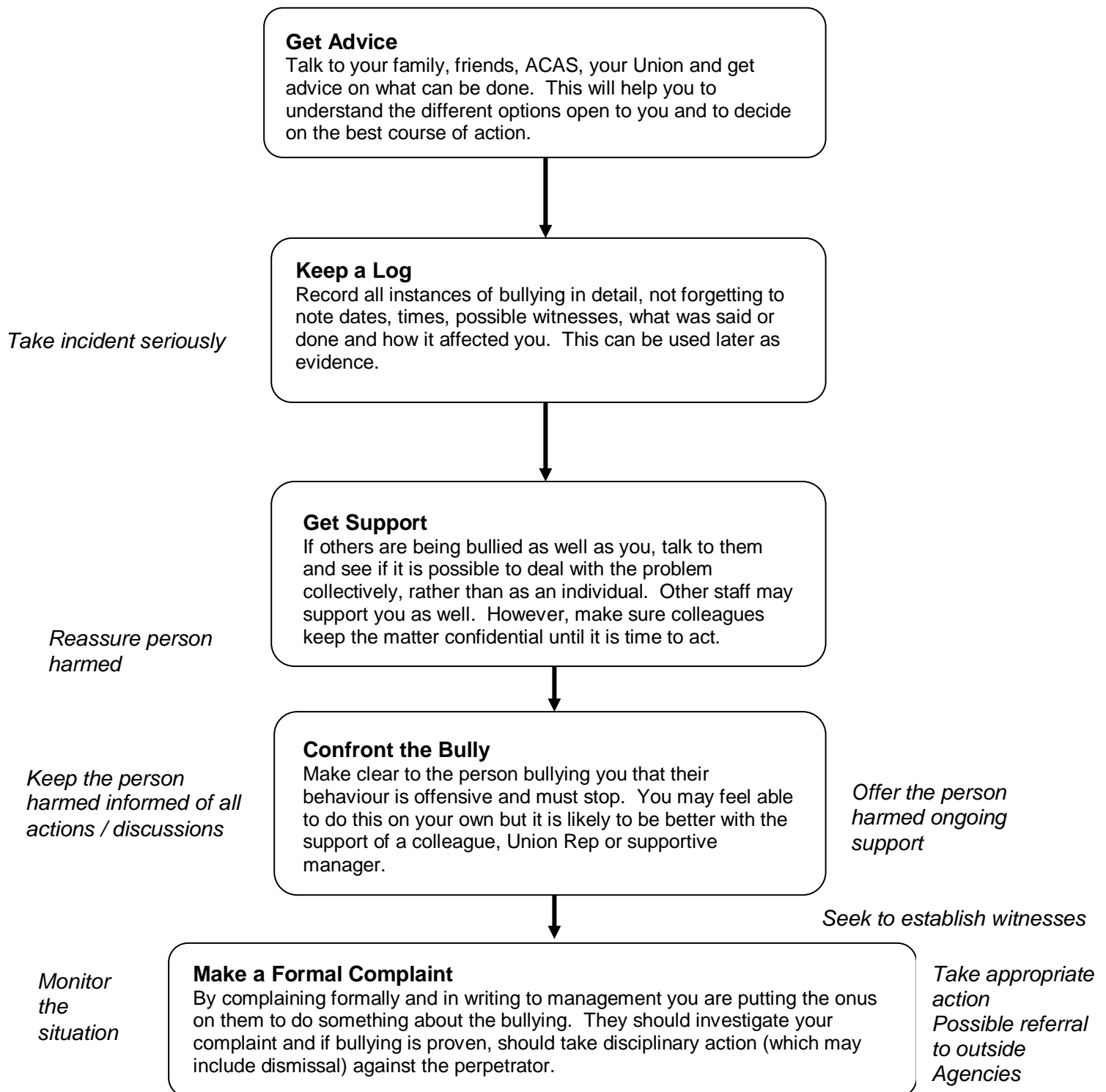
2. *Make sure you are taken seriously***.**
   - Agree what you should do if the situation happens again.
   - Arrange for another meeting in a week or relevant time scale so that you can see how things are working out.
   - Agree what will be done in the mean time.
   - Agree what might help to smooth things over with those involved it may not happen immediately but maybe this is something that could happen in the future.

3. *Remember to keep talking to the person who is helping you.*

   - If you feel this is not working be clear with the person who is helping you and seek further advice.
   - Agree how you can get back in touch. Agree when you will next get in contact to review the situation.

The following flow chart may also help.

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**For adults**

**Get Advice**
Talk to your family, friends, ACAS, your Union and get advice on what can be done.  This will help you to understand the different options open to you and to decide on the best course of action.

