

Change Management Framework



Dumfries and Galloway Fire and Rescue Service



**Incorporating Dumfries and Galloway Fire Authority's
Integrated Risk Management Plan 2012/2013**

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Introduction

On behalf of the Dumfries and Galloway Fire Authority I would like to set out our role in guiding the Fire and Rescue Service through the coming months and into a single Scottish Fire and Rescue Service. Our aim is to ensure that our Service has



the resilience to continue to deliver first class prevention and intervention services. We will manage this through close scrutiny and challenge of Service performance.

Through the integrated risk management planning process we will endeavour to provide the Service with additional capability and resilience against local risks. This will involve supporting organisational development and the management of assets to ensure the highest standard of operational competence and preparedness.

This framework outlines some key elements to managing Reform. In particular it details how the Authority will participate in the Government's Local Scrutiny and Engagement Pathfinder Project. Taking part in this Project will ensure that the Fire Authority and its Service are in the best possible position to maintain effective local accountability whilst successfully migrating into a single Scottish Fire and Rescue Service.

Ian Blake, Convener, Police, Fire and Rescue Committee

I am pleased to introduce this Change Management Framework. This important document replaces the Annual Service Improvement Plan which in the main has been suspended by the Scottish Government's plans to reform fire and rescue services. Although there are no definitive dates for when Scotland's existing services are to be merged, it is likely to be 1 April 2013.

There can be no doubt that this is a very challenging timescale and will require a significant use of resources to service the change agenda. This new work along with the maintenance of the existing priorities of meeting our statutory duties and delivering a first class service to the communities of Dumfries and Galloway requires a more flexible approach to strategic planning.

By adopting this approach we will be best placed to deliver the change process in a local context and support the national structures.

The Framework intends to make clear our challenges and what we will continue to focus our attention on. It will remain in place until the new Scottish Fire and Rescue Service Strategic Plan has been developed and published and a Local Fire and Rescue Plan for Dumfries and Galloway is prepared.

Colin Scott MIFireE, Chief Fire Officer

The Area

Dumfries and Galloway is a rural unitary Authority situated in the south west of Scotland. In geographical terms the Authority covers 6,425 square kilometres and is the third largest of Scotland’s 32 Local Authorities.

The region has a population of approximately 148,000. The town of Dumfries is the main population centre followed by Stranraer in the west and Annan in the east. Smaller towns and villages are spread across the region and one fifth of the population live in remote rural areas. There is a relatively high number of residents over the age of 65 and demographic trends indicate this is set to increase over the next decade with a corresponding decline in younger persons. Ethnic minority groups make up 0.66% of the population.

Principal road networks include the M74 connecting England with Scotland’s Central Belt and the A75 Euro-route connecting the UK with Northern Ireland via a ferry port at Cairnryan.

Dumfries and Galloway is the most afforested region of the UK, with 26.5% of its land mass under forest cover. Much of the rest of the region’s land mass is covered by pasture, grassland and heather moorland. Many of these areas are high value such as grouse moors and commercial forestry. The green space is a vital asset utilised by tourism that forms a major component of the economy of the area.

The Authority

Dumfries and Galloway Council is the Fire Authority for the region. Detailed responsibilities for Fire and Rescue matters are delegated to a joint Police, Fire and Rescue Committee comprising of 11 Elected Members representing all political groups.

Local Authority business arrangements are devolved to 4 regulatory areas; Wigtown, Stewartry, Nithsdale and Annandale and Eskdale. The town of Dumfries is the main administrative centre with smaller towns of Stranraer, Kirkcudbright and Annan providing the sub regional centres to reflect local partnership and governance arrangements.

Dumfries and Galloway Fire and Rescue Authority is coterminous with other Community Planning partners which, is considered to be a strength in terms of Best Value and effectiveness. Dumfries and Galloway has a well established Community Planning regime and the Fire and Rescue Service along with the Local Authority, Police and NHS all work actively together to bring improvements to the region.

Fire and Rescue Service

The Fire and Rescue Service is led by a Principal Management Team comprising of the Chief Fire Officer, Assistant Chief Fire Officer, Assistant Chief Officer and 2 Area Managers. The organisation is structured into Strategic, Functional and 4 District Teams to reflect the Local Authority and Community Planning arrangements and for Service Delivery needs.

The Service employs 349 staff covering Wholetime, Retained, Auxiliary and Support Staff roles. The Headquarters is located in Dumfries adjacent to the region’s only Wholetime crewed Station. There are 16 Community Fire Stations spread across the region crewed by over 200 dedicated Retained or Auxiliary staff to provide an emergency response and deliver community safety objectives.

The Service has a well maintained fleet of 28 fire appliances and specialist vehicles. The majority of these have been innovatively enhanced to provide specialist response capabilities for Flooding and Road Traffic Collision incidents.



Statutory Duties

Dumfries and Galloway Fire and Rescue Authority has a responsibility to ensure that there is appropriate and sufficient resources to provide an effective fire and rescue service across the region. In particular the Authority must ensure that it meets its statutory duties contained within the Fire (Scotland) Act 2005 and Additional Functions Order. These duties include the provision for:

- Fire Safety promotion
- Firefighting
- Rescues from Road Traffic Collisions
- Fire Investigation
- Responding to other civil emergencies such as CBRN; Search and Rescue; Serious Flooding; Serious Transport Incidents

The Fire and Rescue Framework for Scotland 2005 sets out the priorities, objectives and guidance to Fire and Rescue Authorities in carrying out of these functions under the Fire (Scotland) Act 2005.

