



2022 - 2023 MONITORING REPORT

Covering the performance in support of the Local Fire and Rescue Plan for Aberdeen City 2020-23



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

APRIL 2022 to March 2023

**Working together
for a safer Scotland**



ABERDEEN
CITY COUNCIL

ABOUT THE STATISTICS IN THIS REPORT

The activity totals and other statistics quoted in this report are provisional in nature and subject to change as a result of ongoing quality assurance and review.

Because all statistics quoted are provisional there may be differences in the period totals quoted in our reports after original publication which result from revisions or additions to the data on our systems.

From 2015-16 onwards responsibility for the publication of end-year statistical data transferred from the Scottish Government to the SFRS. This change of responsibility does not change the status of the figures quoted in this and other SFRS reports reported to the Committee.

TABLE OF CONTENTS	PAGE
Introduction	5
2022/23 Performance Summary	6-7
2022/23 Performance Highlights	8
Priority 1- Improving Fire Safety in the Home	9-12
KPI 1- Number of Accidental Dwelling Fires (ADF)	
KPI 2- Number of ADF Fatal Casualties	
KPI 3- Number of ADF Non-Fatal Casualties	
KPI 4- Number of Home safety visit referrals received from partners	
Priority 2- Reducing deliberate fires	13-15
KPI 5- All deliberate secondary fires (and their locations)	
KPI 6- All deliberate primary fires (and their locations)	
Priority 3 - Improving fire safety in the business community	16-17
KPI 7- All fires in relevant premises as defined under Part 3 of the Fire (Scotland) Act 2005.	
KPI 8- Number of framework fire safety audits completed.	
KPI 9- Number of non-framework, thematic audits completed	
Priority 4 – Reducing unwanted fire alarm signals	18-19
KPI 10- Number of UFAS incidents	
Priority 5 – Effective risk management and operational preparedness	20-22
KPI 11- Number of OI visits undertaken	
KPI 12- Number of Multi-Storey Operational Assurance Visits undertaken	
KPI 13- Staff Competence	
KPI 14- Availability of appliances and specialist resources.	
Appendix I: 4-year Cycle – KPIs 1, 2, 3, 5, 7 & 10	23-26

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INTRODUCTION

Welcome to the Scottish Fire and Rescue Service (SFRS) Aberdeen City performance report for the reporting period 1st April 2022 to the 31st March 2023. The report is aligned to and reports on progress against the priorities set out in the Local Fire and Rescue Plan for Aberdeen City 2020 - 2023.

The information presented in this report provides a comparison against key performance indicators, the selected performance indicators are selected to best inform and support the priorities within the Local Fire and Rescue Plan for Aberdeen City 2020-23. Each indicator displays the activity reflecting performance for year to date vs a specific target or previous 4 years rolling average. The provision of a 4 years performance indicators has been submitted within this report as on request of committee members. The change from 3 years to 4 years to allow comparison between pre/post COVID 19, future reports will return to the standard format of 3 years rolling average.

The performance indicators within the report support the local priorities:

- Priority 1 – Improving Fire Safety in the Home
- Priority 2 – Reducing Deliberate Fires
- Priority 3 – Improving Fire Safety in the Business Community
- Priority 4 – Reducing Unwanted Fire Alarm Signals (UFAS)
- Priority 5 – Effective Risk Management and Operational Preparedness

As well as supporting the five priorities in the Local Fire and Rescue Plan for Aberdeen City, SFRS activities and performance contribute to the wider priorities of Community Planning Aberdeen (CPA) Local Outcomes Improvement Plan and its 15 stretch outcomes. The SFRS is a statutory and active member of CPA's Outcome Improvement Groups and is committed to CPA's vision; "Aberdeen, a place where all people can prosper".




The figures in this report are provisional, to provide the Committee with the SFRS's direction of travel in Aberdeen City, in terms of performance against headline indicators and targets. Most figures will not change; however, members should note that there may be some small variations for some indicators when the final confirmed figures are published by the SFRS.









PERFORMANCE SUMMARY









The table below provides a summary of our 2022-23 performance against headline indicators and annual targets. It aims to provide – at a glance – our direction of travel during the current reporting year.

Performance against Aberdeen City Local Fire and Rescue Plan 2020-23

Year-to-Date Legend

	Below 3 Year Average
	Less than 10% above 3 Year Average
	More than 10% above 3 Year Average

Key Performance Indicator	April 2022 - March 2023					RAG STATUS
	2018/19	2019/20	2020/21	2021/22	2022/23	
Accidental Dwelling Fires 	262	257	223	200	215	
Accidental Dwelling Fire Casualties 	40	42	63	29	39	
Deliberate Secondary Fires 	360	250	246	284	261	
Deliberate Primary Fires 	86	106	96	83	103	

<p>Fires in Non-Domestic Premises</p> 	118	105	89	70	92	↓
<p>Unwanted Fire Alarm Signals</p> 	1349	1428	1220	1345	1366	→
<p>Legislative Fire Safety Audits</p> 	353	439	184	320	363	Annual Target 485
<p>Home Fire Safety Visits</p> 	2926	2826	567	1559	1780	Annual Target 2500
<p>Operational Intelligence</p> 	122	19	59	211	650	Annual Target 420
<p>Multi-Storey Operational Assurance Visits</p> 	166	127	98	215	224	Annual Target 236
<p>Staff Competence</p> 						On Target 175 Staff (111 Comp, 64 Dev)
<p>Appliance/Resource Availability</p> 						Wholetime availability never below 96% On-Call availability 80%

PERFORMANCE HIGHLIGHTS

Of the 5 priority areas the following key performance indicators should be noted and are further explained in each indicator's performance management section from page 9 onwards.

