

**A meeting of the Local Police and Fire Scrutiny Committee will be held on Thursday 6 June 2019 at 2pm within the Municipal Buildings, Greenock.**

GERARD MALONE  
Head of Legal and Property Services

**BUSINESS**

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Enquiries to - **Sharon Lang** - Tel 01475 712112

# SPOTLIGHT ON DELIBERATE FIRES IN INVERCLYDE

1<sup>st</sup> April 2018 – 31<sup>st</sup> March 2019



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

## Purpose

The purpose of this report is to provide local authority partners with details of deliberate fire incidents for 2018/19 that the Scottish Fire and Rescue Service (SFRS) attended within Inverclyde.

The report will break down deliberate fires into sub-categories. A description of each sub-category will be provided along with a narrative to explain each chart and the figures within. All charts will cover the past 3 years, with one chart presenting yearly figures and the other quarterly data.

Each sub category will also contain an overview for engagement activities carried out relating to that specific indicator.

This will provide evidence based information to define SFRS' current position within Inverclyde relating to deliberate fires.

## Incidents Review 2018/19

In 2018/19, the SFRS attended a total of 521 fires in Inverclyde, a decrease of 3% (16 incidents) compared to 2017/18.

The number of primary fires in 2018/19 decreased by 17% per cent to 156 compared to the previous year. Secondary fires increased from 348 to 461 (35%).

In 2018/19 there were 4 fatal casualties from fires in Inverclyde, an increase of 4 on the 2017/18 figure of zero.

There were 27 non-fatal fire casualties in 2018/19. This is an increase of 17% compared to 2017/18 when there were 23 casualties.

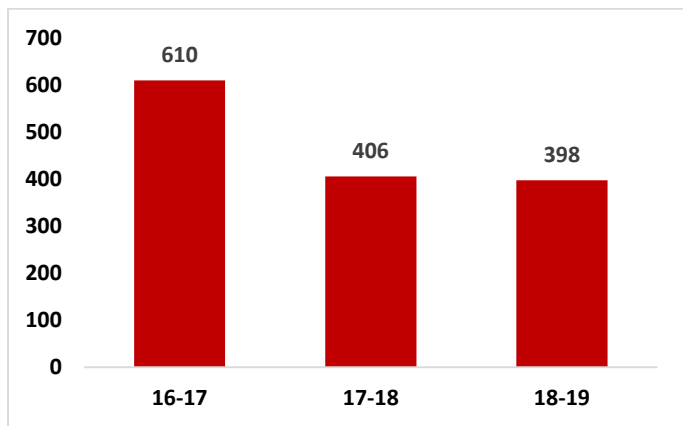
There was a total of 225 non-fire incidents attended by the SFRS in 2018/19 in Inverclyde, a decrease of 9% from 2017/18 (247 incidents).

In 2018/19, SFRS attended 841 false alarms, including non-fire false alarms, accounting for 53% of all incidents attended in Inverclyde, more than any other incident type. There were 46 more false alarms attended in 2018/19 than in 2017/18, which is a 6% increase.

### Incident Breakdown 2018/19:

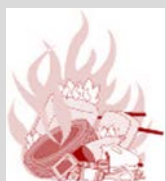
Deliberate Fires -	398
Accidental Fires -	133
Fatal and Non-Fatal Fire Casualties -	31
Non-Domestic Fires -	23
Special Services -	225
RTC Casualties -	24
False Alarms -	841

## All Deliberate Fires – Yearly



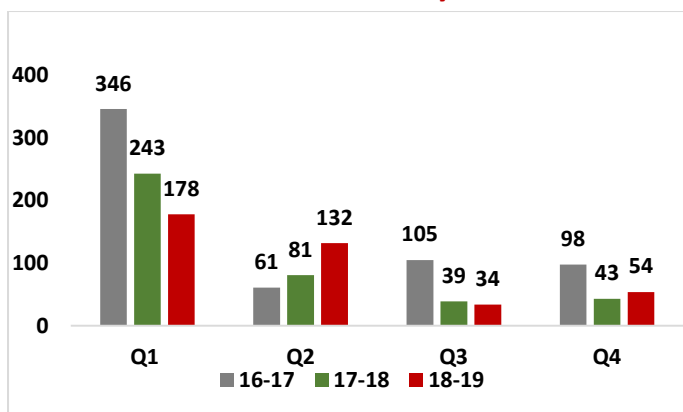
In 2018/19 SFRRS attended a total of 398 deliberate fires across Inverclyde. Compared to the previous year (2017/18), that is a decrease of 8 incidents. Looking over the 3-year period from 2016/17 there has been a significant downward trend of 35% (212 incidents).

*A deliberate fire is a fire started deliberately such as suspected willful fire-raising and some fires started by children\*, psychiatric patients, suicides and attempted suicides.*



*\*If a child under the age of nine years old starts a fire then this should be classed as accidental unless there is evidence to suggest otherwise.*

## All Deliberate Fires – Quarterly

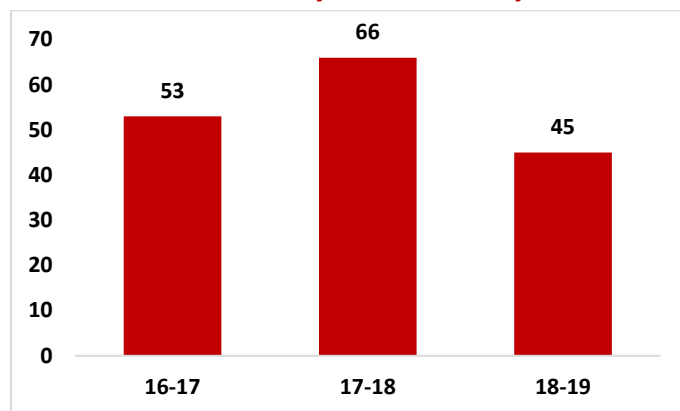


The quarterly breakdown is equally positive with the only concern occurring in Q2. Last year Q2 period had a significant dry weather spell around July which is reflected in the 63% increase of incidents around that quarter. This was not only evident in Inverclyde but also in East Renfrewshire, Renfrewshire and Inverclyde (ERRI) Area with a 61% increase. The West Service Delivery Area of the SFRRS showed an increase of 46% with the Scottish Service

showing a 40% increase relating to deliberate fires when compared to Q2 of 2017/18.

Inverclyde data shows over 100 of these incidents in Q2 were in the month of July and related to grass fires between 16:00 and 22:00. This also links in with school holidays. During August and September there were only 27 deliberate fire incidents.

## All Deliberate Primary Fires – Yearly

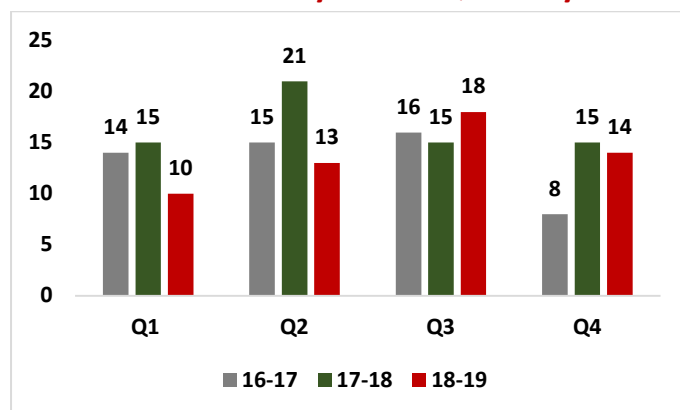


A positive decline in deliberate primary fires for 2018/19 with a reduction of 32% compared to 2017/18.

*Primary Fires - includes all fires in buildings, vehicles and most outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances. For example; buildings, caravans, non-derelict vehicles, outdoor storage (plant and machinery) other outdoor structures (post-boxes, tunnels, bridges, etc.).*

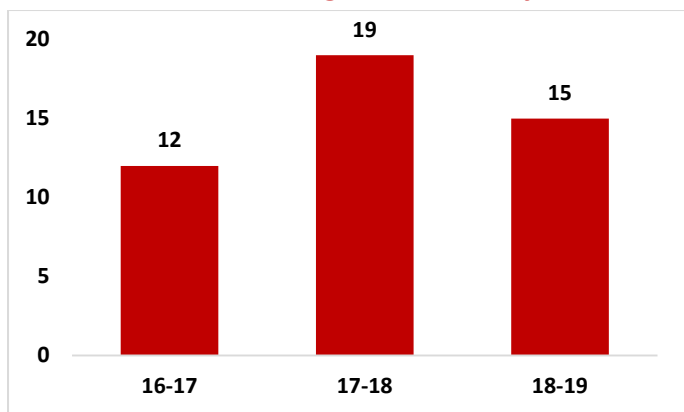


## All Deliberate Primary Fires – Quarterly



A steady decline across all quarters except for Q3 which shows a slight increase from the previous year.

### All Deliberate Dwelling Fires – Yearly

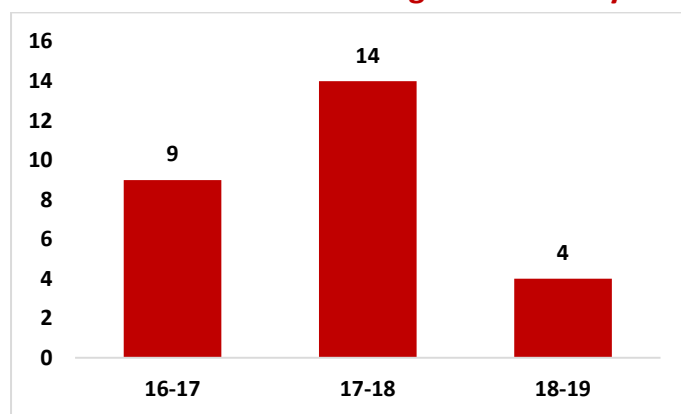


Deliberate dwelling fires show a decrease in incidents from 2017/18 figures. A 21% reduction across this indicator for 2018/19 reporting period.