*Take incident seriously*

**Keep a Log**
Record all instances of bullying in detail, not forgetting to note dates, times, possible witnesses, what was said or done and how it affected you.  This can be used later as evidence.

*Reassure person harmed*

**Get Support**
If others are being bullied as well as you, talk to them and see if it is possible to deal with the problem collectively, rather than as an individual.  Other staff may support you as well.  However, make sure colleagues keep the matter confidential until it is time to act.

*Keep the person harmed informed of all actions / discussions*

**Confront the Bully**
Make clear to the person bullying you that their behaviour is offensive and must stop.  You may feel able to do this on your own but it is likely to be better with the support of a colleague, Union Rep or supportive manager.

*Offer the person harmed ongoing support*

*Seek to establish witnesses*

*Monitor the situation*

**Make a Formal Complaint**
By complaining formally and in writing to management you are putting the onus on them to do something about the bullying.  They should investigate your complaint and if bullying is proven, should take disciplinary action (which may include dismissal) against the perpetrator.

*Take appropriate action
Possible referral to outside Agencies*

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## WHAT ARE THE FINAL ACTIONS

People who cause harm to other need to understand there are consequences to their behaviour especially if they are unable or unwilling to change. Final actions may involve disciplinary action at work, exclusion, civil or criminal proceedings.

For those who have had to deal with incidents of bullying it is important to consider what can be put in place to prevent future problems. Exclusion of a bully from a particular setting may only be temporary and so how to re-integrate them and support them and the person they have harmed is essential. Using a restorative approach to support both the person causing harm and the person harmed may be very helpful.

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**SECTION FOUR**

**MONITORING AND FEEDBACK**

There is a commitment to identifying and reducing bullying. In order to do this it is important to collect data about bullying to be able to identify any emerging themes or issues that may need to be addressed by training or amending policy and procedures. The Community Safety Partnership has established an Anti-Bullying subgroup with representation from the following organisations

- Schools, Quality Improvement
- Youth Work
- Voluntary Action Shetland
- SIC/Hjaltland Housing Services
- Police Scotland
- Victim Support
- Community Mediation
- Antisocial Behaviour Coordinator
- Shetland College and NAFC Marine Centre

The remit of this group will be to

- Meet six monthly
- Collate and analyse reported incidents of bullying. It will consider reports on children and young people under 19 and reports on adults separately
- Identify any specific trends and issues and formulate recommendations to address these
- Monitor the outcome of any actions following from recommendations
- Publicise the anti-bullying framework
- Work with organisations to ensure they have policies and procedures in place that follow the good practice contained in the policy
- Report annually to the Community Safety Board and the Community Planning Partnership

**Submitting monitoring information**

Schools should record any information about incidents of bullying on SEEMIS (The section on Bullying and equalities > Maintain Incident. Please see screen shot in Appendix 3). Six monthly reports can be generated by the nominated officer in the Schools Service. This report will be used to focus on this issue and to report to the anti-bullying sub – group.

All other organisations should complete the monitoring form in appendix 3 and submit it as directed at the end of the form.

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**APPENDIX 1**

**This gives some basic information designed for children and young people that any organisation can use as a template to create their own leaflets or encourage young people to use this to design their own information.**

**WHAT DO I DO?**

*1 - Speak to someone you trust or phone a helpline.*

It is very important that you have someone to speak to whom you trust. They may be able to help you make sense of your situation but most importantly they should listen to you. It maybe a friend, a family member, or even phone a helpline**.** If you do not feel comfortable speaking to them alone then maybe a friend or an adult you trust would come with you or speak to them on your behalf. There may also be another person that can be spoken to in their place.

*2 - Make sure they listen to you.*

Make sure you have their full attention.
Make sure that you tell them that this is important to you and you really want and trust their advice.
Explain to them you just want their advice and do not expect them to solve the problem for you. If you feel they are not paying attention or are distracted by other things that are going on, then ask if you can speak to them alone and make a specific appointment for later on and tell them it is important. If you think they feel uncomfortable ask them if there is anyone else they think you could speak to about it.

*3 - Keep a log.*

It is easy to forget things especially things that you do not really want to remember so it is important to keep some basic details to help resolve any ongoing problems. It does not have to be complicated it is like keeping a diary you could keep it on your phone, computer or on paper but keep it somewhere safe that you can get the information when and if you need it.

Basic details would be date, time (when), location (where), who was involved, what happened and how you felt.

This is also a very good tool if you have to share this with someone as when you are upset it is easy to get confused or forget things.

