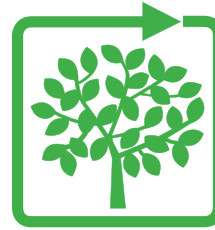
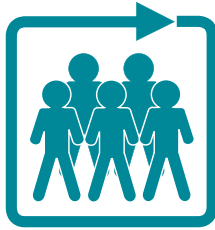


STRATHCLYDE  
FIRE & RESCUE



# COMMUNITY SAFETY STRATEGY

2010-2013





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# INTRODUCTION



This Community Safety (CS) Strategy for the period 2010 – 2013, forms an integral part of Strathclyde Fire & Rescue's (SFR's) corporate planning process,

and supports us in achieving our vision: making our communities safe places to live, work and visit. The Strategy introduces a range of challenging service improvements; supported by annual action plans which introduce new programmes, initiatives and safety messages. These will ensure that all of our employees are working together as effectively as possible to provide the protection that our communities deserve.

Integrated Risk Management Planning (IRMP) is the means by which SFR has assessed the risk to life and property within its service area. This Strategy will progress the CS elements of our IRMP, complimenting SFR's operational response by protecting communities and targeting engagement and educational programmes at those most at risk. The Strategy will also guide Fire Safety Enforcement (FSE), Fire Investigation and Fire Engineering activities to ensure that relevant premises remain safe and that duty holders comply with the appropriate legislation.

In pursuit of our vision, we have developed a suite of objectives specific to SFR's CS function.

We will:

**Educate** our diverse communities by providing simple but effective messages.

**Enable** compliance with Fire Safety Legislation and investigate the causes of fires and other emergencies.

**Engage** with all communities, delivering services that are evidence based and outcome focussed. In so doing, we will identify and agree shared objectives to make our communities safer.

**Embed** a culture of prevention as a crucial element of operational service delivery.

**Evaluate** partnerships, initiatives and activities to

ensure that communities benefit from effective services which add genuine public value.

**Eliminate** risk and seek innovative ways to reduce unnecessary demands and operational deployments.

We will work closely with partner agencies, local authorities, Directorates, Areas, and all other stakeholders in order to make effective arrangements for the development and deployment of CS services on a strategic, operational and tactical level.

# NATIONAL CONTEXT

The Scottish Government provides an overarching vision for public services that focuses on the creation of a more successful country, with opportunities for all of Scotland through increasing sustainable economic growth. This direction is supported by Scottish Government Strategic Objectives to make Scotland a wealthier & fairer, smarter, healthier, safer & stronger and greener place.

Within these objectives are specific National Outcomes which include:

**Outcome No 6** – We live longer healthier lives.

**Outcome No 9** – We live our lives safe and free from crime, disorder and danger.

**Outcome No 10** – We live our lives in well designed, sustainable places where we are able to access the amenities and services we need.

**Outcome No 11** – We have strong, resilient and supportive communities where people take responsibility for their own actions and how they may affect others.

Through a concordat between the Scottish Government and the Convention for Scottish Local Authorities (COSLA), local Single Outcome Agreements (SOAs) have been created which include indicators and targets that provide the framework for how Local Authorities and their Community Planning Partners will deliver services.

Strathclyde Fire and Rescue fully supports this framework and works hard, with partners, to provide the best possible service for our communities. The financial consequences of fire are considerable and can be measured against the economic impact of accidental fires and fire related anti-social behaviour within our communities.

The financial implications of a single fire fatality are currently estimated to be around £1.5 million per incident. Where a fire results in a casualty, the financial impact is approximately £175K.

During 2005 – 2010 there were 144 fire fatalities and 3279 casualties within Strathclyde's communities. At SFR we are fully committed to reducing the social, environmental and financial impact of fire through the appropriate allocation of resources as required to support this CS Strategy. We have assigned almost £5 million for each year of the Strategy to ensure we have the staff and physical resources available to deliver the expected results.

The Board of Strathclyde Fire & Rescue also seeks to comply with all relevant legislation governing fire and rescue services, such as;

- Our primary legislation, the Fire (Scotland) Act 2005 and its accompanying framework document, which require fire & rescue services to deliver core services in the areas of firefighting, fire safety

prevention and education, enforcement of fire safety legislation, fire investigation and rescue from fire and a range of hazardous situations.

- The Civil Contingencies Act (2004), which aims to establish a consistent level of civil protection across the UK.
- The Local Government in Scotland Act 2003, which places a statutory duty on local authorities, fire and police authorities to work in partnership with other public bodies to improve services to the community.