*'Dwelling' means a property that is a place of residence i.e. occupied by households, excluding hotels, hostels and residential institutions. Includes non-permanent structures used solely as a dwelling, such as houseboats and caravans*



### All Deliberate Other Building Fires – Yearly

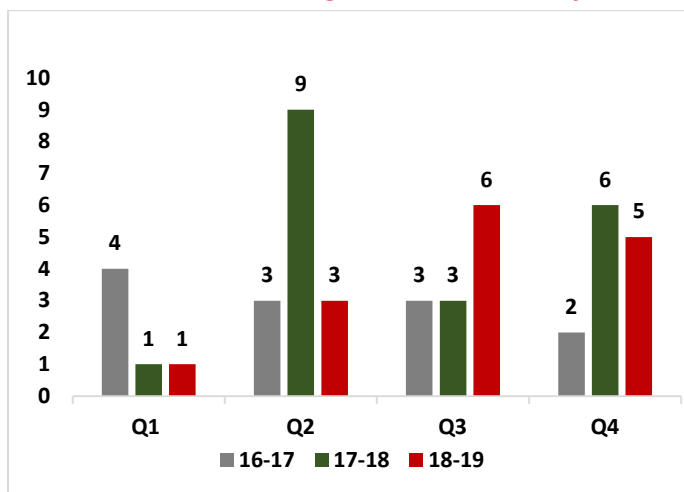


A significant reduction of 10 incidents from 2017/18 to 2018/19 and the lowest data over the past 3 years. Incidents attended related to prisons, private garage/greenhouse and a shop.

*Other buildings fires are fires in other residential or non-residential buildings. Other (institutional) residential buildings include properties such as hostels/hotels/B&Bs, nursing/care homes, student halls of residence etc. Non-residential buildings include properties such as offices, shops, factories, warehouses, restaurants, public buildings, religious buildings etc.*

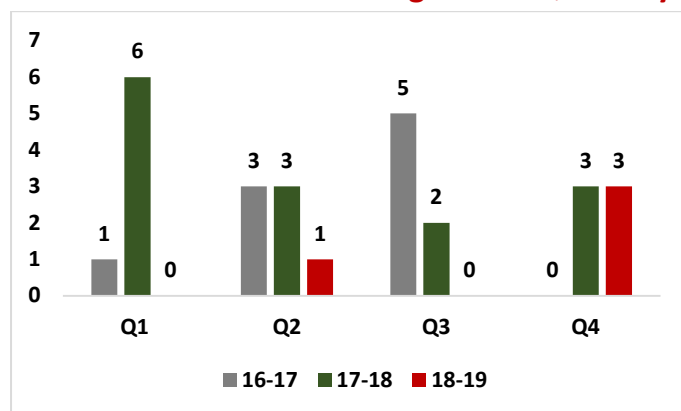


### All Deliberate Dwelling Fires – Quarterly



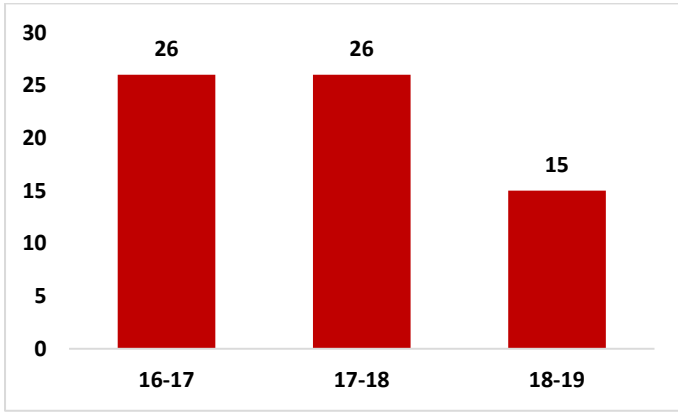
Low figures across Q1, Q2 and Q4 with an increase in Q3. There is no evidence that shows any reason for the increase in Q3, all incidents involved were within tenement properties there was no other common theme from the 6 incidents.

### All Deliberate Other Building Fires – Quarterly



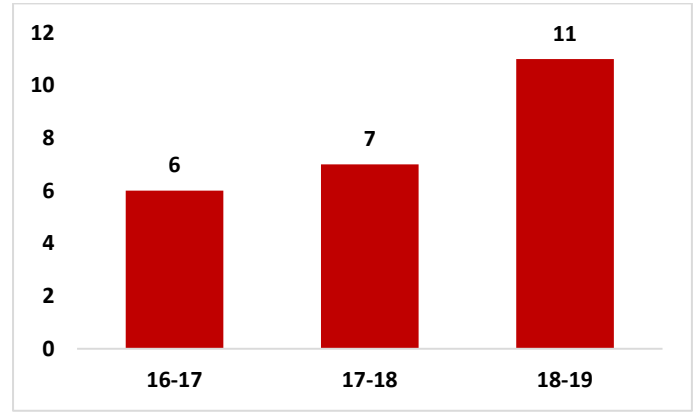
Significant decrease across 3 of the 4 quarters with one of the quarters equalling last year's incidents.

### All Deliberate Vehicle Fires – Yearly



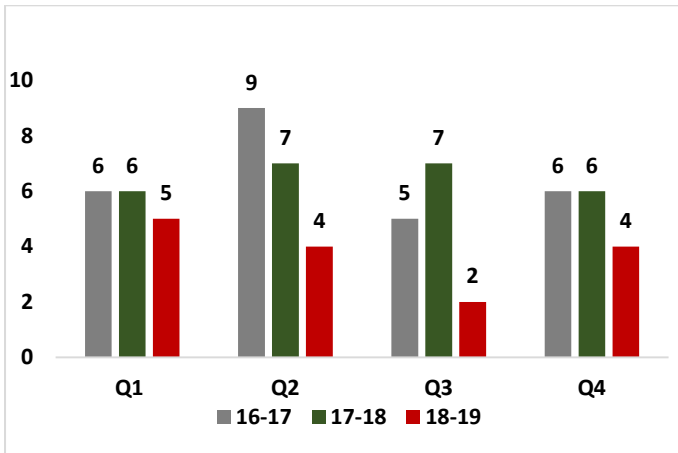
Vehicle incidents showing a further decrease from the previous year, a 42% reduction from 2017/18 incidents. All incidents person who caused the fire was suspected under the influence of drugs/alcohol.

### All Deliberate ‘Other’ Primary Fires – Yearly



A 57% increase from 2017/18 figures which has almost doubled since 2016/17. Incidents peak around May, June, July time, which was a particularly dry weather period during 2018/19. Incidents were predominately outdoor structures and grass.

### All Deliberate Vehicle Fires – Quarterly

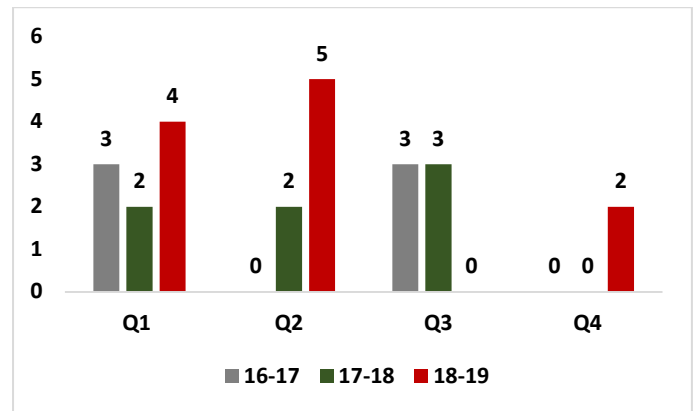


Low figures throughout all quarters for 2018/19.

*Other Primary Fires are all primary fires included in the following categories: Aircraft, outdoor, boat, outdoor structure, rail vehicles.*

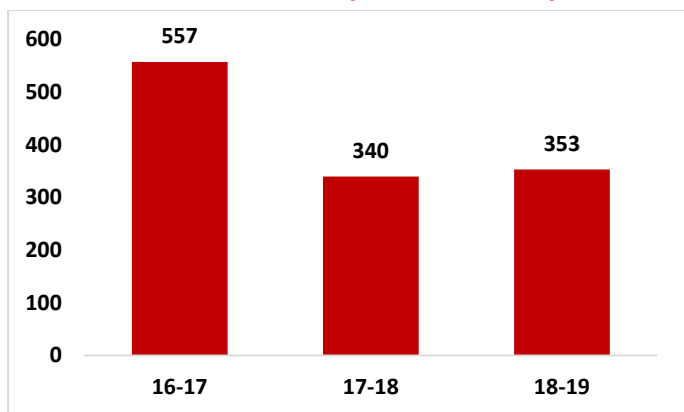


### All Deliberate ‘Other’ Primary Fires – Quarterly



Increase across all quarters except for Q3, 8 of the 11 incidents related to outdoor structures. Most incidents occurred between May-July 2018.

### All Deliberate Secondary Fires – Yearly



Figures across the yearly data set have increased slightly, however, as can be seen from the incident numbers in the quarterly data table below, it also should be set against high activity figures in Q1 which significantly decreased over the next three quarters.