Through the Local Government in Scotland Act 2003, the Fire and Rescue Authority also has a duty to secure Best Value and continuous improvement and participate in Community Planning to ensure the long term commitment of effective partnership working with communities and between local authorities and other key public bodies.

The Dumfries and Galloway Single Outcome Agreement sets out the vision and principles for partnership working in this region. The Ambitions to deliver the Single Outcome Agreement are supportive of the Scottish Government's Performance Management Framework and contribute to the 15 National Outcomes.

In addition, the Civil Contingencies Act 2004 was introduced placing additional individual and collective duties and responsibilities on Fire Authorities. In Scotland the duties of this Act are delivered through 8 Strategic Co-ordinating Groups (SCG). The Act places different duties on two categories of local responders. The Fire and Rescue Service along with Dumfries and Galloway Council; Dumfries and Galloway Constabulary; NHS Dumfries and Galloway; Scottish Ambulance Service; Scottish Environment Protection Agency and the Maritime and Coastguard Agency are all classed as Category 1 Responders and form the membership of the SCG. Protecting the communities of Dumfries and Galloway requires a partnership approach and this multi-agency group provides strategic and tactical leadership in preparation for, response to, and recovery from larger civil emergencies.



Strategic Aims

The strategic aims of Dumfries and Galloway Fire and Rescue Service are to:

1. Deliver a high standard of service to protect and improve the safety of the people of Dumfries and Galloway and our staff
2. Work in partnership to support the principles, priorities and ambitions of the Dumfries and Galloway Single Outcome Agreement.
3. Support and contribute to the transition into a single Fire and Rescue Service for Scotland

Strategic Priorities

The strategic priorities of Dumfries and Galloway Fire and Rescue Service are to:

1. Reduce the number of fires and other special service incidents and their economic and social impact
2. Reduce the number of casualties that result from fire, road traffic collisions and special service incidents
3. Minimise the effects of climate change on people and property
4. Utilise and deploy resources effectively and efficiently
5. Proactively manage risks in compliance with the principles of good corporate governance and in support of local and national resilience
6. Develop and maintain a safe, competent, progressive and diverse workforce
7. Provide sound financial management and procure and maintain assets that are fit for purpose and provide value for money
8. Provide resources to support the reform of Scotland's Fire and Rescue Services

Integrated Risk Management Planning

The Fire and Rescue Authority is required to develop an Integrated Risk Management Plan (IRMP) under the Fire and Rescue Framework for Scotland. This process is about reducing the risk to life and property from fire and other emergencies in a cost efficient, flexible and effective way to provide value for money.

Risks

Identifying and understanding risks in the community is essential if the Service is to achieve its strategic aims and priorities. Risk information enables us to allocate our resources efficiently to where they are most likely to be needed and helps us prioritise and target our fire safety activities.

Defined by legislation the Fire and Rescue Service has to be prepared to deal with a variety of incidents at any time both locally and nationally. In particular the key risks that the Fire and Rescue Service needs to be able to respond to within our area are:

- Fires
- Transport Incidents
- Changing Demographics
- Climate Change
- Rurality

Fires

Although the number of fatalities is consistently very low and there has been a steady decline in casualties over the past decade, fire still has the potential to have a significant societal and economic impact.

There is concern that the recession may lead to a further increase in the number of fires due to reduced maintenance and other cost saving practices as well as potential fraudulent and deliberate fire setting attempts. There is also likely to be an increase in the number of empty homes and premises which are more prone to fire and deliberate fire setting.

Mitigating Action

The "Scotland Together" report, commissioned by the Scottish Government to research the disproportionately high number of fire deaths, fire casualties and fire incidents when compared with the rest of the United Kingdom, produced a number of actions and proposals in response to the 37 recommendations contained within the report. The Chief Fire Officers Association (Scotland) Working Groups set up to progress this work have so far completed their objectives. Implementation will be taken forward through the Reform Programme.

Transport Incidents

The Fire and Rescue Service has a statutory duty under the Fire (Scotland) Act to respond to Road Traffic Collisions (RTCs). Operationally it rescues more people from Road Traffic Collisions than it does from fire; attendance at Road Traffic Collisions has been steadily decreasing but still remains a concern with rural and trunk roads identified as areas of particular risk in this region

Mitigating Action

A strategic assessment of the effectiveness of the Service's response capability to RTCs has led to a reconfiguration of its resource deployment and mobilisation protocols. An improved response has been achieved by the provision of an enhanced RTC capability on 8 strategically located Fire and Rescue Tenders. Additionally safer working practices have been achieved by increasing the number of Firefighters that are initially mobilised to such incidents.

Responsibility for addressing road safety is a statutory function of Dumfries and Galloway Council, Dumfries and Galloway Constabulary and the Scottish Government/ Transport Scotland. Working with other partners the Fire and Rescue Service leads the Road Safety Partnership in this area. The Partnership works to deliver Scottish Government Casualty Reduction Targets through a Road Safety Plan.

Changing Demographics

Increase in over 60s

Ageing is the most important demographic change which faces us.

People over the age of 60 make up just under a third of the population of Dumfries and Galloway. This is projected to rise considerably over the next 10 years. The General Register Office for Scotland predicts an 84% increase in over 75s by 2033. A higher proportion of elderly/ vulnerable adults tend to place an increased demand on all services not just the Fire and Rescue Service.