Accidental Dwelling Fires

The statistics against the key performance indicators show that we have a decrease compared to the four-year rolling average for Accidental Dwelling Fires.

Accidental Dwelling Fire Casualties & Fatalities

Accidental Dwelling Fire Casualties have increased over the four-year average. There were no fatalities during this reporting period.

Deliberate Primary and Secondary Fires

Deliberate Primary fire has seen an increase over the four-year average with the highest attended incidents involving vehicles.

Deliberate secondary fires have decreased compared to the four-year average, with deliberate secondary fires involving outdoors structures such as wheelie bins, small refuse/recycle containers as the highest attended.

Non-Domestic Fires

Non-Domestic Fires have decreased compared to the four-year average with 92 incidents covering a variety of premise types across the Aberdeen City area.

We continue to work with owners and occupiers through our Fire Safety Enforcement Programme and Post Fire Audits to reduce the number of Non-Domestic Fires.

False Alarm – Unwanted Fire Alarm Signal

UFAS incidents have increased compared to the three-year average with Hospitals / medical facilities contributing to the bulk of the calls.

Home Fire Safety Visits (HFSV)

We have seen a steady increase of HFSVs with the easing of COVID restrictions, but are reporting below our target of 2500. We remain committed to providing those most at risk from fire within the home with support and education.

Appliance/Resource Availability

Appliance availability has remained strong throughout the reporting period. We continue to actively improve our appliance availability through positive recruitment and our staff training and competency programmes.

PRIORITY 1 – IMPROVING FIRE SAFETY IN THE HOME

KPI 1 - Accidental Dwelling Fires (ADF)

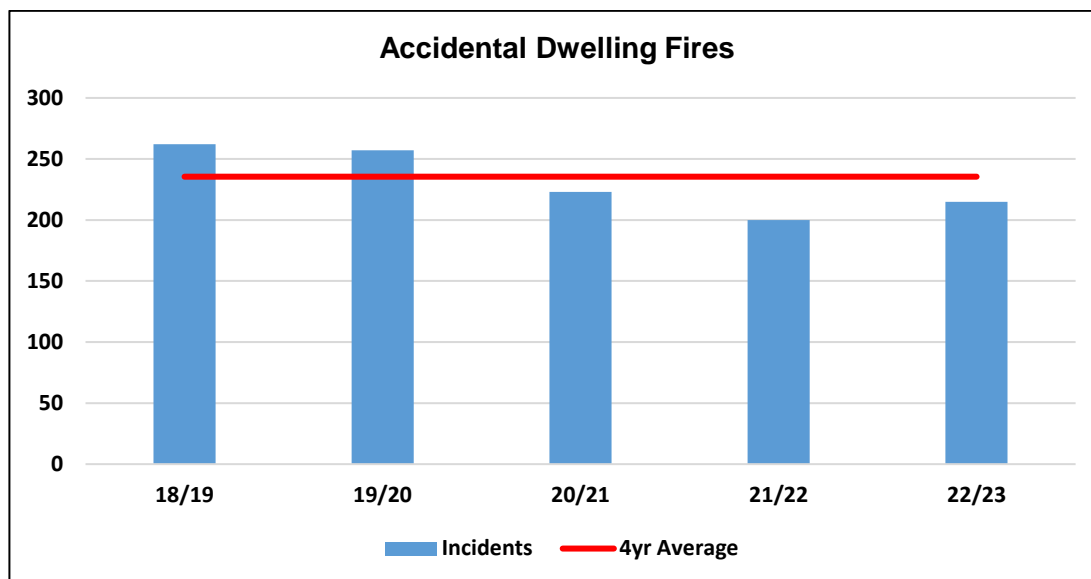


Table 1: Year to Date (April 22 – March 23) Performance

ADF's	18/19	19/20	20/21	21/22	22/23	RAG
	262	257	223	200	215	Green

Breakdown of Locations

Area	18/19	19/20	20/21	21/22	22/23
Airyhall, Broomhill & Garthdee	28	11	12	9	19
Bridge of Don	4	8	5	8	6
Dyce, Bucksburn & Danestone	5	11	15	5	9
George Street & Harbour	50	37	26	30	43
Hazelhead, Queens Cross & Countesswells	18	15	16	10	10
Hilton, Woodside & Stockethill	24	26	22	29	22
Kincorth, Nigg & Cove	14	12	9	8	11
Kingswells, Shedocksley & Summerhill	14	13	14	11	10
Lower Deeside	4	5	4	3	2
Midstocket & Rosemount	22	18	18	20	11
Northfield & Mastrick North	26	31	19	12	17
Tillydrone, Seaton & Old Aberdeen	27	35	39	32	32
Torry & Ferryhill	26	35	24	23	23