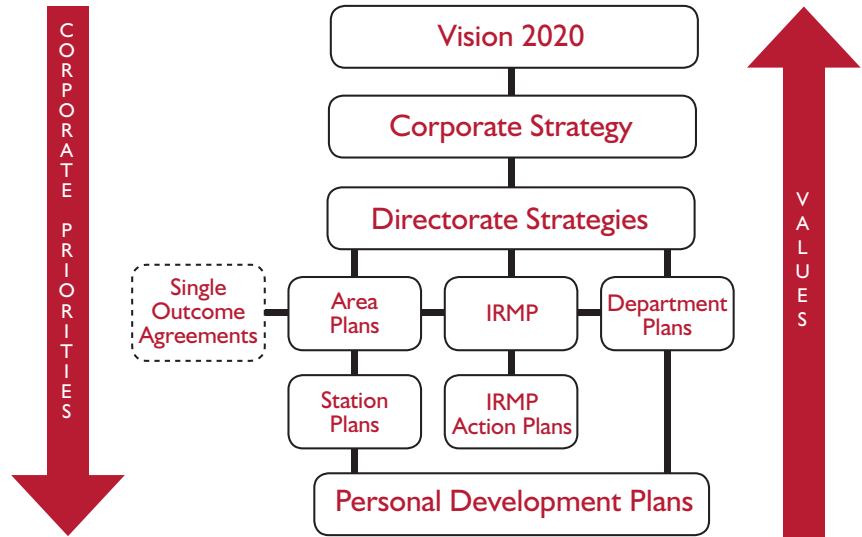
Education, information and engagement will form the central core of our wider CS interventions. As a result, we will provide a focussed programme of initiatives aimed at preventing accidental fires in the home, lowering the number of fire deaths, reducing casualties and providing sustained improvements in overall operational demand.

# SFR's CORPORATE VISIONS, STRATEGIES AND VALUES

Our vision of making our communities safe places to live, work and visit is what drives our service and SFR's corporate planning framework for 2010-13 reflects developments both internally and externally.

Our Corporate Strategy provides a single focus for the development and delivery of all corporate improvement activity within SFR and has been developed to ensure that improvement activity is prioritised and co-ordinated.

Corporate Planning Framework



# OUR VALUES

Our Values are the cornerstone of our service and are built around the belief that we are one team, working together, protecting and serving the communities in which we live, work and visit with pride.

**Professionalism** We will demonstrate Professionalism in all that we undertake.

This means we will carry out our duties in a competent and dependable manner, demonstrating expertise in all that we do and ensuring that we demonstrate commitment to the high standards expected of the service at all times.

**Respect** We will Respect each other and the communities we serve.

This means treating people fairly, accepting differences and acknowledging the contribution of our colleagues and our communities.

**Integrity** We will demonstrate Integrity in every situation.

This means we will build trust with our colleagues and our communities, accept responsibility for, and be transparent in, our actions and perform in accordance with our service values.

**Dedication** We are Dedicated to the communities where we live, work and visit.

This means we are devoted to saving lives and working in partnerships as an integral part of our communities.

**Excellence** We will strive to provide Excellence in service delivery at all times.

This means that we are committed to achieving our goals, continually improving our professional skills and standards and promoting the health, safety and welfare of both our colleagues and our communities in all that we do.

# OUR CORPORATE PRIORITIES

Our Corporate Priorities guide our work, shaping the development of objectives and actions and ensuring compliance with the many statutory and moral obligations placed upon the service.



## Community

We exist to make our communities safe places to live, work and visit. We work closely with the communities we serve to ensure that the service we deliver is tailored to their expectations and is targeted towards areas of greatest need.



## People

Our personnel are our greatest asset. We believe that by investing in their future, we can make our organisation stronger, more efficient and more effective. We work hard to maintain our reputation as a good employer and provide a workplace where everyone is treated with dignity, fairness and respect.



## Protection

Our role is to protect the communities we serve. We deliver a service that works proactively to reduce the incidence of fire and other emergencies and one that responds with dedication and professionalism whenever and wherever the need occurs.



## Partnership

Strong, productive partnerships are central to our service. By co-operating closely with our partner agencies, we are able to deliver an integrated approach to safety in the community and the most effective service possible. We know that by working together, we have much to offer and much to gain.