Mitigating Action

Vulnerable people remain an area of focus for the Service. Partnerships have been created with both statutory agencies and the Third Sector to ensure that those most at risk are identified and preventative and protective measures are put in place.

Climate Change

Flooding

The Met Office has predicted that due to global warming, milder, wetter winters and incidents of flooding are likely to become more frequent. Floods make an enormous impact on the environment and society and we can already evidence an increase of flood related incidents in this region.

Mitigating Action

The Service works with other departments of the Council, in particular Planning and Environmental Services, and other partner organisations, including the Scottish Flood Forum and the Scottish Environment Protection Agency (SEPA), on flood resilience activities. Since significant flooding in the area in 2009 a range of measures have been introduced:

- Home Flood Information Visits, Subsidised Flood Product Scheme - in 2010 a Home Flood Information Visits initiative was started to provide communities with information on how to protect themselves, their possessions and their properties, including a Flooding Information Pack.

- A subsidised flood products scheme, offering free flood surveys and the opportunity to purchase grant funded and discounted flood mitigating products was also launched.
- 'Level 2' Water Response Training - Wholtime Firefighters and Firefighters at a number of identified Retained Stations are provided with enhanced water response training. It is planned that a number of Council staff will also be provided with water response training.
- Flood Pod - a bespoke flood pod funded by the Council was made available to communities in November 2011. The Pod will be deployed to flood incidents to provide equipment such as flood gates, flood sacks and drain covers.
- Enhanced Flood Recovery Equipment - the Council has also funded other flood recovery equipment for Fire and Rescue emergency response vehicles, such as submersible pumps and hoses, wading poles and throw lines.

Wildfire

Wildfire has a devastating environmental and ecosystem impact. Following any prolonged dry spells the regions vast grassland and heather moorland is at significant risk. Incidents of this nature also pose a risk of injury or death to those that are fighting the fire.

Mitigating Action

A Wildfire Review has been conducted in order to identify the direction of travel required to advance the Service's arrangements for tackling these types of incidents. As a result and in taking cognisance of the National wildfire agenda, it has identified a 3 phased approach designed to take the Service from having robust wildfire firefighting foundation skills to becoming one of the leading wildfire Fire and Rescue Services in the UK.

As part of this work the Service has engaged extensively with the forestry sector and local land owners/managers to establish a Wildfire Working Group. This Group will ensure that a co-ordinated approach is embraced to maximise the best use of resources in terms of procurement, training and the mobilisation of specialist wildfire vehicles.



Rurality

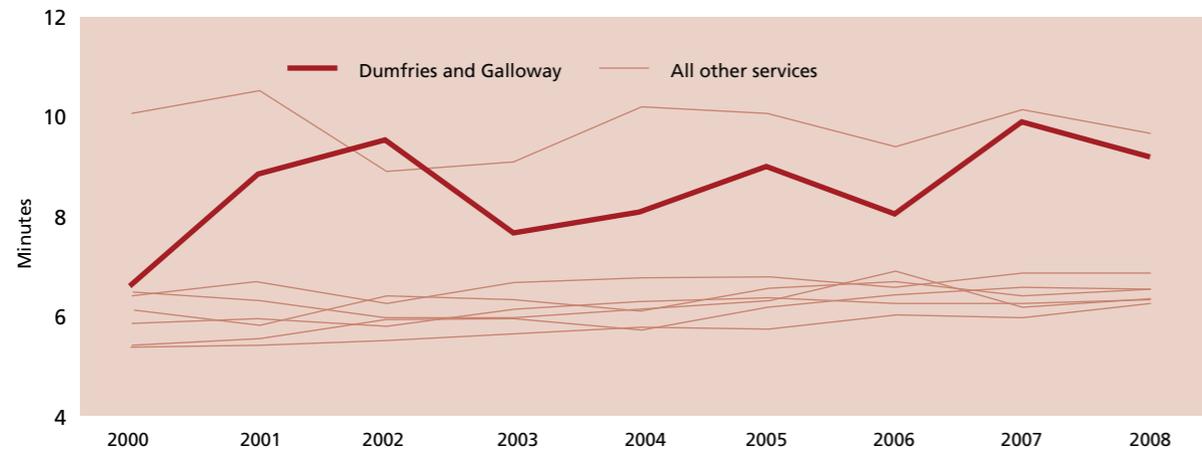
Dumfries and Galloway has numerous small towns and villages spread across a wide area. Over 25% of the population lives more than 30 minutes drive from a large town.

The Minister for Community Safety commissioned a Review of the Implementation and Impact of Integrated Risk Management Planning in Scottish Fire and Rescue Services which was published in April 2011. This study found that Dumfries and Galloway Fire and Rescue's average response times for primary dwelling fires have been consistently one of the longest in Scotland. It concluded that time of attendance is greatly influenced by the geographical profile of an area, in particular the spread of dwellings and the greater dependency on Retained Firefighters.

Mitigating Action

To monitor and assess our performance in this area the Service introduced Emergency Response Standards in August 2011. These have been developed to take account of the different emergency incidents the Service responds to; risk to life and potential risk in respect of commercial, economic and environmental impact.

These risks are assessed utilising a number of risk profiling systems. Census and incident data are input to analyse trends and patterns to ensure our prevention and protection measures and response arrangements focus on priority areas and that we have the operational capacity and capability to match the risk.