KPI 2 & 3 - ADF Fatal Casualties & - ADF Non-Fatal Casualties

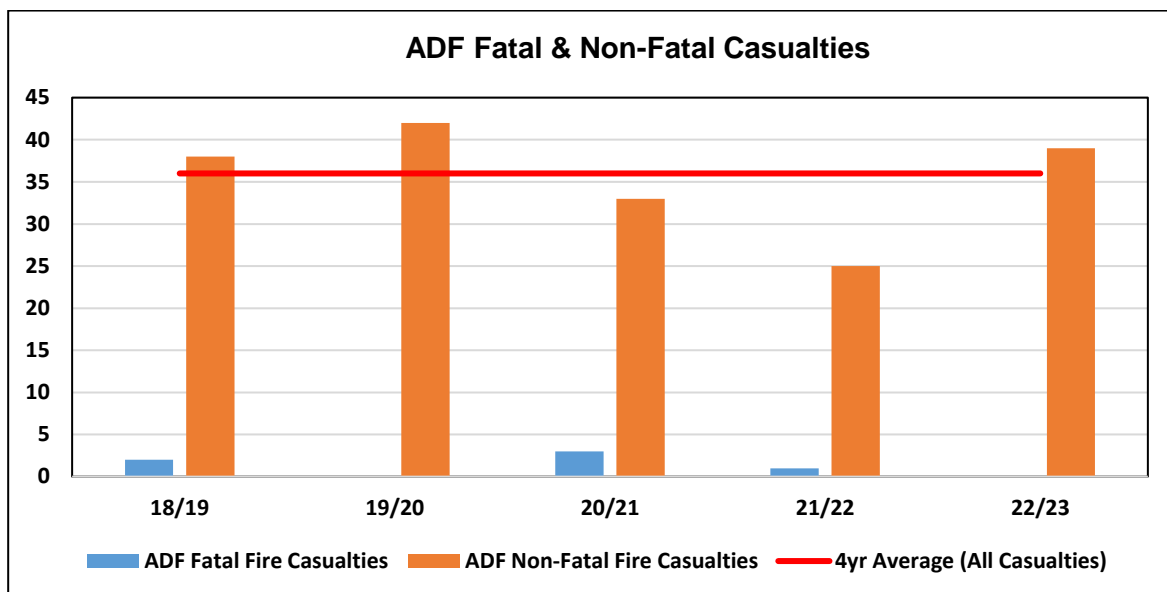
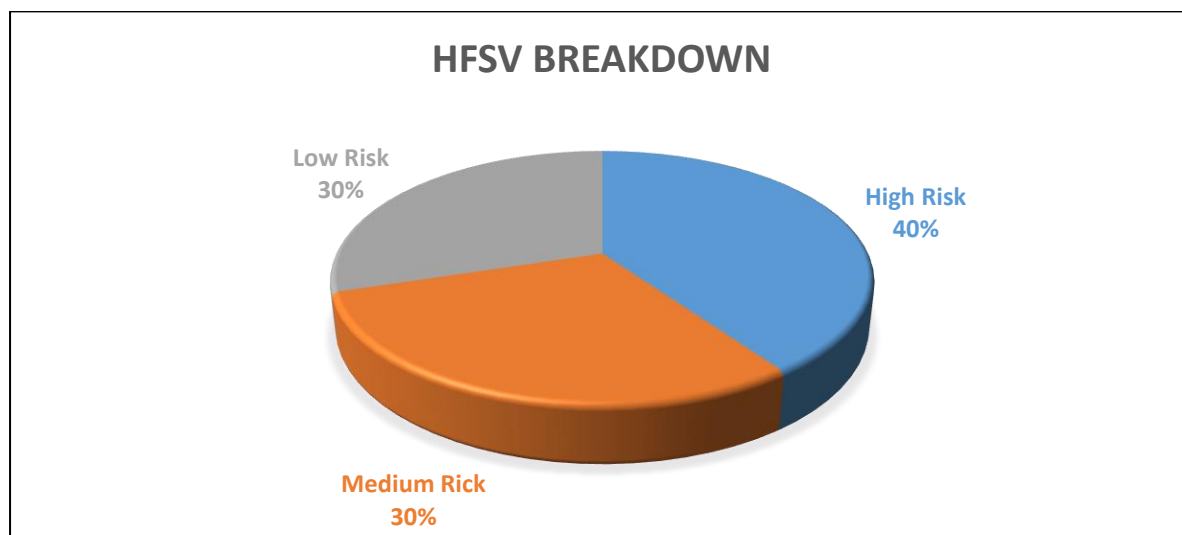


Table 2: Year to Date (April 22 – March 23) Performance

	18/19	19/20	20/21	21/22	22/23	RAG
ADF Fatal Casualties	2	0	3	1	0	Green
ADF Non-Fatal Casualties	38	42	33	25	39	Amber

KPI 4 – High Risk Home Fire Safety Visits YTD April 22 – March 23



Home Fire Safety Visits	High Risk	Medium Risk	Low Risk	YTD Total	RAG
	716	533	531	1780	Red
	40%	30%	30%	N/A	Red

Priority 1 Description – Improving Fire Safety in the home

KPI 1 - Accidental Dwelling Fires (ADF)

The largest single type of primary fire in Aberdeen City is accidental fires in the home, similarly accidental dwelling fires are also the primary cause of most fire casualties and fatalities. Their prevention, therefore, is a key focus of the Service's community safety activity.