*4 – In this section your organisation should add in contact details for staff that children and young people can seek help from.  You may also like to add in some weblinks and other information please see below.*

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**Appendix 1 cont**

**Websites and useful information for children and young people**



**Respect Me**
www.respectme.org.uk



**Childline**
www.childline.org.uk/explore/**bullying**/pages/**bullying**.aspx

**ChildLine (at any time)**
**0800 1111 - calls are free and confidential.**
**www.childline.org.uk**



**NSPCC helpline (for adults concerned about a child)**
**If you're worried about a child, even if you're unsure, contact our professional counsellors 24/7 for help, advice and support.**

**Call us 0808 800 5000 or**
**email help@nspcc.org.uk.**
**www.nspcc.org.uk**

**EACH (Homophobic Bullying)**
**Helpline: 0808 1000 143 Mon-Fri 9:00am-5:00pm**



**www.eachaction.org.uk**

**Kidscape (Advice for young people) (need to check content before recommending)**
**https://www.kidscape.org.uk/advice/advice-for-young-people/**

**Council for Disabled Children**
**www.ncb.org.uk**

**Peer Support:**
**Employer support, colleague, teacher, pupil support, year rep or SYP?**

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**Information for Adults**

**Samaritans**
**Helpline 08457 90 90 90 (UK)**
**http://www.samaritans.org/**

**Breathing Space**
**Helpline 0800 83 85 87 (Mon-Thurs 6pm to 2am; Fri 6pm-Mon 6am)**
**http://breathingspace.scot/**

**Stonewall (Advice on Homophobic Bullying)**

**www.stonewall.org.uk**

**Helpline (includes workplace bullying)**
**0808 800 2222  Open 9am – 9pm, Mon-Fri & 10am–3pm Sat & Sun.**
**http://www.bullying.co.uk/**

**Local Contacts**

**Shetland Advocacy**
**Tel. 01595 743929.**
**Email. info@advocacy-shetland.org**
**http://www.advocacy-shetland.org/**

**Community Mediation Team**
**Tel.        01595 743934**
**Text.       07760 371993**
**Email.     alyson.halcrow@shetland.org**
**http://www.shetland-communities.org.uk/subsites/cmt/**

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**Citizen Advice Bureau**
**Tel.        01595 694696**
**Email.    sicab@shetland.org**
**http://www.shetland-communities.org.uk/subsites/CAB**

**Medical Staff**
**01595 743000**

**Health**
**01595 743084**

**Social Worker**
**01595 744421- Duty for Children and Families**
**01595 744400- Duty for Adults**

**Police**
**101 if it does not need an immediate response.**
**999 in an emergency.**

**Antisocial Behaviour**
**01595 744374**
**billy.mycock@shetland.gov.uk**
**http://www.shetland.gov.uk/environmentalhealth/**


Shetland Islands Council Harassment and Bullying at Work Policy

http://intranet2/Policy/Shared%20Documents/harassment_and_bullying_sept04_jgsEDIT.pdf

NHS Shetland Eliminating Bullying and Harassment

http://www.shb.scot.nhs.uk/board/policies/hr-EliminatingBullyingHarassment.pdf

Bullying UK

http://www.bullying.co.uk/

Stop Bullying – Government Official Site

www.stopbullying.gov

**ACAS**
**http://www.acas.org.uk/index.aspx?articleid=1864**

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**APPENDIX 2**

**Part 1 – Information about Restorative Justice Approaches to dealing with Bullying**
**Part 2 – Anti-BullyingTriangle & three pronged approach**
**Part 3 – Template documents for Anti-Bullying policies**

**Part 1 - Restorative Approaches**

**Using a restorative approach to tackle experiences of bullying both for the person harmed and the person causing the harm can be very effective and support people to change their behaviour.**
**For more information contact**
**http://www.shetland-communities.org.uk/subsites/CMT/restorative-justice.html**

The Community Mediation Team

Market House
14 Market Street
Lerwick Shetland
ZE1 0JP

Tel:         01595 743934
Text:       07760 371993

Email:-  alyson.halcrow@shetland.org

**Restorative Questions;**
**TO the Person Responsible (PR)**
Could you briefly tell me what happened?
What were you thinking about at the time?
What have your thoughts been since?
Who has been affected by what you did?
In what way have they been affected?

**TO the Person Harmed (PH)**
What did you think when you realised what had happened?
What have your thoughts been since?
How has this affected you and others?
What has been the hardest thing for you?
What do you think needs to happen next?

**Additional questions to PR**
What do you know about the PH?
What do you think their experience was like?
How do you think their family has been affected?
What do you think 'they' (PH) feel about you?
What would you like them to think?
How would this be possible?
What would you want to say to the PH and their family if you had a chance?
What would you want them to understand about your experience?