Source: Scottish Fire and Rescue Advisory Unit (2011)

Strategies

To ensure we respond to these and our general risks we will continue to monitor the effectiveness of our preventative and response strategies throughout the transition into one single Fire and Rescue Service for Scotland. Our key strategies cover Community Safety; Emergency Response Standards; Resilience; Asset Management and Climate Change.

Through the regular review of these strategies against our risks we will continue to look for ways to improve and develop the quality of our service. However until the new single Fire and Rescue Service arrangements are in place major projects will not be undertaken unless it is found there is a significant risk to communities, the Service or our staff or where there will be a considerable benefit to the Scottish Fire and Rescue Service.



Proposals for Improvement

On reviewing our position there are a number of proposals we would like to take forward in 2012. These include:

Proposal	Reason	Expected Outcome
Revise Community Safety Strategy	The current Community Safety Strategy covers the period 2009-2012. The outcomes of this Strategy will be revised and a new version will be published that will continue to drive forward prevention and protection activities.	Reduction in casualties and property damage resulting from fires.
Review Business Continuity/ Operational Resilience Capability	<p>As the Fire and Rescue Service delivers a service which is of critical importance to our communities it is imperative that it can continue to operate to some degree irrespective of the challenges it faces.</p> <p>Like any other organisation the Service relies on it's staff to operate, however those staff members face the same challenges as other members of society eg disruption to travel or childcare arrangements due to severe weather or falling ill as a result of seasonal or "pandemic" flu.</p> <p>This review will assist the Service in determining critical functions and staff roles which will be considered a priority in the event of any disruptions to ensure business continuity.</p>	Be better prepared for disruptive events.

Proposal	Reason	Expected Outcome
Review the mobilising system within Fire Control	<p>Our current system is nearing end of life in terms of both hardware and software. We are now the only Service in Scotland that still operates this current version. There is a greater likelihood of limited supplier support and maintenance of security which is a significant risk to operations.</p> <p>The review will consider a business case taking account of our current risks and Fire Reform.</p>	Business case to support decision making.
Build a Carbonaceous Fire Training Unit	<p>Nationally, it has been identified that exposure to "real" carbonaceous fire training significantly improves Firefighter safety. To address this need an infrastructure of fire behaviour units to cover the whole of Scotland has been proposed with one of the gaps having been identified as Dumfries and Galloway. Moving forward into a single Fire and Rescue Service it would be a considerable advantage to our Firefighters to have close access to such a unit thereby ensuring the highest level of local training and Firefighter safety.</p> <p>This proposal has been brought forward from the Service Improvement Plan 2011/12. The Service was unsuccessful in securing funding then but will seek alternative funding sources in order to introduce this important training.</p>	The provision of adequate training for fire crews, improve safety and to meet nationally agreed standards of training.

Proposal	Reason	Expected Outcome
Develop and implement an Organisational Development Strategy	<p>This strategy will ensure that our staff are best placed and trained to deal with the challenges of the transition to a single Fire and Rescue Service.</p> <p>There is little direct financial cost to the Service from this proposal, however there may be some training and skill development costs from the resulting action plan which will be absorbed within the existing budgets.</p>	Ensure we have the right people with the right skills who will continue to manage and deliver a quality service.
Provision of a Combined Aerial Rescue Platform (CARP) at Stranraer Station	<p>Due to the nature of our work, Firefighters are often called upon to work at height in emergency situations and in a variety of challenging conditions. Working at height presents one of the most significant risks to Firefighters. Utilisation of an aerial platform can on occasions significantly reduce risks by providing a safer and/or additional means to bring about an effective conclusion to an incident.</p> <p>The Service already has a Combined Aerial Rescue Platform (CARP) located at Dumfries Station but due to its geographical size it is challenging to provide a timely response to the west of the region where there is a likelihood of Firefighters having to work at height. Evidenced by a full risk management based business case it was proposed to replace a traditional appliance with a CARP at Stranraer Station.</p> <p>A suitable appliance has already been sourced from another Fire and Rescue Service at no charge. However, there will be some extra cost associated with maintenance and training which can be managed within our existing budgets.</p>	Increased capability and Firefighter safety.





Partnerships

Partnerships are an essential part of the work we undertake and there are a number of partnership agreements in place across the public, private and voluntary sectors driving forward a number of objectives to increase the safety of our communities.

Partnerships enable a co-ordinated, multi-agency approach to problem solving and service delivery across the region. There is also a key emphasis on Best Value ie working together effectively to deliver efficiency savings for all organisations, as well as providing the opportunity to enhance community engagement.

As reflected in the Christie Commission's recommendations for the future delivery of public services the Scottish Government have made it clear that strong relationships between Fire, Police and Local Authorities

are essential to the delivery of high quality local services that drive down demand. The new Fire and Police Service will be required to create formal relationships with each of Scotland's 32 Local Authorities through their respective Senior Local Officer. In Dumfries and Galloway our Community Planning arrangements are already well established and it is unlikely that there will be any significant change in relation to these. The key partnerships we will continue to support are:

- Dumfries and Galloway Community Planning Partnership
- Community Safety Partnership
- Major Emergency Scheme
- Dumfries and Galloway Compact
- Diversity Working Group

Dumfries and Galloway Community Planning Partnership

Dumfries and Galloway Council has the lead role in the development of Dumfries and Galloway's Single Outcome Agreement (SOA). The vision of the SOA is "working together to create an ambitious, prosperous and confident Dumfries and Galloway where people achieve their potential". This vision is underpinned by principles and the following priorities:

Priority 1 - We will provide a good start in life for all our children

Priority 2 - We will prepare our young people for adulthood and employment

Priority 3 - We will care for our older and vulnerable adults

Priority 4 – We will support and stimulate our local economy

Priority 5 – We will maintain the safety and security of our region

Priority 6 – We will protect and sustain our environment

The Fire and Rescue Service works closely together with partners to inform the vision, principles, priorities and ambitions in the SOA and in particular actively supports Priority 5.