The reduction of fire casualties is clearly linked to this priority. The reduction of fire fatalities and casualties is at the core of our preventative and early intervention activities carried out throughout the Aberdeen City area. Significant contributory factors associated with the number of fire casualties and fatalities include, lifestyle, independent living strategies, smoking, consumption of alcohol and prescribed and non-prescribed drugs, Individual capacity and vulnerability, and ageing demographics.

KPI 2 - ADF Fatal Casualties

This KPI counts those people for whom fire has been clearly identified as the cause of death, including those who succumb due to their injuries sometime later. Those who succumb at, or after, the fire but where fire is **not** identified as the cause of death are not included in these figures.

As a target, the aim is to have **Zero ADF Fatal Casualties** in Aberdeen each year.

KPI 3 - ADF Non-Fatal Casualties

This KPI counts all types of non-fatal fire injury in the home, including precautionary checks.

As a target, the aim is to reduce the risk of injury from fire in the home, in an increasing Aberdeen population, by keeping fire injuries **below 32** each year.

KPI 4 - High Risk Home Fire Safety Visits

This measure counts the percentage of all home fire safety visits that are delivered to addresses that are identified as high risk.

As a target, the aim is that **61%** of all completed home fire safety visits are categorised as high risk.

What we aim to Achieve

- Improved community safety and wellbeing
- Reduction in number of accidental dwelling fires
- Reduction in number of casualties and fatalities resulting from accidental dwelling fires

Performance Management

There have been 215 ADF's during the reporting period of 2022-23, which is below the three-year average. We are therefore showing green for achieving the annual target.

Accidental dwelling fires can have a significant negative impact upon both individuals, the wider community and are financially damaging to house holders and housing providers in terms of repair and the reinstatement of homes. Key contributory risk factors include, lifestyle, independent living strategies, smoking, consumption of alcohol and prescribed and non-prescribed drugs. Individual capability and vulnerability, and aging demographics.

There has been 0 ADF Fatal Casualties during the reporting period. We are therefore showing Green for achieving the annual target.

There have been 39 ADF Non-Fatal Casualties report, which is an increase of 4 above the four-year average. Analysis of our incident has shown that main causes of ADFs were through human error relating to cooking and careless handling due to sleep or unconsciousness.

Home Fire Safety Visits remain a key focus in our community safety activity to reduce accidental dwelling fires and casualties resulting from these. We continue to explore and develop partnerships throughout the area to identify those most vulnerable and/or at risk from fire and/or harm in the home. Through our contribution to Aberdeen City Community Safety Hub and the CPA collectively we have raised awareness of our referral process and promote a better understanding of fire risk in the home. The figures presented above show the number of HFSV's delivered during the reporting period. Actions are being taken to support how we target high/medium risk as our overall visits are below our aspirational target of 2500 visits.

The SFRS focus remains on delivery of high and very high risk HFSV's which are being carried out by both our Community Action Teams as well as operational front-line staff. To further improve engagement with our locally communities, specific Risk Reductions areas have allocated to front-line Watch Commanders. This approach will allow for a risk holder to build stronger relationships within their allocated areas and implement reduction strategies that are specific to the individual needs of each risk area.

PRIORITY 2 – REDUCING DELIBERATE FIRES

KPI 5 – All - Deliberate Secondary Fires / Location

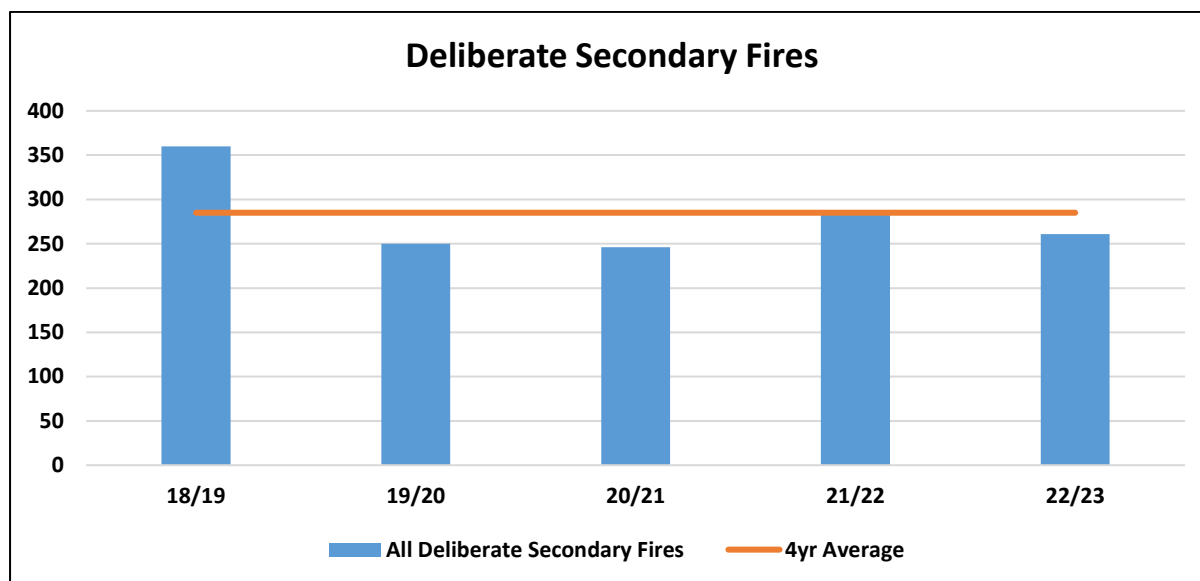


Table 3: Year to Date (April 22 to March 23) Performance

All Deliberate Secondary Fires	18/19	19/20	20/21	21/22	22/23	YTD
	3604	250	246	284	261	Green