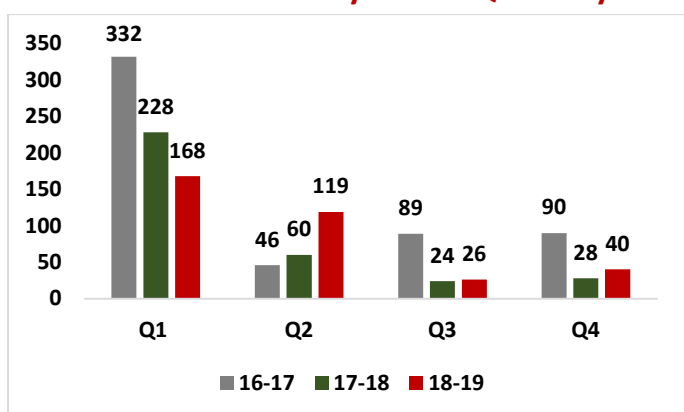
*Secondary Fire – An incident that did not occur at a Primary location, was not a chimney fire in an occupied building, did not involve casualties*



*(otherwise categorised as a Primary incident) and was attended by four or fewer appliances (otherwise categorised as a Primary incident). For*

*example; single derelict buildings, grassland, hedges, railway embankments, single trees, straw, stubble, outdoor structures (lamp-posts, traffic signs, playground furniture, scaffolding), refuse and refuse containers, derelict vehicles (no registered owner).*

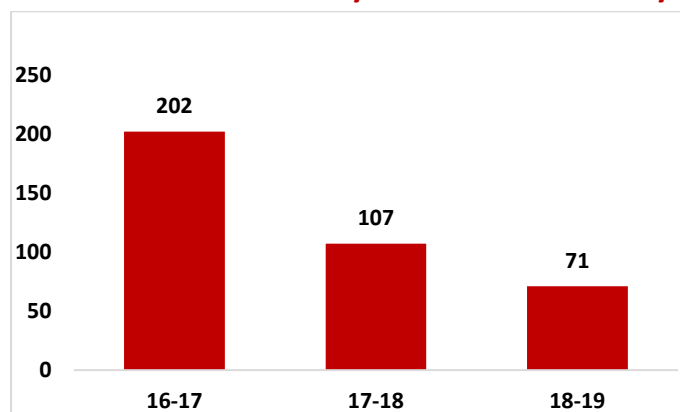
### All Deliberate Secondary Fires – Quarterly



An increase across 3 of the quarters with a significant rise around Q2. The incidents within Q2 occurred predominately in July 2018 and were grass related (over 100 incidents). It is a similar picture for Q4 with 30

incidents occurring in March 2019 (drier weather period than usual for the time of year) more than half of these incidents were grass related.

### All Deliberate Secondary Refuse Fires – Yearly

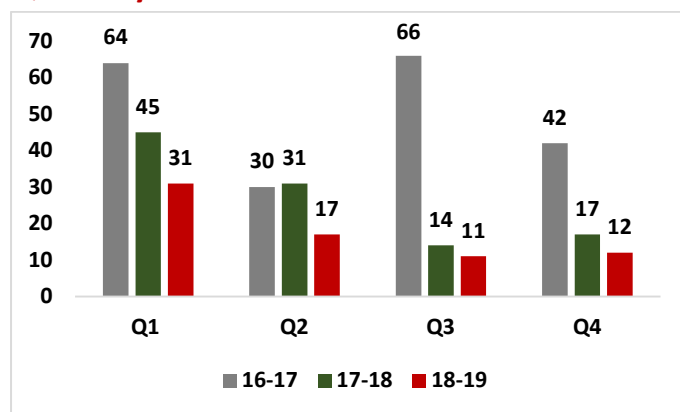


With an increase in deliberate fires it is encouraging to see that refuse incidents within Inverclyde have been reduced for the reporting period. A reduction of 34% for 2018/19 compared to the previous year and a 65% reduction from 2016/17.

*Refuse, refuse container Includes loose rubbish, dust bin, 'wheelie bin', skip, bonfire/refuse burning out of control, fires at Primary locations involving solely incendiary devices or inflammable liquids.*

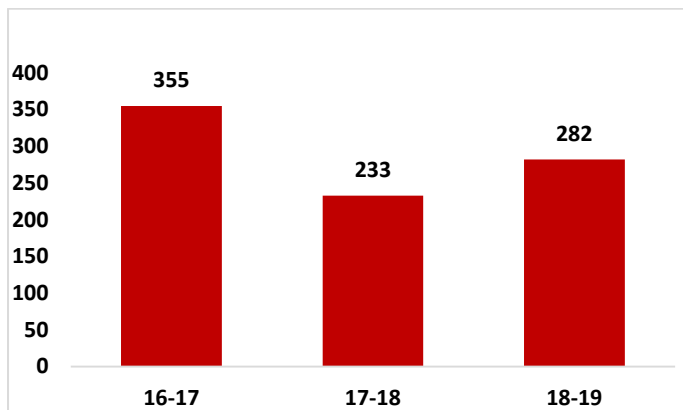


### All Deliberate Secondary Refuse Fires – Quarterly



A consistent downward trend across all quarters compared to 2017/18 reporting period.

## All Deliberate Secondary 'Other' Fires – Yearly



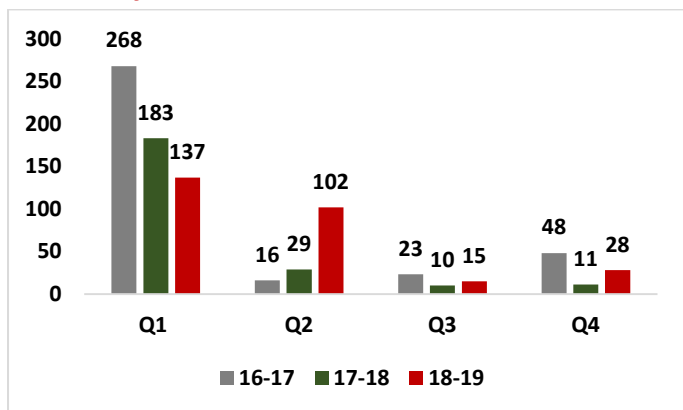
2018/19 shows an increase of 21% for deliberate secondary 'other' fires. 239 of these incidents were grass related with over 150 incidents occurring in May and July 2018.

*Other Secondary Fires are all secondary fires excluding*



*refuse and chimney fires. For example, Grassland/ Heath/Scrub, other outdoor structures, other outdoor equipment, paths, etc.*

## All Deliberate Secondary 'Other' Fires – Quarterly



Although the chart above shows an increase in Q2, Q3 and Q4, the most notable increase is within Q2. 90 incidents occurred during July 2018 with 81 of them being grass fires. Similar to other categories throughout this report that have shown substantial increases, this appears to transpire as a result of drier weather during school holidays.

## Engagement and Future Focus

Although this spotlight report has focused on Deliberate Fires within Inverclyde for the fiscal year 18-19, SFRS target deliberate fire setting on an ongoing basis.

As we move through 2019, national Prevention & Protection (P&P) staff, front line Operational staff and your local SFRS Community Action Team (CAT) along with partners will focus on driving down demand across Inverclyde.

This drive to reduce demand will include Fire and rescue personnel identifying areas of increased activity, emerging trends and working in partnership with agencies across Inverclyde to find ways to deliver better outcomes for the communities we serve.

This engagement will also include SFRS staff working through Thematic Action Plans throughout the year covering topics such as Cooking Safety, Wheelie Bins, Fire Related Anti-social behaviour, Older/Vulnerable Persons, Bonfire and Festive safety.



Station Manager Mark Meehan is embedded in local partnership groups including CASPER, Community Safety Partnership Co-ordinating Group, Adult Protection services users sub group, the Inverclyde Community Justice Partnership and chaired a multi-agency task and co-ordinating group which looked specifically at bonfire safety.

A suite of materials including leaflets, presentations and guidance notes have been produced by the P&P Directorate and are made available to assist with these action plans. This allows Local Managers and CAT staff to engage in a multi-agency approach to preventing deliberate fire setting across Inverclyde each year.



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





# Keeping People Safe in Inverclyde

Our Purpose:- To improve the safety and wellbeing of people, places and communities in Scotland.

## Violence & Antisocial Behaviour



Group 1 Crimes of Violence have increased by 15 crimes to a total of 131, with attempt murders and serious assaults both increasing by seven and two respectively.

There was one murder or culpable homicide in the reporting period - four fewer victims than the same period last year.

653 fewer disorder complaints (-17.4%)

There have been 650 recorded common assaults (75 fewer victims) - down 10.3% on the previous year. 94 assaults targeted police officers, with 14 further assaults on other emergency workers. 22 police assaults occurred while the offender was in custody.



The rate of overall violence per 10k population in Inverclyde remains below the national average rate. The detection rate for crimes of serious violence is 69.5%, compared to a national position of 80.4%. Nearly half of all recorded serious assaults in Inverclyde involved uncooperative/hostile complainers or witnesses.

## Acquisitive Crime



Shoplifting has increased 26.2% to a total of 434 crimes - 90 more than last year. Food and grocery thefts are up 23%.



Housebreaking crimes (inc attempts) - have fallen by 23.1% (48 fewer crimes). 69% of HBs targeted dwelling houses.

While the majority of categories of crimes of dishonesty have fallen considerably on the previous year, an increase in fraud (+66%) has offset this decrease to a degree, resulting in an overall increase of 2.8 percent in acquisitive crimes (36 additional crimes). Automated checkout fraud and taxi fraud have been identified as the main issue.



There have been four reported bogus workmen crimes - one less than the previous year. Tactics used by suspects included posing as utilities workers to gain access to properties and steal from within, and charging complainers for construction work which was thereafter not completed.

## Inverclyde

### Local Policing Plan (2017 – 2020)

Reporting Period: 1 April 2018- 31 March 2019

### Public Protection

Reported sexual crimes have decreased slightly on the previous year, to a total of 163 - 16 fewer than 2017/18. The rate of recorded sexual crime per 10k population remains below the national average.



74% of sexual offences occurred in dwelling houses and other private settings, with public spaces featuring in only 26% of sexual crimes. Meanwhile, 45% of reports were non-recent in nature.