**Additional questions to PH**
What do you know about the PR or his/her family?
If the PR was here, what would you say to him/her?

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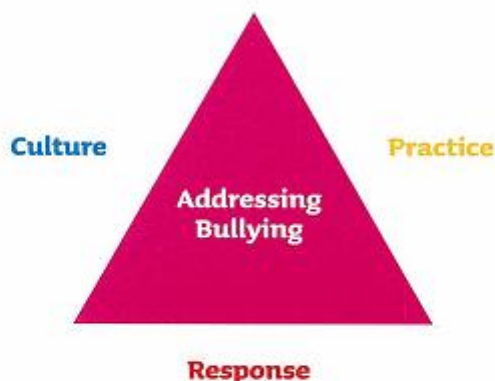A simplified version is as follows;

**Restorative Justice – Questions**
**Person Harmed**

What happened?
How have you been affected?
What needs to happen next?

**Restorative Justice – Questions**
**Person Responsible**

What happened?
How have you and others been affected?
What needs to happen next?

## Part 2 – Anti-BullyingTriangle & three pronged approach.



All three sides of the triangle play an essential role in addressing bullying in any organisation. If you ignore one side, or if one side is performing negatively, the whole triangle would collapse, with the other sides not fulfilling their function or achieving the desired outcome. It's important that all sides are considered when implementing any anti-bullying measures.



To effectively address bullying, it is important that these measures are implemented on all levels. This includes looking at the culture, practice and response of both the organisation and the individual.

We will be looking at each of these levels in turn, and discussing the various methods that can be implemented.

1

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[1] Respect Me A Training and best practice guide. Scotland's Anti-Bullying Service.

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**Part 3 – Template documents for Anti-Bullying policies**

**To insert here template documents that can be used by organisations working with children and young people or adults.**

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# Appendix 3 – SEEMIS Click + Go – Bullying and Equalities >Maintain Incident



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## Nature of Incident

Select [Verbal ▼]   [Add]   Incident Detail:

[Remove]

### Characteristics

Select [Territorial / Gang Related ▼]   [Add]

[Remove]

## Monitor/Review

Reviewer [ ]   [...]   Due [·] <No Date> [📅]   Complete [·] <No Date> [📅]

| Person(s) Experiencing | | Person(s) Displaying | |
|---|---|---|---|
| Do they feel their concerns were listened to? | [·] [▼] | Do they feel their concerns were listened to? | [·] [▼] |
| Do they feel satisfied with the outcome? | [·] [▼] | Do they feel satisfied with the outcome? | [·] [▼] |
| Parent/Carer are satisfied with the outcome? | [·] [▼] | Parent/Carer are satisfied with the outcome? | [·] [▼] |

## Action Progressed

Action Procedures [                                        ]

Incident Conclusion [Being Addressed ▼]

[New Incident]   [Save]   [Cancel]

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## Appendix 3 continued – Monitoring Form

**NB** This form is only for use by organisations who **do not** use SEEMIS

# PART 1

**This should be completed and used by the organisation to record information about a bullying incident. This is confidential information to be kept by the organisation. Please complete PART 2 of this form omitting any confidential information and submit following the guidance in the form .**

Name of Organisation _____

Name _____Ref. No. _____

| Date | Details of incident | |
|------|---------------------|---|
| | *(to be completed by member of staff reporting incident)* | |
| | **Action Taken** | Completed |
| | *(to be completed by Line Manager)* | |
| | Time spent investigating and dealing with incident | |

Signature of member of staff reporting incident    _____

Signature of Anti-bullying Co-ordinator      _____

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**PART 2.** NB: please do not submit any information that can identify the person harmed or the person causing the harm.

# Information to be shared with anti-bullying monitoring sub-group

|  | Age | Sex |
|---|---|---|
| | | |

Person Harmed ☐ ☐

Person Causing the Harm ☐ ☐

Does the person harmed belong to a vulnerable group?      Yes/No

If yes please indicate which group:

Age
Assailant Medical Condition/Disability
 Body Image
Care Circumstances
Disability of Victim
Economic Circumstances
Family Circumstances
 Gender
Gender Reassignment
Homophobia/Sexual Orientation
 Marital Status
Not Known
Other
 Pregnancy/Maternity
Racial
Religion or Belief
Sectarian
Sexual Harassment
Substance Misuse - Alcohol
Substance Misuse - Not Alcohol
Territorial /Gang Related.

Brief information about what happened and how it was addressed by your organisation:-

Any other comments or identified training needs?

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*Please submit this form to:-*

*For schools and youth work services and other organisations working with children and young people –*
*Hayfield*
*For adults to Billy Mycock, Anti Social Behaviour co-ordinator*

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