The Single Outcome Agreement document can be viewed or downloaded at www.dumgal.gov.uk



Community Safety Partnership

A key role of the Community Safety Partnership is to identify threats to the safety of local communities and to take co-ordinated steps to reduce or eliminate them. To contribute to the Single Outcome Agreement priorities, efforts will be focussed on seven strategic threats:

- Public Protection
- Terrorism
- Road Safety
- Substance Misuse
- Antisocial Behaviour
- Violent Crime
- Emergency Planning

Groups such as the Road Safety, Antisocial Behaviour and the Alcohol and Drugs Partnerships have long been established to take forward specific strategies. The Fire and Rescue Service supports many of these Groups and currently leads the Road Safety Partnership.

Information relating to Community Safety Planning and related Sub Groups is available at www.dumgal.gov.uk

Information relating specifically to the Road Safety Partnership can be viewed at www.dgrsp.co.uk

Major Emergency Scheme

The Major Emergency Scheme (MES) is a partnership of all agencies with a part to play in responding to major emergencies in Dumfries and Galloway. The scheme is managed through the Dumfries and Galloway Strategic Co-ordinating Group. To meet legislative requirements and to contribute to Priority 5 of the Single Outcome Agreement the aim of the MES is to "Contribute to a more resilient, safer and stronger Dumfries and Galloway through a partnership that minimises the impact of major emergencies on the community."

To meet the aim, the objectives of the Major Emergency Scheme partners are to:

- protect and preserve life, welfare, property and environment
- reduce to a minimum the harmful effects of a major emergency
- bring about as swift a return to normal life as possible
- promote preparedness by all partners
- promote the concept of mutual assistance between MES partners

The Strategic Co-ordinating Group is supported by 3 main workstreams; Business Planning, Tactical Support and First Responders. Within Business Planning the Fire and Rescue Service takes the lead role in the Risk Assessment Sub-Group which is responsible for the collation of information to produce Dumfries and Galloway's Community Risk Register.

More information on the Major Emergency Scheme and Strategic Co-ordinating Group can be viewed at www.dumgal.gov.uk

Dumfries and Galloway Compact

A partnership agreement between voluntary, community and public sector bodies developed on the principles of working together. The vision of the partnership is:

- To achieve a culture of mutual understanding, trust and confidence between public and voluntary sector partners across Dumfries and Galloway
- To find effective ways of working co-operatively towards the achievement of outcomes that will improve the quality of life of local people and communities

The Compact document can be viewed or downloaded at www.dumgal.gov.uk

Diversity Working Group

This Group's remit is to improve co-ordination and integration between public sector organisations and communities of interest relating to age, disability, gender, race, religion and belief and sexual orientation; identify opportunities for joint working that improve the efficiency of services in Dumfries and Galloway; and respond effectively to the needs of communities and individuals within these strands.

Further information on this Group can be found at www.dgcommunity.net

Finance

Revenue Budget

The Service's revenue budget equates to around 2% of Dumfries and Galloway Council's overall expenditure. As part of the Local Government Finance Settlement for 2012/13 – 2014/15 a flat cash settlement of £9.179m has been set for the Fire and Rescue Service for 2012/13. It should be highlighted that whilst indicative funding levels for the Fire and Rescue Service are being made available through the Local Government Settlement for 2013/14 and 2014/15 it is felt that uncertainty over future funding arrangements for the Fire and Rescue Service as a consequence of impending reform makes it difficult to present any meaningful plans for these latter years. The budget for 2012/13 has been compiled using 2011/12 as a baseline with very minor adjustments being made to reflect the costs of delivering a Fire and Rescue Service to meet the needs of local communities.

We will strive to deliver our current standards of service delivery within the constraints of the budget and Members will continue to receive regular budget monitoring reports throughout the year to advise on progress in line with existing governance arrangements.

Capital programme

At the time of publication, the position on Fire Capital remains unclear. The Local Government Finance Settlement indicates that a Scottish level of £16.45m (a reduction of some 18% on last financial year's figure) has been earmarked for Fire Capital Grant, but discussions are still ongoing in relation to how this will be distributed to Fire Authorities. We have produced a provisional three year capital programme in order to set our future investment needs, even though we have acknowledged that the Vesting Day for the new Scottish Fire and Rescue Service is still 1 April 2013, but this should at least inform the new Organisation of the future capital grant requirement for this Local Authority area. In accordance with the reform business protocol on capital, no projects will be legally committed to beyond financial year 2012/13.

Similarly, our Asset Management Plan has been revised in order to inform the capital planning programme and to ensure that all areas of service delivery ie fleet, equipment, property and information and communications technology have been identified for development or replacement as deemed necessary. This information has also been shared with the Reform Programme Board as part of an information sharing exercise in order to assist in the transfer of assets to the new Organisation.