35% of sexual crimes involved victims aged 15 years or less at the time of the offence, with a significant proportion (41%) of these crimes involving non-recent reporting. 8% of all sexual offences were cyber-enabled.

The detection rate for sexual crime is 39.4% - down from the 64.0% recorded last year.



160 missing person incidents have been reported year-to-date - down from 168 the previous year. 65% of incidents involved Looked After and Accommodated Children (LAAC) or other young people. 31% of incidents involved a mental health concern.

1,941 adult / child concern Vulnerable Person forms in the current year - down 7.8% on the same period last year.

876 domestic incidents have been recorded, down 1.9% on the previous year. 42.6% of these incidents resulted in a crime report being raised - a decrease on the 46.4% conversion rate recorded last year. Meanwhile, of the total 21,773 recorded police incidents, there were 805 public safety incidents (16 less than last year).

35 complaints have been received in relation to the Police within Inverclyde (17.6 complaints per 10,000 incidents). A total of 55 allegations have been made.

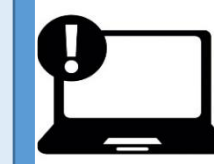
## Major Crime & Terrorism



126 individuals linked to serious and organised crime have been arrested in Renfrewshire & Inverclyde Division. In addition, £818,129.82 has been seized under the Proceeds of Crime Act.

There have been 57 drug supply charges raised year-to-date, nine less than the previous year. Cannabis was involved in 47% of supply charges, while cocaine and crack cocaine featured in 28%, a notable increase on the previous year (14%).

There have been 22 confirmed drug - related deaths in 2018/19, with four further suspected drugs deaths (awaiting toxicology results). Etizolam and methadone featured in the majority of the confirmed drug deaths.



Cyber-enabled crime continues to be an issue, with 56 crimes over the year having a 'cybercrime' marker applied (up from 31 last year). Recent crimes threatening to disclose private sexual images and recordings, indecent communications and online credit card fraud.

## Road Safety & Road Crime



No road fatalities were recorded in the period April 2018 to Dec 2019. This represents three fewer road deaths than the previous year. Meanwhile, serious road injuries increased by six to a total of 19, while slight injuries fell to 77 (31 fewer than last year).



Overall, offences relating to motor vehicles have fallen 20.5% on the previous year, in particular speeding and seat belt offences. However, proactive road policing has contributed to an increase in both licence and dangerous driving offences.

POPULATION

Respected

Safe

**Wellbeing Matters** - National Mental health awareness week is being fully supported to help raise the awareness of mental health stigma and encourage people take the time to listen and understand the positive effect this can have on someone in crisis. Local Wellbeing champions are implementing a number of helpful guides for staff to encourage regular self-checks of their bodies and what to look out for in the aim to raise Cancer awareness.

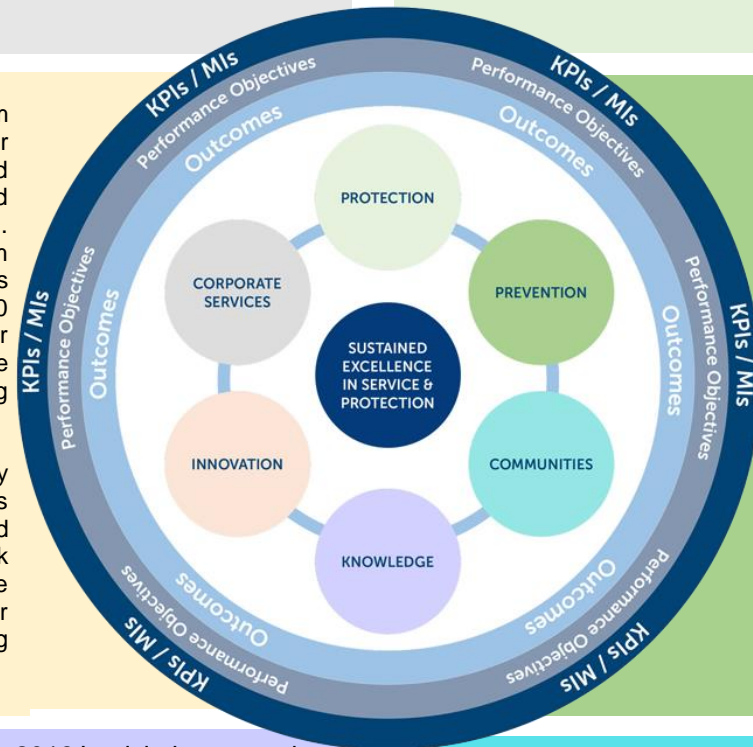
**Awards** - In April 2019 Local Violence Reduction Unit were presented with divisional commanders award for their outstanding performance in tackling the sale and supply of drugs and making a number of significant arrests over the past year helping to making Inverclyde safer. PC Kirsty Boyd and PC Hazel Dale were also presented with Divisional commander Award for their work with REACH for Autism.

**Safeguarding our Young** - Over the Easter holidays a number of locations throughout Inverclyde experienced an increase in disorder and anti-social behavior attributed to large gathering of young people in numbers excess of 100 young people, some who were intoxicated, became verbally abusive and throwing glass bottles towards officers and community wardens. The young people gather together from all over Inverclyde and placed themselves at risk of harm due to the actions of a few individuals. Eight youths were arrested over the Easter Holiday period for offences related to anti-social behaviour. A multi-agency action plan with Police, Community wardens and BTP to tackle the issues combined with Local and social media to highlight the issues including the #DoYouKnow campaign, appealing to parents to ask if they really know where their young people were going at night.

**Multi Agency Partnership Working** - In April 2019, Inverclyde Council CCTV operators spotted a male acting suspiciously on West Stewart Street, and believed that the handle of a concealed weapon could be seen. They quickly liaised with local officers which led to the arrest of a 40 year old male in possession of two large knives. The male appeared at court the following day and was remanded in custody. This example of effective partnership working will reassure the public that we continue to work together to keep people safe in Inverclyde.

**Counter terrorism Partnership working** - As part of the European Multi-Disciplinary Platform against Criminal Threats (EMPACT) Joint Action Day, Inverclyde Police joined forces with their Roads Policing & Specialist Crime counterparts, Divisional Counter Terrorist and Organised Crime staff, as well as partners from the United Kingdom Border Force and the Driver and Vehicle Standards Agency to conduct a day long heavy goods vehicle checkpoint operation. The operation was designed to raise the awareness of operators regarding counter terrorism and organised crime, including labour exploitation, as well as ensure that heavy goods vehicles operating on Inverclyde roads are safe and operating in accordance with the law. Over 40 vehicles were inspected on the day with 4 reports being submitted to the Procurator Fiscal for various offences, two vehicles seized for having no valid policy of insurance for the driver, nine immediate prohibitions to drive vehicles issued and one male arrested on an outstanding warrant. The operation will be repeated at intervals throughout the year.

**New police equipment** - Procurement exercise is now under way for newly developed body armour for all police officers. Six officers have been selected for the wearer trial evaluations which began on 2 April. The updated Body Armour aims to be lighter, more flexible and accommodate a wider range of body shapes in the aim to offer protection and reduce the risk of Musculoskeletal injuries. Samples included overt and overt carriers and the officers were responsible for evaluating each sample across a set range of tasks. The full body armour replacement programme is scheduled for an October rollout date. It will begin by replacing armour which is either at, or has reached, the end of its warranty period.



**Multi Agency Partnership Working - Shut out Scammers** - In April 2019 Police and Trading Standards commenced a campaign to raise awareness about doorstep crime and the risk of online fraud. Joint events in Oak Mall shopping centre, Gourock Library, South West Library and Tesco Port Glasgow combined with a number of inputs to community groups across Inverclyde were positively received with leaflet drops and letters to key groups ensuring a wide coverage. A number of victims were conducted to provide advice and reassurance and preventative information of emerging Scams. Local and social media highlighted the initiative.

**Education prevention** - In February 2019 the Divisional Counter Terrorism Liaison Officer delivered a Workshop to Raise Awareness of Prevent to the Safeguarding Team at West College Scotland, Greenock Finnart Street Campus. Prevent is a fundamental element of the UK's counter terrorism strategy CONTEST, and aims to stop people from becoming terrorists or supporting terrorism. The Workshop was designed to equip the staff with the knowledge to identify when a person may be at risk of radicalisation and the steps to take to safeguard that person and prevent them from being drawn into or supporting terrorism. This workshop was well received by the staff and provided an opportunity for local police to explain the safeguarding aims of the Prevent strategy.

**Domestic abuse Update** - On 1st April 2019 the new Domestic Abuse (Scotland) Act 2018 Legislation to combat Mental / Emotional abuse came into force requiring a substantial training program to ensure all police officers were fully aware of the new power. Inverclyde reported one of the first cases in Scotland for a breach of this legislation whereby the accused was arrested, pled guilty and remanded in custody prior to sentencing. This new legislation marks a significant change in approach to domestic abuse investigation and helps in keeping people safe.

**Spotting a Fake** - Responding to the shift in terrorism attack methodology away from larger more organised attacks to lone attackers and the increase in the insider threat, in February 2019 the Divisional Counter Terrorism Liaison Officer ran a Fraudulent Document Awareness Workshop at the Divisional HQ. This was attended by a number of staff members from Inverclyde Council including officers from Enforcement and Trading Standards. The aim of the workshop was to increase the attendees' knowledge of identity documents and the potential for their abuse by those involved in terrorism or other forms of criminality. The practical workshop provided attends with the opportunity to examine counterfeit and genuine identity documents to gain a better understanding of the security features, and ultimately enhance the ability of the attendees to spot a fake.