Area	18/19	19/20	20/21	21/22	22/23
Airyhall, Broomhill & Garthdee	4	12	6	28	10
Bridge of Don	14	6	11	7	13
Dyce, Bucksburn & Danestone	42	19	39	36	20
George St & Harbour	12	16	11	17	27
Hazlehead, Queens Cross & Countesswells	21	4	15	10	8
Hilton, Woodside & Stockethill	20	20	15	15	19
Kincorth, Nigg & Cove	57	30	14	63	52
Kingswells, Shedocksley & Summerhill	21	27	23	14	22
Lower Deeside	9	11	7	9	9
Midsocket & Rosemount	14	21	10	13	10
Northfield & Mastrick North	37	26	19	27	19
Tillydrone, Seaton & Old Aberdeen	24	21	12	21	28
Torry & Ferryhill	85	37	64	24	24

KPI 6 – All Deliberate Primary Fires / Location

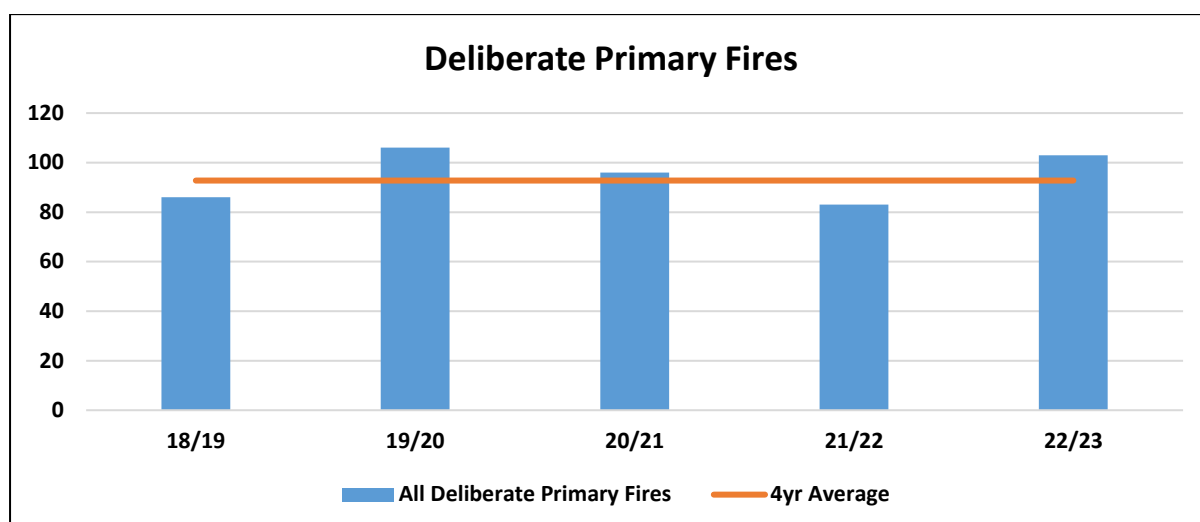


Table 4: Year to Date (April 22 to March 23) Performance

All Deliberate Primary Fires	18/19	19/20	20/21	21/22	22/23	RAG
	86	106	96	83	103	Red

Area	18/19	19/20	20/21	21/22	22/23
Airyhall, Broomhill & Garthdee	1	5	4	3	4
Bridge of Don	1	1	4	4	5
Dyce, Bucksburn & Danestone	6	10	14	14	9
George St & Harbour	13	10	10	9	10
Hazlehead, Queens Cross & Countesswells	2	0	12	7	3
Hilton, Woodside & Stockethill	7	12	5	11	9
Kincorth, Nigg & Cove	10	14	4	9	20
Kingswells, Sheddocksley & Summerhill	4	4	9	4	7
Lower Deeside	2	2	2	0	1
Midsocket & Rosemount	7	9	7	1	8
Northfield & Mastrick North	8	12	12	9	4
Tillydrone, Seaton & Old Aberdeen	8	14	8	6	12
Torry & Ferryhill	17	13	5	6	11

Priority 2 Description – Reducing Deliberate Fires

These KPI's and targets account for all types of fire that are believed to have been started intentionally and are categorised as deliberate primary fires and deliberate secondary fires.

KPI 5 – Deliberate Secondary Fires

Deliberate secondary fires cover the majority of outdoor fires including grassland and refuse fires along with fires in derelict property.

As a target the aim is to reduce the rate of deliberate secondary fires in Aberdeen by keeping these **below 266** for the reporting year.

KPI 6 – Deliberate Primary Fires

These deliberate fires cover the following property types;

- Fires in the home
- Fires in non-domestic premises
- Fires in motor vehicles

As a target we aim to reduce the rate of deliberate primary fires in Aberdeen by keeping these **below 102** for the reporting year.