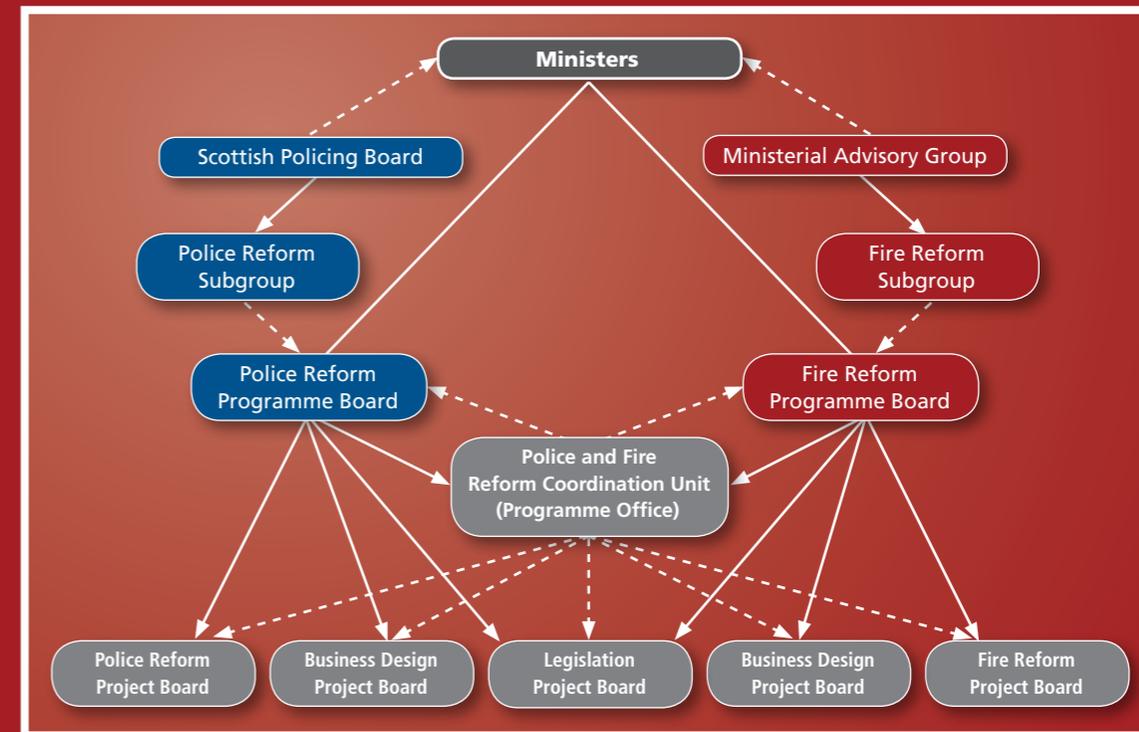
Workforce

Our greatest asset is our people. Unless we can ensure we have committed, skilled and empowered employees we will not be able to meet the aims and priorities to which we aspire. We need to ensure employees at all levels understand their contribution to achieving the Service's priorities, are properly resourced and empowered to serve the public and have flexible skills and working practices. The Service will continue to invest in developing our employees not only for their current roles within the evolving Fire and Rescue Service but also in preparing them for future challenges and career opportunities.

The Service will ensure that employee engagement is maintained throughout the reform process by ensuring that we manage expectations and set a clear sense of direction, utilising all available communication methods. We also recognise the vital role line managers will play in employment relations and we will continue to support them so they are able to manage effectively during periods of change.

In recognising the psychological burden and impact that can arise during change we will ensure workplace support and occupational health provisions are readily available to prevent high levels of work-related stress during this time.

Following the introduction of the Police and Fire Reform (Scotland) Bill it is clear that the current organisational structures will not continue. Transitional protocols have been put in place to avoid creating new posts and any Senior and Middle Manager vacancies will only be filled on a temporary basis. All 8 Fire and Rescue Services are working together to ensure the most effective transition to the new Service in the interests of our communities and employees. Where possible policies, procedures and practices will be harmonised to ease the transition process.



Reform

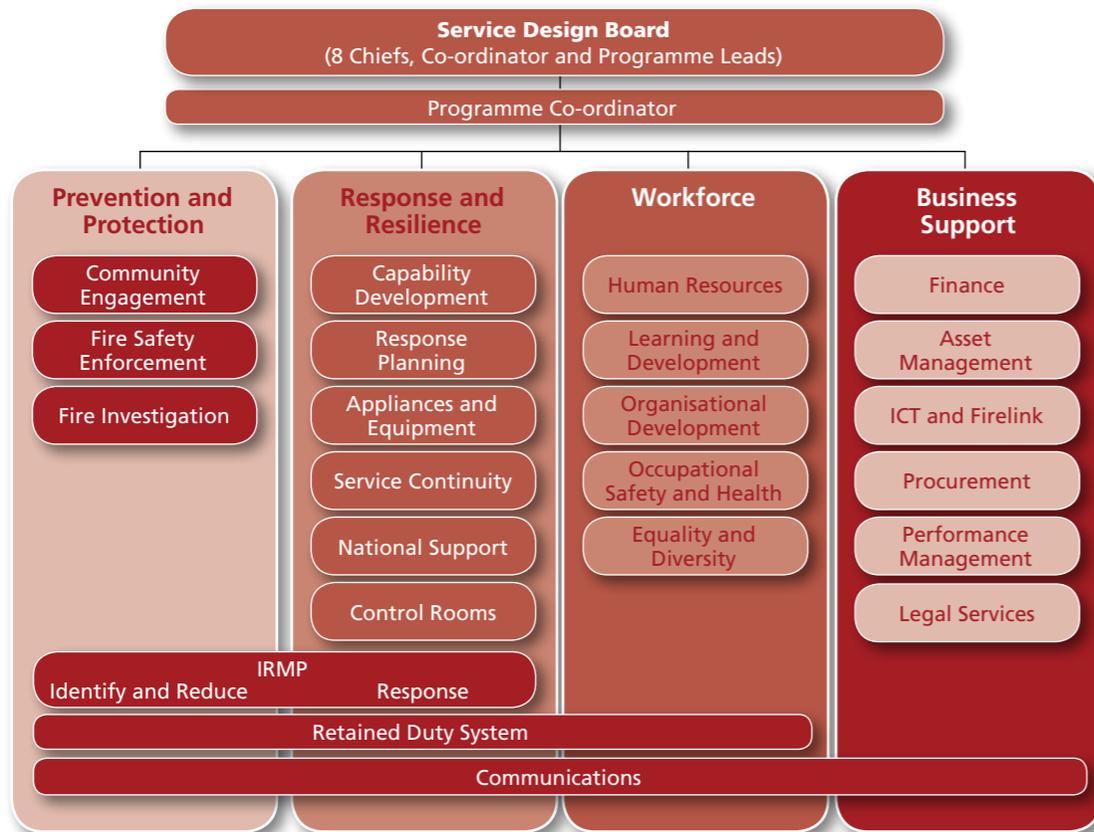
On 8 September 2011 the Cabinet Secretary for Justice announced details of the Scottish Government's intention to create a single Fire and Rescue Service and Police Force. The Police and Fire Reform (Scotland) Bill was laid before Parliament on 16 January 2012 following two consultations and many months of sustained, regular engagement with Police, Fire and Rescue Services, Boards, Authorities and other interested parties.