**Drugs and Weapons Recoveries** - In May 2019 Pro-active officers observed suspicious activity from a male in a vehicle parked on Strone Crescent in Greenock. Due to the nature of the activity Police detained the male for search under Misuse of Drug legislation. A search of the suspect's vehicle and subsequent search of his home under warrant recovered a large quantity of substances believed to be Cocaine, Ketamine, MDMA and Ecstasy tablets with an estimated street values of approx. £77,000 and cash to the value of over £7,000. A 33 year old male was arrested for various alleged Misuse of Drug offence.

**Acquisitive Crime – Community Impact** – Police received a number of reports of theft / attempted theft from vehicles in Greenock town centre including two separate lone females who were with their vehicle when an attempt to grab their bag was made. Through extensive pro-activity including high visibility patrols and CCTV reviews from a number of premises a suspect was identified whereby a 35 Year old male was traced and arrested. He was charged with four offences and received a six month custodial sentence.

Active

Included

Responsible

Healthy

INEQUALITIES

Achieving

ENVIRONMENT, CULTURE & HERITAGE

Nurtured

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<b>Report To:</b>	<b>Local Police &amp; Fire Scrutiny Committee</b>	<b>Date:</b>	<b>6 June 2019</b>
<b>Report By:</b>	<b>Corporate Director Education, Communities &amp; Organisational Development</b>	<b>Report No:</b>	<b>P&amp;F/06/19/HS</b>
<b>Contact Officer:</b>	<b>Hugh Scott</b>	<b>Contact No:</b>	<b>01475 715459</b>
<b>Subject:</b>	<b>Domestic Abuse (Scotland) Act 2018</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to update members on the Domestic Abuse (Scotland) Act 2018 and resulting changes to Criminal Law for perpetrators of Domestic Abuse in Scotland from 1<sup>st</sup> of April 2019.

## 2.0 SUMMARY

- 2.1 The Scottish Government's 2015 consultation 'A Criminal Offence of Domestic Abuse' found strong agreement that the previous laws used to prosecute Domestic Abuse did not fully reflect the experience of victims of Domestic Abuse. In particular, previous laws did not criminalise some of the behaviours experienced by victims of ongoing and coercive controlling behaviour within relationships, at the hands of their partners or ex-partners. The Bill was passed by the Scottish Parliament on 1st February 2018 and received Royal Assent on 9th March 2018 as the Domestic Abuse (Scotland) Act 2018, with an implementation date of 1<sup>st</sup> April 2019.
- 2.2 Domestic Abuse consists of a range of behaviours causing more than physical or sexual harm, including behaviours which undermine the victim and restrict their freedom. The Domestic Abuse (Scotland) Act 2018 reflects this and introduces a new offence, known as Coercive Controlling Behaviour, which better reflects the actual experience of victims of Domestic Abuse and the long term pattern of abusive behaviour. It is recognised that Coercive Controlling Behaviour has a long lasting effect on both the adult victim and children. The offence allows, where the circumstances and evidence merits, the totality of an accused's behaviour to be prosecuted in a single charge rather than a series of distinct incidents. This approach recognises the cumulative impact of such behaviour on victims.

## 3.0 RECOMMENDATIONS

- 3.1 The Committee is asked to note the introduction of the Domestic Abuse (Scotland) Act 2018, which came into force on 1<sup>st</sup> April 2019.

**Ruth Binks**  
**Corporate Director**  
**Education, Communities & Organisational Development**

## 4.0 BACKGROUND

- 4.1 The Domestic Abuse (Scotland) Act 2018 creates an offence with respect to a course of behaviour which is abusive towards that person's partner or ex-partner. The new law covers not only spouses, civil partners and cohabitants but also people in intimate personal relationships who do not live together. As well as physical abuse, it will cover other forms of psychological abuse and coercive and controlling behaviour that cannot be easily prosecuted under the existing law. The Act provides a description as to what constitutes abusive behaviour.
- 4.2 The new offence provides clarity on the law and ensures that criminal law captures and reflects the actual experience of victims of Domestic Abuse. This will make it easier for the Police and Prosecutors to investigate and prosecute as a single offence the totality of behaviour amounting to Domestic Abuse. This will send a message out to the public, including perpetrators, that this behaviour is unacceptable in society and won't be tolerated.

## 5.0 IMPLEMENTATION

- 5.1 In preparation for the legislative changes, a large-scale training programme is being delivered to Police Scotland by SafeLives which will see all Police Officers in Scotland receive the Domestic Abuse Matters training. Initial e-learning for all Police Officers has been undertaken in advance of the implementation of the Act and this training will be further enhanced by the specific training events which commenced in January 2019 and will continue for an 18 month period.
- 5.2 Inverclyde Council will incorporate the implications of the new Act into the Violence Against Women Strategy Action Plan and will include this in the ongoing Violence Against Women courses.

## 6.0 IMPLICATIONS

### 6.1 Finance

There are no financial implications.

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/(savings)

Cost Centre	Budget Heading	With effect from	Annual net impact £000	Virement From	Other Comments
N/A					

### 6.2 Legal

There are no legal implications.

### 6.3 Human Resources

This report does not impact on Human Resources.

## 6.4 Equalities

Has an Equality Impact Assessment been carried out?

X

YES (see attached appendix)

NO - This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

## 6.5 Repopulation

None

## 7.0 CONSULTATIONS

7.1 None.

## 8.0 BACKGROUND PAPERS

8.1 There are no background papers.

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<b>Report To:</b>	<b>Local Police &amp; Fire Scrutiny Committee</b>	<b>Date:</b>	<b>6 June 2019</b>
<b>Report By:</b>	<b>Corporate Director Education, Communities &amp; Organisational Development</b>	<b>Report No:</b>	<b>P&amp;F/08/19/HS</b>
<b>Contact Officer:</b>	<b>Hugh Scott</b>	<b>Contact No:</b>	<b>01475 715459</b>
<b>Subject:</b>	<b>Scottish Fire &amp; Rescue Service - Draft Strategic Plan 2019-2022</b>		

---

## 1.0 PURPOSE

- 1.1 The purpose of this report is to seek Committee approval to submit a response to The Scottish Fire & Rescue Service- Draft Strategic Plan 2019-2022.

## 2.0 SUMMARY

- 2.1 The Council, in its capacity as a scrutiny board, has been invited by the SFRS to respond to the Draft Strategic Plan 2019-2022 and this is attached as appendix 1.
- 2.2 The draft Strategic Plan was prepared following a statutory review of the current Strategic Plan 2016-19. A number of evidence sources were used to support the review, resulting in several recommendations which were taken forward to inform the development of the draft Strategic Plan 2019-22.
- 2.3 The response to the Consultation is open for ten weeks and will close on 18 July 2019 and the Plan will be published by October 2019.

## 3.0 RECOMMENDATIONS

- 3.1 That the Committee considers responding to the Consultation, specifically the following:
- a) That the Committee approves the responses contained within the consultation (appendix 2).
  - b) That Elected Members be given the opportunity to make further comment regarding the consultation by Friday 28 June 2019 prior to its submission by 18 July 2019.

**Ruth Binks**  
**Corporate Director- Education, Communities & Organisational Development**

## 4.0 BACKGROUND

- 4.1 The purpose of this consultation is to gain a wide range of views and opinions to help Scottish Fire & Rescue Service ensure their proposals are focused on the most important priorities and that they will continue to meet the evolving needs of communities across Scotland.
- 4.2 This plan sets out SFRS commitments to the delivery of a first class fire and rescue service for all people across Scotland. In delivering these services, SFRS recognise the significant role they play in helping to achieve the Scottish Government's purpose, which is to focus government and public services on creating a more successful country by increasing sustainable economic growth, providing opportunities for all of Scotland to flourish.
- 4.3 SFRS have developed this plan by building on the successes and experience gained over recent years. In particular, they have drawn from the results of their first ever staff survey in 2018 as well as a Transformation consultation in 2018, which gathered views on the future of the Scottish Fire and Rescue Service and involved staff, partners and the public. The consultation set out the need to transform, and presented a vision of how the Service could do even more for the people of Scotland.
- 4.4 Following this consultation, SFRS will produce an updated version of the Strategic Plan that incorporates feedback. This will go to the Minister for Community Safety and will be laid before Parliament by October for final approval. Once approved, SFRS will develop a flexible three year programme that will include an Annual Operating Plan. This will be published each year and monitored on a quarterly basis by the Board and the SFRS Strategic Leadership Team.
- 4.5 The Draft Strategic Plan has an overall vision; *'To work in partnership with communities and others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland'*. The Draft Strategic Plan has four outcomes and a number of objectives. The four outcomes are listed as:
- Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth;
  - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland;
  - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services;
  - We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.
- 4.6 The Draft Strategic Plan is included as Appendix 1 and the draft consultation response is included as Appendix 2. Responses to the consultation are due by 18 July 2019.

LPFS/03/18/MM

## 5.0 IMPLICATIONS

### 5.1 Finance

There are no financial implications.

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/(savings)

Cost Centre	Budget Heading	With effect from	Annual net impact £000	Virement From	Other Comments
N/A					

**5.2 Legal**

There are no legal implications.

**5.3 Human Resources**

This report does not impact on Human Resources.

**5.4 Equalities**

Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO - This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

**5.5 Repopulation**

This structure is intended to protect and assist the local communities.

**6.0 CONSULTATIONS**

6.1 None.

**7.0 BACKGROUND PAPERS**

7.1 Your Service, Your Voice- A Consultation on the Safe and Planned Future of the Scottish Fire & Rescue Service (in respect of 4.3- LPFS/03/18/MM).