What we aim to Achieve

- Reduce the number of deliberate fires by 10% (LOIP Key Driver 10.2)
- Improved community safety and wellbeing
- Improved data analysis to ensure resources are directed to maximise community outcomes

Performance Management

Deliberate secondary fire is showing a decrease compared to the four-year average and are below our area target of **266**. Joint working with partners towards the successful achievement of LOIP key driver 10.2 has seen a decrease in incident activity within the Ward of Kincorth, Nigg and Cove, involving grassland and wooded areas. SFRS and partners are committed to striving in the further reduction of deliberate secondary fires with this area. We will continue to work with our local schools and communities to educate our young people in the dangers associated with these types of incidents. Analysis of our incident data has indicated a notable shift from fire involving grasslands/wooded areas to outdoors structures (wheelie bins, small refuse/recycle containers). To address this trend, SFRS will work closely with our communities to provide advice and guidance to homeowners on the safe and responsible storage of refuse.

Deliberate Primary fires have seen an increase compared to the four-year average and is 1 incident above our area target of **102**. Analysis of our incident data has identified that highest activity type involved vehicle fire. We will actively work with our communities and Police Scotland in tackling anti-social behaviour associated with these types of incidents.

PRIORITY 3 – Improving Fire Safety in the Business Community

KPI 7 - Non-Domestic Building Fires

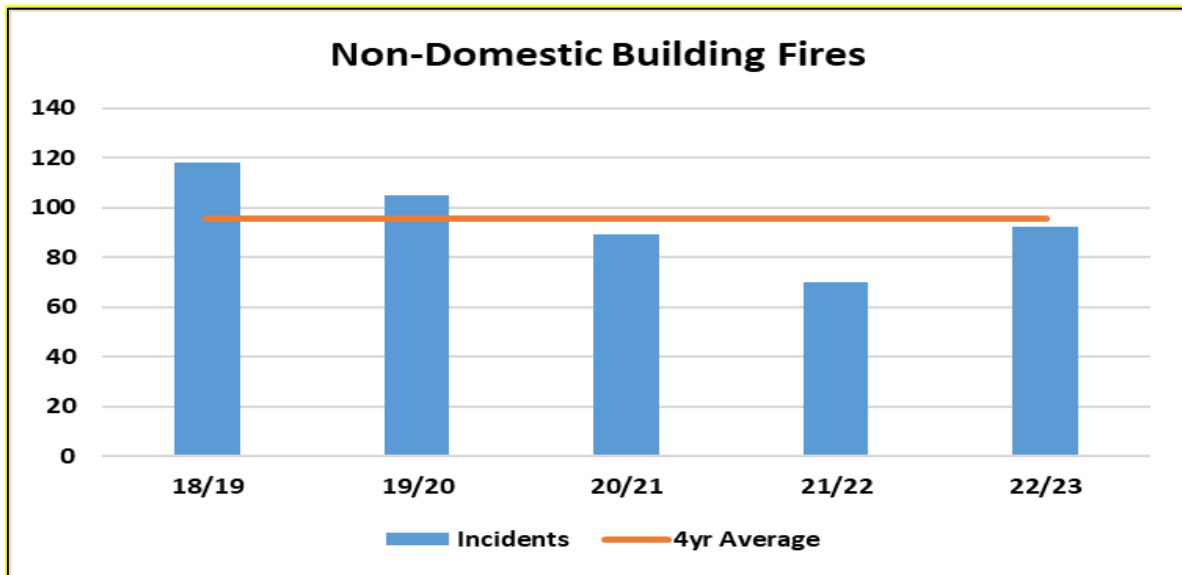


Table 4: Year to Date (April 22 to Sept 22) Performance

Non-Domestic Building Fires	18/19	19/20	20/21	21/22	22/23	RAG
	118	105	89	70	92	Green

Area	18/19	19/20	20/21	21/22	22/23
Airyhall, Broomhill & Garthdee	6	6	3	4	3
Bridge of Don	6	1	8	3	4
Dyce, Bucksburn & Danestone	15	14	12	8	8
George St & Harbour	21	18	13	14	15
Hazelhead, Queens Cross & Countesswells	5	8	2	3	5
Hilton, Woodside & Stockethill	2	1	0	0	6
Kincorth, Nigg & Cove	11	15	6	8	14
Kingswells, Shedocksley & Summerhill	6	2	7	2	1
Lower Deeside	3	2	3	2	1
Midsocket & Rosemount	18	15	13	14	20
Northfield & Mastrick North	3	2	6	2	3
Tillydrone, Seaton & Old Aberdeen	8	7	9	4	4
Torry & Ferryhill	14	14	7	6	6

KPI 8 - Legislative Fire Safety Audits

Table 5: Completed Audits

Premises Category	2018-19	2019-20	2020-21	2021-22	2022-23
Care / Children's Homes	107	68	71	54	100
Houses in Multiple Occupation	134	215	68	38	138
Hotel	29	43	1	42	40
Hospital	22	15	16	14	15
Post Fire	0	55	13	19	26
Other, workplace	61	43	15	153	44
TOTAL	353	439	184	320	363

Priority 3 Description – Improving Fire Safety in the Business Community

These performance measures and targets cover the type of non-domestic premises applicable to Part 3 of the Fire (Scotland) Act 2005 i.e. business premises, and is designed to reflect the effectiveness of fire safety management in respect of these types of buildings.