## Environment

We have a duty to protect our environment. We are committed to taking positive steps to reduce the environmental impact of our business. We will strive to reduce our carbon footprint by increasing environmental awareness across all parts of our organisation and by doing all that we can to minimise and mitigate the effects our operations have on the planet.

# ORGANISATIONAL CONTEXT

## Community Safety's Structure and Organisation

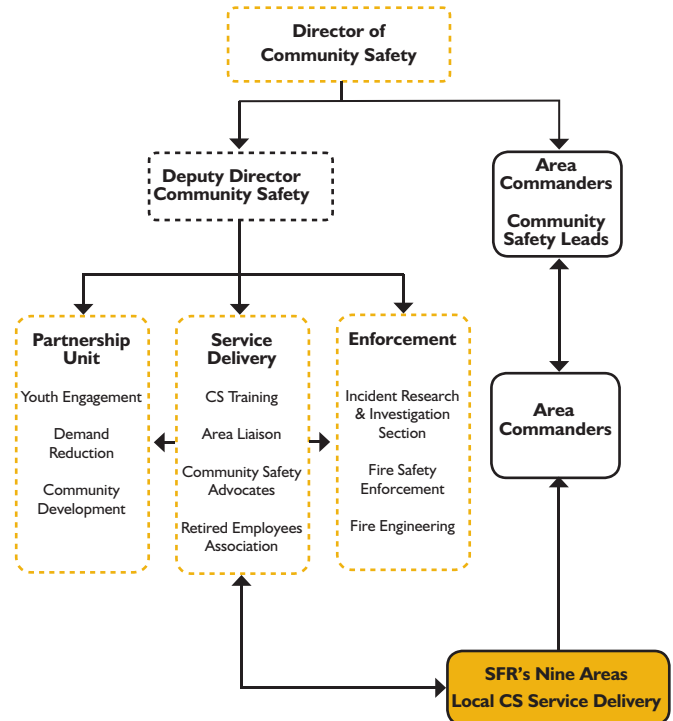
SFR's CS Directorate is managed across three distinct yet complimentary functional teams. These teams are arranged to ensure that our objectives will be achieved, by concentrating on a range of actions within key specialist roles. It is vital that all our activities remain linked to ensure that information, data and intelligence can be shared, to help drive the overall strategy and support local CS activities.

Our Community Safety Functional Teams are:

### The Partnership Unit

### Service Delivery

### Fire Safety Enforcement



The Director of CS is supported strategically by a Deputy Director who oversees the day-to-day operation of the three functional teams. Both officers, together with the Directorate's Functional Team Managers, make up the Directorate Management Team.

Additionally, a direct relationship has been developed with the Service's nine Area Commanders, and from this group, a small dedicated team of CS leads has been formed. This close connection ensures that the Strategy meets the Area Commanders' needs by supporting their innovation and promoting the attainment of local targets and service standards.



# COMMUNITY SAFETY DELIVERY

## Engagement

SFR's re-structure in 2005 paved the way for significant change in CS engagement planning and service delivery. By sharing boundaries with Local Authorities, we are able to deliver services directly at strategic, tactical and operational levels, working closely with local community planning partnerships. A focussed and shared approach allows us to respond quickly to any new or emerging issues, and to identify and build on areas of good practice.

This approach will allow us to centre on problem profiles at a local level, and shall provide a means to equip Areas with the intelligence, tools and resources necessary to target those most in need of CS interventions. Full account of SFR's Strategic and Tactical assessments will be taken throughout this process, and local intelligence mechanisms will be utilised so as to support the sharing of information with key partners, and promote the development of shared action plans to ensure that each Area can support the local outcomes contained within Single Outcome Agreements (SOAs).

## Legislation

The enforcement of fire safety legislation within buildings considered to be "high risk" will continue to be a key focus in this area. The FSE Framework will use available data sources to determine our enforcement priorities and create a yearly audit programme, allowing us to increase the number of premises we can audit every year.

It will also guide operational staff in performing Operational Reassurance Visits (ORVs), where they will gather risk information and assist duty holders to meet their responsibilities.

A new suite of service standards will be developed to support and guide Enforcement Officers and drive continuous improvements.