[Your Service, Your Voice...](#)



**Working together  
for a safer Scotland**



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



**Draft Strategic Plan  
2019-22**

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Appendix 1 – How our strategy links to the Scottish Government’s Fire and Rescue Framework for Scotland 2016

## FOREWORD

It is our pleasure to introduce the Scottish Fire and Rescue Service Strategic Plan 2019-22. This is the third Strategic Plan we have produced since our inception in 2013. In our short history this is perhaps the most important plan we have produced so far. It drives forward our commitments on how we will transform the Service to do more for Scotland and how we will adapt to the changing nature of risks facing communities across the country.

This plan sets out our commitments to the delivery of a first class fire and rescue service for all the people of Scotland. In delivering our services we recognise the significant role we play in helping to achieve the Scottish Government's purpose, which is to focus government and public services on creating a more successful country by increasing sustainable economic growth and providing opportunities for all of Scotland to flourish.

Our successes to date have only been possible because of the dedication and professionalism of our people. To enable us to maintain our high public standing and to forge ahead on our path of change, we aspire to attract and retain the best people, whose diversity is more representative of the communities of Scotland that we serve.

We undertook the Service's first ever staff survey in 2018. The results of this survey were published in January 2019, following which we have engaged with our staff through a series of workshops to explore those areas that matter most to them. The views of our staff expressed in the survey have been used to influence this Strategic Plan. We will continue to engage with our staff, so that the detailed work that will support this Plan each year can also be influenced by on-going dialogue.

To understand wider needs and expectations, we are also fully committed to engaging with other stakeholders, including engaging directly with communities across Scotland. An extensive consultation exercise to gather views on the future of the Scottish Fire and Rescue Service was carried out with staff, partners and the public during spring 2018. The consultation set out our need to transform, and presented a vision of how the Service could do even more for the people of Scotland.

The consultation generated 1563 responses – 1426 of which were from individuals and 137 from partner bodies. The data from the exercise was independently analysed by academics from the University of Edinburgh. There was an overall majority backing for the proposals we made in the consultation document.

We will continue such proactive engagement with stakeholders as our transformation journey progresses. Our ambitions for transformation are threaded throughout this Strategic Plan, and will evolve as we continue to engage with our people, their representatives, and other stakeholders across Scotland.

As we transform, we are fully committed to discharging all of our responsibilities as a significant national organisation. This includes ensuring our continued sound and prudent financial management, which to date has meant we have operated within our allocated resource and capital budgets each year since our creation, despite the financial challenges facing all public services. We will continue to prioritise the safety and wellbeing of our people, and our strong, proactive health and safety culture to protect them.

We believe that we can and must continue to provide the highest quality service to the people of Scotland through our community based services. This requires a highly skilled, motivated and engaged workforce and empowered leaders throughout our Service. It means that as well as providing direct operational response, we will become more involved through our prevention and partnership working, in delivering interventions that support the most vulnerable people in our communities.

We aim to operate much more flexibly to achieve a wider range of societal and organisational improvements as we continue to strive to make a difference to the lives of those we serve.

We are excited about the journey that lies ahead of us over the lifespan of this Strategic Plan, and beyond, and invite others to join us on it as we work together for a safer Scotland.

**Dr Kirsty Darwent**  
**Chair**  
**Scottish Fire and Rescue Service**

**Martin Blunden**  
**Chief Officer**  
**Scottish Fire and Rescue Service**

## INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) was established as a single national service on 1 April 2013 by the Police and Fire Reform (Scotland) Act 2012, replacing the eight previous fire and rescue services to become the UK's largest service.

We are described as an 'Other Significant National Body' and have a duty to work with other public services to contribute to the Scottish Government's Purpose and the National Performance Framework (NPF).

Our work is overseen by the Safer Communities Directorate of the Scottish Government. The Directorate sets out its plans for keeping communities safe in its document Justice in Scotland: Vision and Priorities. The vision ***“for a safe, just and resilient Scotland”*** is supported by four outcomes which our work must also contribute to. These are:

1. We live in safe, cohesive and resilient communities
2. Prevention and early intervention improve wellbeing and life chances
3. Our systems and interventions are proportionate, fair and effective
4. We deliver person-centred, modern and affordable public services.

In support of the NPF and the Justice Vision and Priorities, Scottish Ministers have prepared a Fire and Rescue Framework for Scotland which sets out the specific purpose and operating context for the SFRS. Our purpose, as defined by Scottish Ministers in the first Framework 2013 and reaffirmed in the revised Framework in 2016, is:

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

The Board provides strategic direction and closely scrutinises our actions to ensure we are delivering services in an effective and efficient way against this purpose as well as the ten strategic priorities within the Framework which underpin it. The Board also ensures we meet all our legislative requirements and the ambitions of the Strategic Plan.

The day-to-day delivery of our actions is the responsibility of our small executive team comprising of the Chief Officer, Deputy Chief Officer and six Directors who, together, provide strategic leadership to all our organisational functions.

We have successfully navigated through significant and complex reform. We will build on these strong foundations to continue on a journey of transformation to meet ongoing public service challenges. An extensive consultation exercise on our vision for transformation was undertaken in 2018 to scope out how we might deliver services differently in the future, so we can continue to keep the people of Scotland safe in a changing environment. The outcomes of this have been used to influence our direction outlined in this Strategic Plan.

Our success to date would not have been possible without the dedication and hard work of our people. We aspire to be a world-leading fire and rescue service and with that we want to create a great place to work. So, by listening closely to our people through the results of a recent staff survey, we have drawn out what is important to them and used this to help shape our strategy.

In preparing this Strategic Plan, we have given full regard to all of these influencing factors so that we direct our resources to deliver what is expected of us.

The Strategic Plan provides some information about us as an organisation and communicates our high level ambitions of what we want to achieve. It outlines the longer term outcomes we aspire to achieve and the shorter term strategic objectives we will work towards to realise these aspirations. A summary graphic of this is provided on the next page.

More specific details of the actions we will take to support our aims will be developed within a flexible three-year programme. An Annual Operating Plan will be drawn down from this programme and published each year. The progress of each Annual Operating Plan will be monitored on a quarterly basis by the Board and our Strategic Leadership Team.

# Working Together for a Safer Scotland



## ABOUT US

Our primary statutory responsibilities are directed by the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and by the Fire (Additional Function)(Scotland) Order 2005. These pieces of legislation lead us to go beyond just fighting fires. These are some of the things we do to keep people safe today:

- Fighting fire in both urban and rural environments
- Promoting fire safety
- Enforcing fire legislation
- Responding to road traffic collisions
- Dealing with the structural collapse of buildings
- Responding to serious flooding
- Responding to serious transport incidents
- Planning for and responding to chemical, biological, radiological and nuclear (CBRN) incidents
- Undertaking inland water rescue
- Carrying out rescues at height
- Playing a key role in resilience and emergency planning
- Working with partners to enhance community safety.

Our prevention, protection and response services are delivered through 356 community fire stations across Scotland. These are supported by a single national training establishment, two regional training sites and several local training facilities, three fully refurbished Operations Control Rooms, three modern Service Delivery Area Headquarters, four strategically placed Asset Resource Centres, an ICT Data Centre and a fleet of over 1,500 vehicles.

Our 16 Local Senior Officers and their teams work closely with all 32 local authorities and are fully committed to support each Community Planning Partnership and other local partnership arrangements. These local teams balance the national direction outlined in the Strategic Plan against local needs by tailoring services through Local Fire and Rescue Plans, and by contributing to Local Outcomes Improvement Plans and other local partnership plans such as Community Justice Plans.

**We use a risk-based approach.** This enables us to target our prevention work and to align our emergency response resources with community needs and calls for help. This involves:

- Identifying people most vulnerable to harm
- Identifying existing and potential risks to the community
- Evaluating the effectiveness of current preventative and response arrangements
- Determining the actions and resource requirements to appropriately respond.



The assessment of risk within communities is achieved by analysing activity patterns of data available to us, such as incident and census data. Increasingly we are making use of our partners' data to provide a more rounded view of the risk and inequalities in communities. This helps us to understand how we may work better together with our partners. It also promotes a joint response to safeguarding those most at risk of harm and improves life outcomes across Scotland's diverse, unique, and changing communities.

**We work closely with our partners.** As financial pressures continue to drive the need to reform public services, renewed emphasis has been placed on working in partnership. We continue to be fully committed to working with a wide and diverse range of partners, both locally and nationally, across public, private and third sectors. We absolutely acknowledge the benefits of working together and actively seek opportunities to secure a joined up approach to Scotland's challenges. By engaging and working well with others we can:

- Plan and deliver targeted prevention activity more efficiently
- Prepare for and respond to major emergencies effectively
- Draw on additional support and skills when needed and be available to do the same for our partners
- Share information more freely, increasing knowledge and understanding to meet the needs of our staff and the communities we serve
- Realise efficiencies through sharing assets and resources
- Jointly commit to taking improvement action.

Partnership working at both local and national levels is one of our real strengths. We fully understand the benefits of closer integration within Community Planning Partnerships and within national partnerships arrangements such as the Reform Collaboration Group. This Group for example brings together leaders of the SFRS, Police Scotland and the Scottish Ambulance Service to pursue mutually beneficial activity for Scotland's people. Only through robust and transparent partnership working, in conjunction with locally agreed priorities and aligned plans, will we ensure the best services are provided for our communities.

**We care about people** and will deliver services that meet the needs of Scotland's diverse communities and support our people to fulfil their potential in a safe and inclusive workplace. We fully recognise that excellent public services are designed with human rights and equality at their core.

To achieve this, we will continue to use our Equality and Human Rights Impact Assessment process as an improvement tool to develop, implement and monitor our corporate policies and practices that affect communities and employees. Our service delivery analytics and our Communications and Engagement Strategy provide the basis for continuing to engage and work with our communities and other stakeholders to establish an evidence-based profile of the needs and aspirations of different community groups.