PM 7 – Non-Domestic Building Fires Applicable to the Act

As a performance measure we aim to reduce the rate of fires in non-domestic premises (where the Act applies) by keeping them **below 100** for the reporting year.

PM 8 & 9 – Legislative Fire Safety Audits

As a performance measure we aim to ensure all premises that meet the SFRS framework requirements are subject to an annual fire safety audit.

What we aim to achieve

- Through a risk-based audit programme, we will protect Aberdeen's built environment and heritage at the same time supporting economic growth.
- Enhanced understanding of fire safety legislation and responsibilities across the business sector.

Performance Management

A dedicated team of legislative fire safety enforcement and auditing officers work across Aberdeen City auditing relevant premises that are considered as presenting the highest risk to life in the event of a fire.

The easing of COVID restrictions during 2022-23 allowed for our team to once again undertake physical visits and allowed us the flexibility to work towards our annual target. During the reporting period we were not able to achieve this target due to challenges around staffing. During the reporting period we seen a number of personnel leave the department through retirement, transfer request and promotion opportunities. Our team are currently 1 below the desired establishment post recruitment, with 2 team members working towards their fire safety enforcement accreditation.

PRIORITY 4 – Reducing Unwanted Fire Alarm Signals

KPI 10 – Number of UFAS Incidents

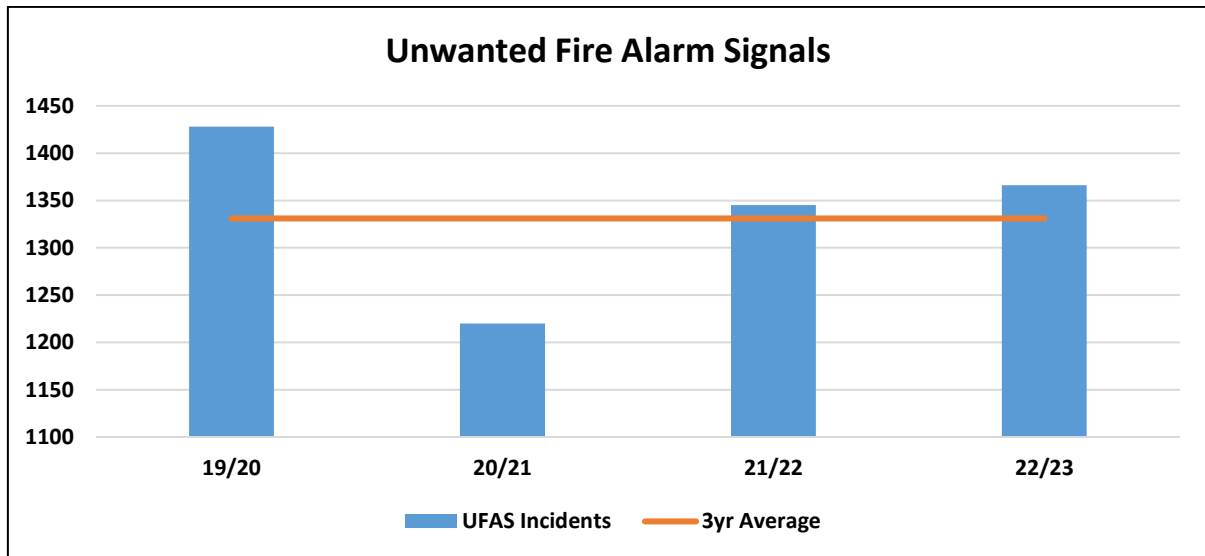


Table 6: Year to Date (April 22 – Sept 22) Performance

Unwanted Fire alarm signals	18/19	19/20	20/21	21/22	22/23	RAG
	1349	1428	1220	1345	1366	Amber

Area	18/19	19/20	20/21	21/22	22/23
Airyhall, Broomhill & Garthdee	44	85	67	72	76
Bridge of Don	75	82	74	64	78
Dyce, Bucksburn & Danestone	166	165	147	169	197
George St & Harbour	231	259	178	207	210
Hazlehead, Queens Cross & Countesswells	63	60	43	54	92
Hilton, Woodside & Stockethill	14	15	7	14	3
Kincorth, Nigg & Cove	109	136	123	148	117
Kingswells, Sheddocksley & Summerhill	62	80	78	66	71
Lower Deeside	52	42	38	61	60
Midsocket & Rosemount	345	310	275	305	304
Northfield & Mastrick North	18	20	22	13	15
Tillydrone, Seaton & Old Aberdeen	62	65	48	68	51
Torry & Ferryhill	108	109	120	104	92

Priority 4 Description – reducing unwanted Fire alarm signals

Automatic Fire alarms (AFA) are fundamental to providing early warning from fire, giving people the chance to evacuate safely. However, to be effective, they must be properly installed and maintained, and a good fire safety management regime must be in place by the duty holder, so they do not activate when there is no fire.

Every Unwanted Fire Alarm Signal (UFAS) from an AFA has an impact in terms of unnecessary blue light journeys, redirecting SFRS resources away from other activities such as community safety work and causing considerable disruption to businesses.

KPI 10 – Unwanted Fire Alarm Signals (UFAS)

As a headline target, the aim is to improve fire safety management and awareness, by reducing the number of attendances to unwanted fire alarm signals (UFAS) from automatic systems in non-domestic buildings to **less than 1375** each year.