### Joint Working

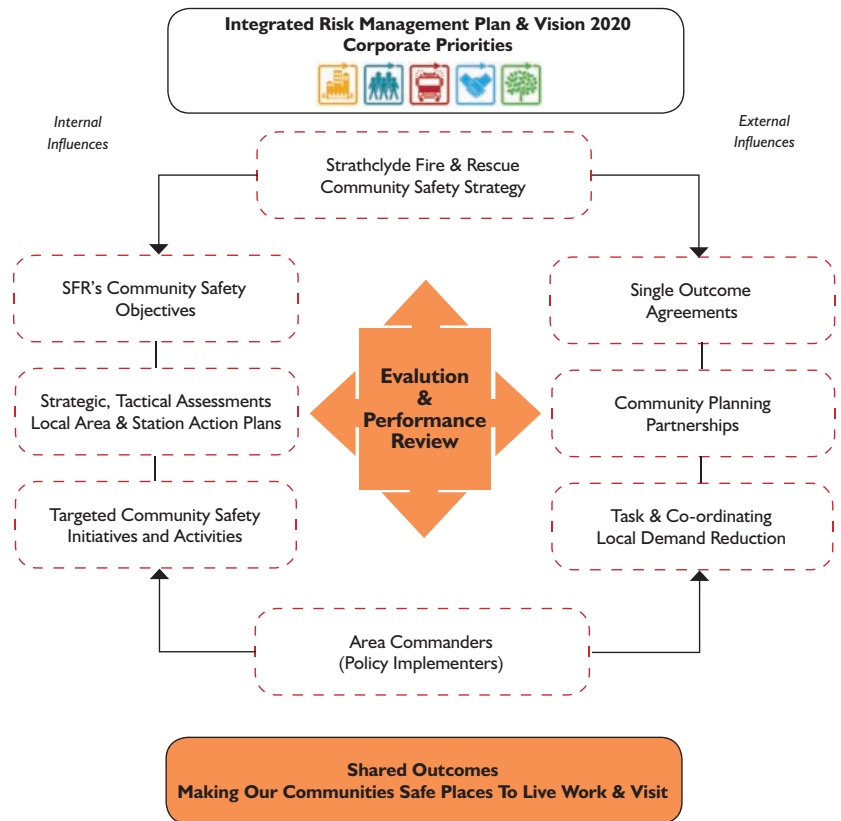
We will continue to form social partnerships in order to deliver shared objectives and make our communities safe places to live, work and visit.

Partners will include organisations such as:

- Scottish Government
- Local Authorities
- Strathclyde Police
- Health Boards
- Education Authorities
- Housing Providers
- Road Safety Scotland
- RoSPA
- Voluntary Sector

Partners will be identified within our “Partnership Register” which will be reviewed so as to provide the best vehicle for aligning roles, removing duplication of effort and identifying value adding opportunities.

Our CS Arrangements and the influences acting upon them :



# OUR FUNCTIONAL TEAMS

The Partnership unit promotes a shared approach to all CS activities by providing a hub where key partners can develop new policies and procedures in response to local requirements. It contains representatives from a number of key partner agencies, who contribute fully within our multi-agency teams.

## Youth Engagement Team

This team will ensure a consistent and effective approach to working with children and young people from across our communities. The team will connect with existing youth services, and identify opportunities for front-line firefighters and other CS colleagues to contribute to the education and experiential learning of young people. To support this work, a number of specialised programmes are currently being developed, which will help us to promote responsible behaviour; the building of confidence, trust and better citizenship within the younger members of our communities.

## Demand Reduction Team

The Demand Reduction Team will be responsible for creating a suite of procedures and policies which will seek out ways to reduce operational demands and improve community well being. These will focus predominantly on safety within the home, but; will also consider reductions in fire related anti social behaviour, improving road safety and education in water safety. The team will monitor operational activity and provide a speedy response to any new or emerging problem profiles, and will implement and monitor the Service's policy on reducing Unwanted Fire Alarm Signals (UFAS).

## Community Development Team

The Community Development Team will be responsible for creating new engagement initiatives in response to identified needs within our communities, creating effective partnerships where the benefits of shared resources and joint working can be exploited. The team will have a key role to play in creating both strategic and tactical assessments, and will consider implications from the Scotland Together report, the Scottish Safer Communities Programme and Anti Social Behaviour Framework.

Other responsibilities of the Community Development Team will be; to maintain SFR's partnership register, to collate the results of all evaluations undertaken, and to monitor the Service's IRMP ensuring that CS policy supports the balance between our emergency response and preventative services.

It is vital that our Community Development activities are delivered so as to fully engage all of Strathclyde's diverse communities and, the team will create bespoke initiatives to help us reach all those at risk, as well as specific groups who are considered to be hard to engage with.