Our employees are the key to delivering excellent public services and must perform their roles in a professional, ethical and compassionate way. In return, we recognise our responsibilities as an employer to provide a working environment where our people feel able to bring their unique personal qualities to the workplace.

**We are committed to continuous improvement.** As well as looking at ways to develop and redesign business services, we are driving forward a transformation agenda so that we deliver services that continue to protect Scotland's modern day communities.

So that we can respond to and resolve a wider range of societal risks and challenges, plans are already developing to widen the role of our firefighters and reconfigure our frontline workforce. We also want to ensure that we are prepared to respond to severe weather and to deliver a more holistic approach to harm prevention. In doing so the long term benefits of transformation will deliver:

- A more agile Service that is designed to continue to meet the changing and evolving risks facing Scotland
- A strengthened contribution to the prevention and reduction of unintentional harm in Scotland's communities
- A strengthened contribution to building the resilience of Scotland's communities
- A more efficient and productive organisation in how we use our skills, capabilities and resources
- A high level of trust by staff, partners, communities, and other stakeholders in all that we do, including delivering safe and planned changes to the Service.

A transformation [high-level plan](#) has been prepared and approved by our Board with several specific projects identified to take this forward. This portfolio of transformation projects will be closely monitored and robustly managed through our Programme Office arrangements. These projects, and what outcomes they contribute to, are detailed within the Our Strategy section of this Plan.

## OUR VALUES AND BEHAVIOURS

In 2015 the Service identified four core values which outline what is most important to us in how we go about our work. They are a reflection of what we believe are appropriate workplace behaviours and play an important part in building a cohesive culture to help us work together for a safer Scotland.



**Safety** of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do. Our people demonstrate this by:

- Being accountable and responsible
- Enabling, supporting and promoting a safety conscious culture
- Taking responsibility for safeguarding their own safety and that of the people they work with
- Taking immediate action to highlight and/or remove safety hazards and risks
- Promoting healthy lifestyle and through supporting each other maintain good work/life balance
- Taking action when stress becomes a risk factor to themselves and others, and supporting colleagues who are under pressure.



**Teamwork** helps us achieve more. It generates and promotes a sense of belonging and enables mutual support and learning. It encourages a blend of skills and knowledge to successfully achieve a common goal. Our people demonstrate this by:

- Being supportive and open, listening to each other, and sharing skills knowledge and experience
- Developing strong relationships across and within the organisation
- Working towards common organisational objectives
- Identifying and pursuing opportunities to work in collaboration with partners and communities to help deliver common goals.



**Respect** for others improves communications and reduces workplace stress and conflicts. We embrace diversity to increase productivity, knowledge and learning and do not tolerate instances of bullying, harassment, unfair discrimination or unacceptable behaviour. Our people demonstrate this by:

- Displaying a professional attitude at all times, delivering on commitments made, and by having a fair, open, honest and ethical approach to everything they do
- Taking responsibility for the impact words and actions can have on others
- Challenging unacceptable behaviour and resolving differences in a constructive way
- Showing a willingness to work with others, regardless of differences
- Valuing the efforts and contributions of others by acknowledging achievements
- Showing consideration for others and empathy towards their emotional and/or physical wellbeing.



**Innovation** helps us to grow, adapt and be more responsive to changing needs. Being open and listening to new ideas and ways of thinking will improve the way things are done. Our people demonstrate this by:

- Fostering collaboration and communication, sharing ideas and listening to other people
- Supporting others who are exploring new ways of working
- Being flexible in their approach to achieve a successful outcome
- Evaluating opportunities to take calculated risk, and taking responsibility for the impact of decisions.

## **OUR CHALLENGES**

Society and the environment in which we all live is constantly changing and there are a number of new and ongoing challenges facing Scotland that are likely to have an impact on the services we provide.

So that we can prevent the worst from happening or be fully prepared to respond should we be called, we need to be aware of any new or changing risks which threaten the safety of communities or our workforce. As we prepare for any new or enhanced response we will also work towards securing an appropriate pay and reward package commensurate with any additional responsibilities our firefighters are asked to perform.

### **Changing population/ demographics**

The most recent report published in 2017 by the National Records of Scotland on the Projected Population of Scotland predicts there will be a significant rise in the population of over 75s in Scotland. The report highlights there will be an increase in this age group of 79% over the next 25 years and an increase of 27% over the next ten years making it the fastest growing age group.

While people living longer lives is a positive indicator, as people grow older it is likely that they may require new forms of support to keep them safe from harm. An aging population will increase levels of long-term medical conditions for example. This will generate new demands as Scotland seeks to support the population to age well in safe and resilient communities. Current trends in moving from care in institutional settings towards home-based care will increase the number of people who are potentially at risk of fire and other forms of preventable harm, such as trips and falls, within the home environment.

This further increases the scope for us to work with our partners to deliver effective prevention measures through a more holistic approach to assessing risk and taking action to reduce or remove harm. By widening our prevention and intervention activities, social and financial benefits can be achieved across the wider public sector in Scotland.

## **Social and economic inequality**

In areas of multiple deprivation, communities experience poorer health, lower educational attainment, lower employment, more emergency hospital admissions and reduced safety. Typically, we are called out more often to these areas and to individuals characterised as 'disadvantaged'.

This evidence underlines the close relationship between wider social and economic issues, fire related incidents, unintentional social and personal harm, social inequality and the subsequent challenges this presents to improving the wellbeing of individual citizens. In response to this we will continue to build effective relationships with our partners so that together we can deliver targeted prevention activities to reduce inequalities.

On an annual basis around 1,250 – 1,400 lives are lost to unintentional harm in Scotland, much of which is preventable. The majority of these are as a result of falls (42%). Unintentional harm also results in approximately 54,500 emergency hospital admissions at an estimated cost to the public purse of £200m per annum.

By utilising our resources and redistributing our capability to support other agencies we can expand our prevention focus. As a trusted public service, gaining access to on average 70,000 households each year to conduct home fire safety visits, we are in a unique position to contribute to reducing such inequalities. By adopting a 'safe and well' approach to home visits we will create a more holistic approach in how we work to prevent unintentional harm among the most vulnerable in our society.

Through our community safety work we engage with a vast array of individuals and groups and this has also given rise to addressing wider inequalities by helping to tackle antisocial behaviour, reduce reoffending, and by working in partnership to tackle domestic violence.

## **Extreme weather**

The climate has changed over the past decade with most areas experiencing a marked rise in extreme and unpredictable weather conditions. Severe storms, widespread flooding, significant snow fall and major temperature fluctuations have devastating impacts on peoples' lives and livelihoods. Prolonged dry spells are welcomed by many, but they can put Scotland's vast grass and heath moorland at much greater risk of fire.

Specialist resources will be strategically placed in areas where there is a greater risk of flooding for example, and firefighters will be prepared, fully equipped and ready to support and protect communities, whatever the weather. We will also make use of local assets available to us to bolster our response during prolonged or widespread incidents such as wildfire.

### **Terrorism**

For more than ten years the UK has consistently been prepared against heightened threat levels, where a terrorist attack was a strong possibility or highly likely. At devastating incidents such as those we have seen mostly recently at the Manchester Arena and Parsons Green Tube Station in London in 2017, fire and rescue services will play a critical response role.

We will continue to work very closely with our partners in Scotland and across the UK, to understand current threats and to ensure we have robust multi-agency and Service plans in place should an attack happen. Our crews will be prepared to respond appropriately to prevent further harm to life or infrastructure.

## OUR WORKFORCE

Our strategy will be delivered by a dedicated workforce of more than 7,500 people covering a range of frontline operational roles and supporting services across Scotland.

The wholetime operational staff group account for nearly half of all of our staff.

This group includes our frontline firefighters who crew our emergency vehicles and our operational commanders and senior managers.

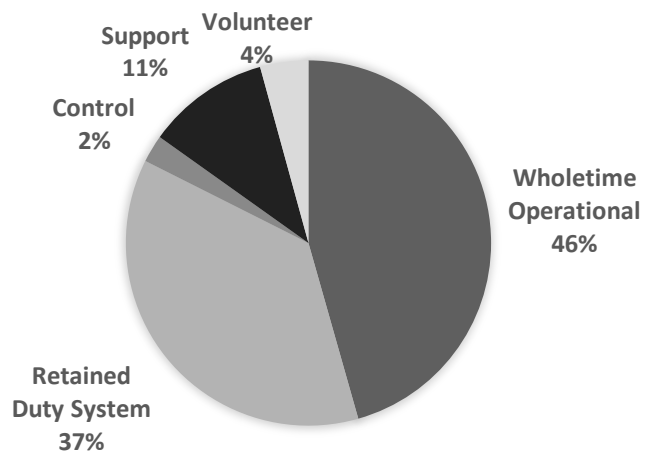


Figure 1 - Workforce Profile as at 31 March 2018

Retained Duty System (RDS) firefighters make up our second largest group. These ‘on call’ firefighters are critical to providing fire and rescue services in rural and remote rural locations. The operational model that this group, and our volunteers, work within has become very challenging to maintain in today’s environment both in Scotland and the rest of the UK.

These challenges have inspired our transformation agenda and some changes have already been made to better support this duty system. Improved recruitment practices and enhanced training facilities are part of these changes. However, further innovation is required to strengthen and future-proof arrangements.

We are also fully committed to improving the diversity of our workforce and are working towards a profile that is more representative of the people and communities of Scotland that we serve.

In 2017/18 it was recorded, 87% of our staff were male and 13% were female. Almost two thirds of all staff were over the age of 40, 0.4% identified as having a disability and 1.2% of staff were recorded as belonging to a minority ethnic group. Plans and initiatives will continue to be developed to help attract, recruit and retain people from underrepresented groups and to help reduce the gender pay gap in the SFRS.