What we aim to Achieve

- Reduced impact on businesses, communities and the SFRS, creating capacity to deliver against other local and national priorities.
- Reduce SFRS' carbon footprint through less vehicle movements.
- Reduction in unnecessary demand on retained firefighters and their primary employers.
- Reduced road risk for SFRS operational personnel and the general public.

Performance Management

The table below lists the 5 property types that had persistent call-outs due to UFAS April 22 – March 23

Property Types	No. of UFAS
Hospitals	233
Purpose Built Office	160
Industrial Manufacturing/Engineering	68
Student Halls of Residence	64
Sheltered Housing	59

SFRS personnel proactively engage with any premises that are identified as “repeat offenders” to assist them in developing strategies and procedures that will reduce false alarms of all types.

During this reporting period we have seen an increase compared to the four-year average and this is reflected by the Amber RAG status. We have however, achieved our area target of less than **1375** for the year, with **1366** UFAS incidents being recorded. A contributing factor for the reduction has been through the implementation of a joint working group between SFRS and NHS Grampian. The introduction of the group has evidenced stronger working relationships between both organisation, which has led to a common aim of reducing the impact on both NHS services and SFRS resources through UFAS calls.

To further reduce UFAS calls, SFRS will implement our new [UFAS response model](#) as of the 1st July 2023. We are continuing to work closely with business and premises owners in preparation of these changes.

PRIORITY 5 – Effective Risk Management and Operational Preparedness

PM 11 – Operational Intelligence

Table 7: Year to Date Performance

Operational Intelligence Visits	Q1	Q2	Q3	Q4	RAG	Annual Target
	27	42	95	108	RED	420

PM 12 – Multi-Storey Operational Assurance Visits

Table 8: Year to Date Performance

Multi-Storey Operational Assurance Visits	Q1	Q2	Q3	Q4	RAG	Annual Target
	54	57	54	59	AMBER	236

PM 13 – Staff Competence

Table 9

	Total	Competent	Development	Development Stage		
				Red	Amber	Green
Firefighter	115	76	39	21	17	1
Crew Commander	37	21	16			
Watch Commander	16	8	8			
Senior Manager	7	6	1			

PM 14 – Appliance/Resource Availability

Table 10: Year to Date Performance

	Q1	Q2	Q3	Q4	RAG	Annual Target
On-Call Duty System	97.04%	93.13%	91.67	97.36	94.24%	80%

Wholetime availability has remained strong throughout the year and in line with policy has never dropped below 95% of resource available on any given day.

Priority 4 Description – Effective Risk Management and Operational Preparedness

Risk Management and operational preparedness are key areas of work for the SFRS. For Aberdeen City this means;

- Knowing what the risks are and making appropriate plans to ensure we are resilient and informed to respond effectively to any event at that risk.
- Being prepared to respond to national threats or major emergencies.
- Firefighters being trained and equipped to deal with emergencies safely and effectively and our stations being ready to respond.

KPI 11 – Operational Intelligence

Each operational watch is tasked with undertaking 7 operational intelligence inspections each 7-week cycle. These will be a combination of new inspections and re-visits to validate the currency of the information held.

As a performance target we aim to complete 420 operational intelligence visits across Aberdeen during the reporting year.

KPI 12 – Multi-Storey Operational Assurance Visits

Each identified multi-storey premises in Aberdeen City should receive a quarterly inspection.

As a performance target we aim to inspect 59 residential multi-storey premises every quarter.

KPI 13 – Staff Competence

On initial appointment, and upon promotion, all personnel enter a period of development where it is expected that they follow an appropriate development plan that will see them achieve competency in role within a defined period.

For new appointments there is a development period of 36 months. For newly promoted personnel achieving competence is expected within 12-24 months.

As a performance target we aim to have all personnel competent in role within these defined timescales.

KPI 14 – Appliance/Resource Availability

Good application and efficient use of attendance management, crewing and resourcing policies assists us to keep, as far as reasonably possible, all appliances available at all times. It should be noted that whole-time availability in Aberdeen City has not dropped below 96% at any time during the pandemic and we expect this figure to improve as we move forward to more settled times.

As a performance target we aim to achieve 100% resource availability for the reporting year.

What we aim to Achieve

- Support the wellbeing and safety of the public, SFRS personnel and other emergency responders
- Improved community resilience.

A Fire and Rescue Service that can respond effectively and efficiently across Aberdeen, and beyond

Performance Management

Operational Intelligence (OI): With the continued easing of COVID 19 restrictions during late 2022, we have seen a welcome increase in the completion rate of OI inspections. These restrictions have allowed personnel to engage and entry a number of sites which were not previously accessible.

Multi-Storey Operational Assurance Visits are below our annual target. Management team are working to resolve this trend an establishing processes to ensure visitsare conducted at regular intervals throughout 2023-24.

Staff competence is on track with continued support from the local and national training teams. Once again, the easing of COVID 19 restriction has seen a welcome return to normalilty. This has giving us the abilty as an organisation to undertake face to face training events with increased attendee numbers. We have further enchanced our competenecy based training by undertaken a lead role in organising quarterly Inter-agency exercises. To date, we have conducted joint training simulating Rail, Marine and High rise incidents.