## **FIRE SAFETY ENFORCEMENT**

Fire Safety Enforcement is comprised of three teams each with a unique role to play in enforcing legislative requirements.

### **The Fire Safety Enforcement Team**

The Fire Safety Enforcement (FSE) Team exists to develop policy and provide the required support to Officers across SFR, ensuring compliance with our legal duty for enforcement as contained within the Fire (Scotland) Act 2005. In proposed and new buildings, FSE Officers assess fire precautions in line with standards contained within the Scottish Building Standards Technical Handbooks and, where appropriate consider proposed alternative approaches. For existing and occupied buildings, Officers assess compliance with legal duties imposed on occupiers relating to fire safety risk assessments. These include ongoing management of risk and generally comprise of fire safety management, maintenance, testing of equipment and staff training. Benchmark standards are contained in sector specific guidance issued by the Scottish Government.

### **The Fire Engineering Team**

The Fire Engineering Team develops policy and provides support across SFR in cases where innovative building design and performance-based standards are proposed by building designers and architects. Careful consideration of fire safety strategies provides safer environments for building users and includes a careful calculation of smoke movement and occupant evacuation times.

In assessing design proposals and considering fire investigations, SFR's Fire Engineers use “computational fluid dynamics”; a branch of dynamics that assists with predictions of likely fire scenarios based on complex calculations.

The Fire Engineering Team will make an important contribution to the development of operational doctrine and procedures, ensuring the preparedness of front line firefighting crews to deal with fires in high-rise and other challenging building environments.

### **Incident Research and Investigation Section (IRIS)**

IRIS will mobilise to operational incidents in order to determine the cause of fire and other emergencies. They will work in partnership with the Police, Crown Office and Procurator Fiscals Service in order to provide evidence and support any wider investigations. IRIS will provide a means to communicate significant findings and trends in order to better target CS initiatives and activities. This work will also influence the operation of the Fire Safety Enforcement framework.

In all cases, our aim is to enable compliance and to work with occupiers and other responsible persons to achieve satisfactory levels of safety in the built environment. Whilst this is our overriding objective; we may, when deemed necessary, take action to restrict the use of buildings where conditions are considered dangerous and likely to cause immediate harm to any occupiers. In addition, we will seek prosecution in all appropriate cases, where every other avenue has been exhausted.

## SERVICE DELIVERY

Service Delivery is a cross functional team and is about ensuring that CS Policy is being consistently applied, supported and delivered on a service wide basis.

### Community Safety Training Team

We are committed to staff development and will address skills shortages, remove barriers to development and motivate talent. In order to achieve this, a team of dedicated training officers will assist to embed CS as an element of the Service's wider training curriculum and maintenance phase delivery programme. To do so, the team will develop, deliver and review a diet of training for Firefighters, Officers and those new to the Fire Safety Enforcement role. The training section comprises of specialist officers who can deliver training in relation to CS Education, Incident Research and Investigation, Community Planning and Fire Safety Enforcement.

### Area Liaison Team

The Area Liaison Team provides a single point of contact which underpins and supports the operational delivery of CS Engagement, Incident Investigation and Fire Safety Enforcement policies.

### **The Community Safety Advocates Team**

The “Advocates” will form a close connection with partners and, in doing so; identify opportunities to target the delivery of Home Fire Safety Visits and other CS initiatives. This involves building relationships with a range of agencies in order to share information relating to those most at risk from fire.

Scotland Together, the report of the Scottish Community Fire Safety Study, identified the main issues here. As a result, we will concentrate on delivering CS programmes to the following groups during the life span of this strategy;

- Older people
- Those living alone
- People with health issues such as dementia or cognitive impairment
- Those who have a high dependency on alcohol or drugs
- Smokers

We now know that accidental fires, within the home, often occur within certain locations and specific property types. This information will also be used in order to target our activities in partnership with housing providers.

### **The Retired Employees Association (REA)**

We acknowledge the wealth of experience that retired colleagues bring in engaging with various communities. The work of REA therefore extends to providing CS advice and undertaking Home Fire Safety Visits. REA members will liaise with Areas and shall play a vital part in delivering local initiatives within the broader community planning network.

# OUR COMMUNITY SAFETY OBJECTIVES

Our Community Safety Strategy has been designed to support the 5 SFR Corporate Priorities of Community, People, Protection, Partnership and Environment.