The move to create single, National Police and Fire and Rescue Services is arguably the largest reform to public services ever undertaken in Scotland and the scale and complexity of the task to be delivered within tight timescales cannot be underestimated.

Reform Structures

The Scottish Government have created a Governance Structure for ensuring reform is delivered as intended and in such a way as to involve key stakeholders. The following diagram illustrates how the structures connect and how responsibilities are evolved from the Ministers.

The Fire Reform Programme Board has been established to co-ordinate the process of service merger and reports directly to Scottish Ministers. The Board is made up of three distinct areas of work: delivering a new legislative framework for the Scottish Service; establishing the required policy changes; and designing a new Service structure.



With the exception of several key issues where the Scottish Government have expressly declared an interest, they are clear that the reform process should be led by Fire and Rescue Services. To facilitate this Chief Fire Officers Association (Scotland) has restructured as detailed above. Sitting under the Service Design Board will be four

themed programmes of work, Prevention and Protection; Response and Resilience; Workforce and Business Support. These will ensure all essential aspects of Fire and Rescue business are appropriately considered to enable a well planned and managed transition into a single Service.



Resource Requirements

The reform of Police and Fire and Rescue Services will constitute the most significant public sector change programmes for generations. The volume of work required to bring about a successful change will be considerable and will require careful scrutiny and management. Our Managers are fully engaged in the project areas that sit within the four key programme themes. This work requires to be balanced against the maintenance of successful intervention and prevention activity and performance levels, so we will not take our eyes off the core organisational objectives, nor increase the visits to communities or compromise Firefighter safety.

We have created capacity within our Middle Managers to co-ordinate and manage the Service's response to reform. This will prevent silo working and prevent duplication of effort.

Transfer of Assets and Staff

The creation of a single Fire and Rescue Service from the existing 8 will be highly challenging. We will need to consider very carefully our approach to securing a smooth transfer of assets and staff. Being a Unitary Fire Authority the transfer of assets may be more complex for Dumfries and Galloway, but we will establish close engagement with the Scottish Government and Dumfries and Galloway Council to ensure this can be done as efficiently as possible.

Leadership and Governance

Periods of change are characterised with high levels of ambiguity and uncertainty. Strong leadership will be of vital importance to drive the Service forward to meet local and national priorities. Together with Governance and Committee Services of the Council, the Chief Fire Officer will ensure Elected Members are fully equipped and informed to carry out their roles and responsibilities effectively within the evolving reform agenda. This commitment will be further enhanced with the introduction of the Local Scrutiny and Engagement Implementation Framework Pathfinder Project.

Local Scrutiny and Engagement Implementation Framework Pathfinder Project

The Police and Fire Reform (Scotland) Bill includes a framework for the delivery of local scrutiny and engagement arrangements, which Local Authorities and the new Service will need to implement when legislation is enacted. To ensure the transition to these new arrangements are as smooth as possible Scottish Government have established a Local Scrutiny and Engagement Implementation Network. The Network will provide “an opportunity to plan, trial, evaluate, refine and share learning about the implementation of local arrangements”

The three key elements to be included in the new local scrutiny and engagement arrangements to be put in place are:

- The designation of a Local Commander (Police) and Local Senior Officer (Fire and Rescue) with significant delegated authority and devolved resources for each Local Authority area

- The production of a local Policing and a local Fire and Rescue Plan for each local area, prepared by the Local Commander and Local Senior Officer respectively, and agreed by the Local Authority; and
- The creation of a strong formal relationship between the Council and the Services. For example through local committees or other arrangements deemed appropriate locally, through which many more Elected Members would play a direct and formal role, shaping local priorities and scrutinising performance.