In order to achieve this, our CS activities will be given precedence as follows;

- Very High:** Home Safety  
Targeted Community Engagement  
Road Safety
- High:** Partnerships and shared outcomes  
Enabling compliance with Fire Safety Legislation  
Fire Anti-Social Behaviour
- Medium:** Community Safety training and guidance  
Environmental Protection  
Water Safety



Our CS Strategy will only be considered a success if, during the next three years, we can achieve demonstrable improvements in our service. These improvements will help us to achieve our Community Safety Objectives;

## **Educate, Enable, Engage, Embed, Evaluate, Eliminate.**

These objectives provide a strong framework to support the development of community safety policy and service delivery.

## **Educate our diverse communities by providing simple but effective messages**

Good Education is about teaching everyone to understand risk and, aims to provide communities with a safe means to protect their lives and homes from fire. We will publish suitable information and will deliver this using a variety of means. By educating people to become more fire risk aware we shall complement our other activities and will encourage communities to fully support our life saving programmes.

### **In the next 3 years we will:**

- Support responsible behaviour and, in so doing, reduce the incidence of deliberate fire setting, secondary fires, open hydrants and attacks on fire crews
- Enhance and target the delivery of programmes designed to improve road and water safety

### **We will have succeeded if, by 2013:**

- The statistical information concerning fire related anti-social behaviour demonstrates a sustained downward trend
- Successful initiatives have been pioneered, and then delivered to the right people, to reduce instances of road traffic collisions and water related injury

## **Enable compliance with Fire Safety Legislation and investigate the causes of fires and other emergencies**

Fire Safety Legislation applies to a number of premises and duty holders have a requirement to achieve an acceptable standard of safety. We understand that better regulation often requires a case by case examination of the issues and, in this regard, we will work with occupiers in order to find a safe and effective route to compliance. Our enforcement approach will be fair, consistent and transparent and will aim to enhance overall occupational safety across the built environment.

### **In the next 3 years we will:**

- Create CS policy and guidance following agreed practice. This will lead to final publication within a six month period on at least 80% of occasions
- Provide decisions on matters of policy from the Technical Advisory Group within six weeks of request
- Make certain that Fire Engineers provide relevant technical advice and assistance in the consideration of fire strategies. The time taken to deal with such issues to depend on the circumstances of the individual case
- Aim to conclude fire modelling for domestic premises within a six week period on 75% of occasions. Thereafter, this timescale is dependent on the complexity of the building and may be altered on agreement with the relevant stakeholders

### **We will have succeeded if, by 2013:**

- All new community safety policy and guidance has been written and published within the timescales and limits we have set ourselves, and decisions from the Technical Advisory Group are similarly time bound
- All technical advice and fire modelling tasks are completed within the timescales and limits we have set ourselves

## **Engage with all communities, delivering services that are evidence based and outcome focussed. In so doing, identify and agree shared objectives to make our communities safer**

Good engagement is much more than simple consultation and, we will consider the views of all stakeholders when devising policy by ensuring that this responds to the needs of our communities. Engagement is how we will deliver our education programs and, in this sense activities will be shaped by identified needs and shall be truly local in its delivery.

### **In the next 3 years we will:**

- Increase the number of occasions when we work with people considered at risk from fire or who are hard to reach
- Publish an annual performance report detailing service improvements made across the CS function
- Work hard to contact the occupiers of all non-domestic premises in which fires have occurred. Post fire contact should take place within 3 working days on at least 90% of occasions, and audits should be conducted within seven working days
- Identify other opportunities to engage with duty holders at business premises

### **We will have succeeded if, by 2013:**

- We have shown a measurable increase in the level of engagement activity involving those who may be vulnerable or who are hard to reach
- We have published an accurate and informative end of year report which highlights service improvements made over the course of the year
- Contact with the occupiers of non-domestic premises involved in fire has successfully been established wherever possible following fire incidents
- Other opportunities to engage with occupiers and duty holders within business premises have been identified and acted upon

## Embed a culture of prevention as a crucial element of operational service delivery

Our strategy recognises the key community safety contribution that is made by operational personnel. Over 2,000 firefighters engage with partner agencies and the public on a daily basis across urban, rural and island communities.

In line with the principles of IRMP, this strategy promotes the link between emergency operational response and effective community safety, helping to strengthen links across the organisation. We intend to embed this principle within the culture of the organisation by focusing on a need to fully involve all staff in the design and delivery of CS programmes. Training, instruction and information are all key to achieving a good balance between response and prevention and our strategy ensures that these issues will continue to be fully supported.

### **In the next 3 years we will:**

- Increase the number of FSE Audits completed by a total of 3000 in year one of this strategy, followed by an increase of 500 audits each year through to 2013
- Fully utilise the new FSE Framework to generate the increased activity detailed above
- Ensure that all interim Fire Investigation Reports will be circulated within 48 hours. This will be followed by a full investigative report to be issued within 12 weeks

### **We will have succeeded if, by 2013:**

- There is a measurable increase in the number of premises audited, in line with, or in excess of, the targets we have set ourselves
- The FSE Framework is used effectively to generate CS activity in line with our targets
- Interim Fire investigation reports are routinely completed and circulated within the agreed timescales, followed by full reports, similarly within agreed timescales

## Evaluate partnerships, initiatives and activities to ensure that communities benefit from effective services which add genuine public value

Evaluation is about highlighting examples of good and bad practice and shall allow us to better target resources to those most at risk by rejecting interventions which are proven to be ineffective. In this respect, we will evaluate all our CS activities to measure success and identify where value is being added. This is vitally important and shall ensure that we continue to make best use of resources by investing in those initiatives and partnerships which are best at delivering safer communities. There is a range of national and local guidance here and we will continue to make full use of these resources.

Internal evaluation will complement existing and ongoing processes across community planning and other partnership activity.

### **In the next 3 years we will:**

- Review our performance on a monthly basis at CS Directorate Management Team level, and on a quarterly basis by the Corporate Performance Team
- Initiate a task and coordinating approach where performance management detects that our aims are not being achieved, allowing us to quickly identify and manage the problem profile
- Routinely share information with stakeholders and partners to ensure that supporting activities are reviewed in light of any new or emerging issues
- Endeavour to conclude FSE audits within reasonable timescales, these to be determined by the scale and complexity of the building.

### **We will have succeeded if, by 2013:**

- We have established effective performance management processes at Directorate and Corporate levels
- Any identified gaps in performance are subject to action through a task and coordinating approach
- We are routinely reviewing our community safety activities as a result of effective information sharing with stakeholders and partner agencies
- We have accurately monitored our performance in the area of FSE audits, and created a set of benchmarking standards for future activity levels

## **Eliminate risk and seek innovative ways to reduce unnecessary demands and operational deployments**

We have a zero tolerance approach to risk and shall deploy our CS resources so as to reduce this to the lowest possible levels. This will involve constant review and challenge of existing practices so that we may achieve the highest standard of community and firefighter safety.

### **In the next 3 years we will:**

- Promote and extend the coverage of systems designed to protect householders such as linked alarms, domestic sprinklers and smoke detection
- Reduce the number of mobilisations to UFAS

### **We will have succeeded if, by 2013:**

- There is a demonstrable increase in the number of domestic premises with effective fire safety installations, as a result of our CS activity
- Our UFAS policy has been implemented and shows a measurable reduction on the number of occurrences of unwanted fire alarms, matched by a reduction in emergency appliance mobilisations

# CONTACT US

## Feedback

We provide a vital public service for the people of Strathclyde. The impact our activities have on the local community is enormous and we know that if we are to meet our goal of continuous improvement, we need to keep in touch with the public we serve.

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

- Use the feedback form on our website to send an email.
- Contact your local community fire station - details are listed on our website or in your local telephone directory.
- Contact your local Area HQ - details are listed on our website or in your local telephone directory.

or alternatively visit our website at

[www.strathclydefire.org](http://www.strathclydefire.org)

Your comments will be appreciated and treated in confidence.

### **Directorate contact details:**

Lewis Ramsay

Assistant Chief Officer

(Director of Community Safety)

Tel: 01698 300999

Email: [lewis.ramsay@strathclydefire.org](mailto:lewis.ramsay@strathclydefire.org)

David Smith

Deputy Head of Community Safety

Tel: 01698 300999

Email: [david.smith@strathclydefire.org](mailto:david.smith@strathclydefire.org)

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אם ברצונכם לקבל עותק של מסמך זה בפורמט שונה או גרסה מתורגמת שלו בשפה אחרת, אנא צרו עמנו קשר לפי הפרטים הבאים:

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Strathclyde Fire & Rescue, Corporate Development, Bothwell Road, Hamilton ML3 0EA. Tel 01698 300999



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