The fundamentals of these local arrangements already exist within Dumfries and Galloway, in the main, as a result of its Unitary Authority status and the advantages that a coterminous platform brings to multi-agency/partnership working and community engagement. However by participating in the Network as a Pathfinder we will maximise Dumfries and Galloway’s influence on the future arrangements and help ensure the best possible outcome for local service planning and provision.



Communication

It is widely recognised that one of the most important elements of any change management programme is Communications. To successfully carry staff and service users forward into a seemingly uncertain future requires the correct communication strategy.

CFOA(S) Service Design Board has made a clear commitment to communicate with staff Scotland wide as work progresses and more information becomes available.

Currently, Dumfries and Galloway Fire and Rescue Service have a Communication Strategy which has been in place for several years. This Strategy has worked well for the Service but we recognise that it will not be adequate to deal with the pressures that reform will bring. We will therefore review our current Strategy against the emerging reform agenda and establish an adequate plan which will allow us to successfully communicate with staff, Elected Members and all key stakeholders.

Performance

The Local Government in Scotland Act 2003 requires the Fire and Rescue Service to make arrangements for the reporting to the public of the outcome of performance of functions, and holds the Service accountable for the publication of information about finance and performance.

The Service overhauled its performance reporting in 2011 to bring about significant improvements in the ability to monitor and scrutinise performance outcomes. Reports now provide clear focussed evidence of our performance against our strategic priorities and indicators. Our performance management system "Covalent" has been developed to allow a greater deal of flexibility to tailor reports for various audiences at regional or area level.

Performance reports will continue to be presented to the Fire and Rescue Authority and the Service Management Team on a quarterly basis. Close scrutiny will be required

to assess any impact of Reform. In addition bi-annual reports will be presented to the Local Authority's Area Committees and our District Teams to enable more effective localised scrutiny.

In addition to our regular performance reports, change management performance and reform updates will be communicated to Elected Members and staff as necessary. These reports will detail the challenges and opportunities that face the Service as the reform programme progresses.

Monitoring performance becomes even more essential when faced with major reform. Our management of performance will be further developed with the introduction of a Performance Management Framework. This is intended to supplement our management of change and will set out in more depth how we intend to develop our planning and performance management.



Consultation

The Change Management Framework incorporating the Integrated Risk Management Plan 2012/2013 has been subject to a formal 90 day consultation period as recommended by the Scottish Government. The document has been circulated to a wide range of stakeholders and has been posted on our website requesting views on our proposals. Only supportive responses were received during this process.

The document has also been subjected to a formal impact assessment. Positive impacts were identified for race, disability, age, economic and social sustainability, health and environmental sustainability. Neutral impacts were identified for gender, sexual orientation and religion or belief. The Impact Assessment document is available to view on our website

If you would like to make any comments on our services you can contact us by:

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Service Risk Manager
Dumfries and Galloway
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Fire Service Headquarters
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Further information on our Service can be viewed on our website www.dumfriesandgallowayfire.gov.uk

If you require this document in another format please contact
01387 260331

Glossary of Terms

Auxiliary Firefighters	Firefighters who are volunteers and receive payments for call outs. Their level of equipment and training is similar to that of Retained units.
Retained Firefighters	Firefighters who are paid an annual retainer fee, for which they provide, agreed on-call hours each week over the year. They respond to their Station only when an emergency call is received.
Wholetime Firefighters	Firefighters employed on a 42-hours-per-week duty system.
Best Value	Best Value provides a framework for the planning, delivery and continuous improvement of Local Authority services. The overriding purpose is to establish a culture of good management in Local Government for the delivery of efficient, effective and economic services that meet the users' needs.
Carbonaceous Fire Training Unit	This type of training unit allows the characteristics of a compartment fire to be authentically reproduced using chipboard as a fuel. The training system provides a facility where Firefighters can learn firstly how compartment fires develop and secondly how to deal with the conditions produced. This dynamic training system makes an essential contribution towards the understanding of how to deal with fires in compartments at whatever stage of development in a safe and effective manner.
Christie Commission	The Commission was established by the Scottish Government in November 2010 to develop recommendations for the future delivery of public services. In particular the Commission was asked to address the role of public services in improving outcomes; examine structures, functions and roles, to improve the quality of public service; and consider the role of a public service ethos.
Combined Aerial Rescue Platform (CARP)	This is a multi-functional appliance that combines day to day firefighting, rescue and aerial rescue capabilities in one vehicle. It has a 30 metre ladder with a cage on the end to rescue people. The ladder can be extended either above or below the vehicle.
Wildfire	Wildfire is a generic term which is applied to describe larger land based fires which occur in the rural environment. The term encompasses fires that may involve all the major vegetation types found in Scotland ie moorland, heather, gorse, grass, forestry and natural woodland, and also includes the less common fires affecting arable vegetation such as standing corn.



Top Ten Fire Safety Tips

Protect yourself and your home:

- 1 Fit a smoke alarm and check it regularly. (We recommend installing a ten year alarm).
- 2 Make a fire action plan so that everyone in your house knows how to escape in the event of fire.
- 3 Take care when cooking with hot oil and think about using thermostatically controlled deep fat fryers.
- 4 Never leave lit candles unattended.
- 5 Ensure cigarettes are stubbed out and disposed of carefully.
- 6 Never smoke in bed.
- 7 Keep matches and lighters away from children.
- 8 Keep clothing away from heating appliances.
- 9 Take care in the kitchen! Accidents whilst cooking account for 59% of fires in the home.
- 10 Take special care when you are tired or when you've been drinking. Half of all deaths in domestic fires happen between 10pm and 8am.