We manage our people resources through a Workforce and Strategic Resourcing Plan. This allows us to proactively manage our current, and forecast our future, workforce requirements according to organisational need and budget. Training plays an essential role in installing safety critical, technical, operational and organisational skills and leadership, to enable our workforce to fully support and engage in the design and delivery of excellent services.

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## OUR MONEY

We are funded directly by the Scottish Government through Grant in Aid for both our resource and capital expenditure.

In comparison to legacy services' resource funding in 2012/13, we are operating with a £26.3m (9%) reduction in cash terms in 2018-19. After taking account of significant cost pressures, most notably in relation to pay inflation and government policy changes this equates to a reduction in real terms of around £47m (15%) for our day-to-day spending each year.

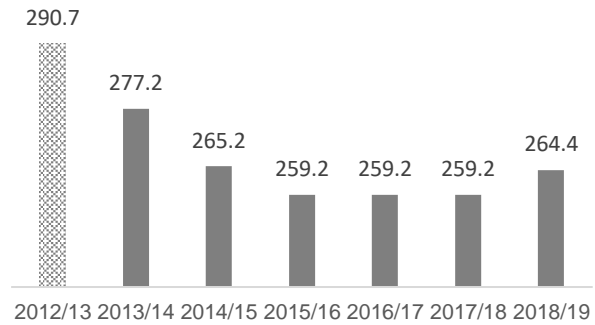


Figure 3 - Resource Funding 2013/13 - 2018/19 (£m)

As our most important asset, it is appropriate that our cost profile is heavily weighted towards employee costs. The chart provides a breakdown of how these costs are distributed.

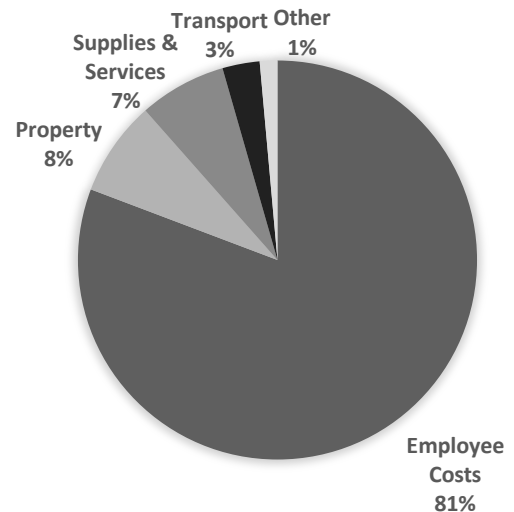


Figure 4 - Resources Budget Allocation 2018/19

Our Capital Budget, which we use to invest in our assets, has been variable since 2013/14. Our Capital Budget for 2018/19 was £32.5m, but in contrast in 2016/17 we received a Capital Budget of £10.8m. This variability in Capital allocations makes financial planning more challenging, as does the inability for us to hold a financial reserve.

Through sound and prudent financial management, to date we have successfully managed our annual budget and have operated within our allocated resource and capital allocations. We are also on track to achieve the cumulative target savings of £328m by 2027/28 set by the Financial Memorandum to the Police and Fire Reform (Scotland) Act 2012.

To ensure we maximise opportunities to secure our future financial sustainability, we have developed a Long Term Financial Strategy 2017-27. This strategy supports our belief that the greatest public value and best opportunity to secure long term financial sustainability would be delivered by taking on a wide range of new responsibilities supported by appropriate funding.

We continue to operate in a changing environment with high levels of uncertainty around public service funding. As the impact of the UK's withdrawal from the EU unfolds, there are also further potential implications on our spending. This makes financial planning against the ambitions within this Strategic Plan challenging. To be successful, we will remain agile and manage risks and expectations in accordance with our available annual funding.

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## OUR PERFORMANCE

A priority of the Fire and Rescue Framework for Scotland 2016 was to develop a Performance Management Framework which would support our Strategic Plan. The Performance Management Framework we published provided details of how we manage our performance, and contains a comprehensive set of corporate performance measures. Regular reports are provided to the Board and its Committees on these performance measures so that members can monitor and scrutinise how well we are doing.

The Performance Management Framework and its associated measures will be reviewed and revised to align with this Strategic Plan to ensure our business planning and performance management arrangements are fully aligned.














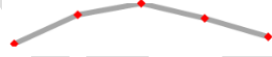


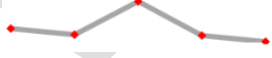


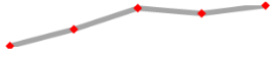





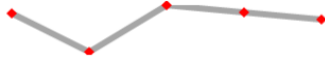

Further performance data is published in our annual Statistical Bulletins. These are available on our website to provide comprehensive data on fire and rescue incidents, and fire safety and organisational activity. We took on the responsibility of collating and publishing these from the Scottish Government in 2016. To further assure the integrity of our statistics we are working towards becoming formally acknowledged as a 'Producer of Official Statistics'.

Each year the Board is held to account for our performance by the Minister for Community Safety. An Annual Performance Review Report is prepared in advance of a public meeting, outlining our key achievements against the priorities of the Fire and Rescue Framework for Scotland. The performance review meeting is held at a different location around Scotland each year so that members of the public and community representatives have the opportunity to question the Minister and our Board on our activities.

Elected members in each local authority area are also invited to scrutinise and challenge our performance through local performance reports prepared by our Local Senior Officers. Our Local Senior Officers have built strong relationships within their respective community planning partnerships. With our partners we will explore better ways to evaluate the impact of joint activities on communities and to share data and information to further strengthen the local evidence base that underpins priorities within Local Outcomes Improvement Plans.

The infographic below provides a snapshot view of how we have performed against some of our important indicators since 2013/14. We have used data from 2017/18, which is currently the most complete figures available us, for comparison purposes. More detailed analysis and

data relating to our performance is available through Board and Committee Reports and our [annual statistical publications](#) published on our website.

	<b>91,695</b>		
Total Incidents attended 2017/18		5-Year Trend	Increase since 2013/14
	<b>44</b>		
Total fire fatalities 2017/18		5-Year Trend	Increase since 2013/14
	<b>1,113</b>		
Total non-fatal casualties 2017/18		5-Year Trend	Decrease since 2013/14
	<b>26,115</b>		
Total fires 2017/18		5-Year Trend	Decrease since 2013/14
	<b>4,752</b>		
Total accidental dwelling fires 2017/18		5-Year Trend	Little change since 2013/14
	<b>1,925</b>		
Total non-domestic fires 2017/18		5-Year Trend	Decrease since 2013/14
	<b>13,128</b>		
Non-fire Incidents 2017/18		5-Year Trend	Increase since 2013/14
	<b>52,452</b>		
False alarms 2017/18		5-Year Trend	Increase since 2013/14
	<b>69,758</b>		
Home Fire Safety Visits 2017/18		5-Year Trend	Little change since 2013/14

## OUR STRATEGY

**Outcome 1** Our collaborative and targeted **prevention and protection** activities improve community safety and wellbeing, and support sustainable economic growth.

**Objectives 1.1** We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.

By far the best way to avoid injury or fatalities from emergencies is to prevent them from happening in the first place. By working in partnership to target our education programmes and community safety initiatives we are working to reduce the number of emergency incidents so that we improve community safety and wellbeing outcomes.

We will continue to expand our prevention activity, in particular delivering initiatives which directly support casualty reduction. This includes developing new 'safe and well' home visits, which incorporate wider health and social care considerations. We will build our knowledge by working with partners, and jointly utilising intelligence and data so that we can identify those most at risk in our society. Together we will then be able to target our resources more effectively to reduce the risk of fire and other incidents of unintentional harm in the home.

**Objectives 1.2** We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

Fire in non-domestic properties not only pose a risk to life but also impact on local economies. We have a duty to provide advice and enforce fire safety legislation in most non-domestic buildings across Scotland. We will continue to target fire safety audits using a risk based approach to support those responsible for premises (the duty holders), and ensure they are meeting their responsibilities to keep people safe.

The tragic incident at Grenfell Tower in London highlights the significance of robust and effective building and fire safety regulatory frameworks. In the immediate aftermath of this incident in 2017, we delivered a strategy to provide overt and robust public reassurance; a consistent and timely response to the high volume of information requests; and detailed information and guidance to our staff to deliver a consistent message.

Work to improve the safety of high-rise premises continues. We remain fully committed to supporting the Ministerial Working Group which was established to oversee this work in Scotland. In particular, following a comprehensive review of procedures and practices, work will focus on delivering improved:

- Fire safety regime and regulatory framework in Scotland
- Building standards for fire safety
- Standards for enforcement and compliance

We will respond appropriately to any future recommendations which may arise from the Hackitt Review and Public Inquiry relating to the Grenfell Tower fire.

We will also continue to protect Scotland's built environment and support economic growth through our fire engineering work. Our fire engineers liaise with the construction and academic sectors to ensure safe building design, enabling businesses to grow and flourish. This includes undertaking analysis to increase understanding of modern methods of construction, enhancing the safety of building users and our firefighters.

**Objectives 1.3** We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

We are committed to continuous improvement and will create a culture of reflection and review that helps our staff to improve the quality of their work and the services they deliver. Planning and evaluation are ways of using evidence to learn what works and provide a means to inform any necessary improvement actions or highlight and share any areas of good practice.

We will develop robust methods of planning and evaluation so that our prevention work is aligned with local and national priority needs and our impact on communities is maximised and understood.

In addition to evaluation, we will also continue to learn through the investigation of fires. Our fire investigators fully and professionally investigate and report on the causes and contributory factors in relation to significant fires throughout Scotland. Research can then be carried out, providing valuable data and information internally within the Service, and to external partners. This can then be used to inform future prevention, protection and emergency response arrangements.

**Objectives 1.4** We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.

False alarms continue to account for more than half of the incidents we attend. The majority of these calls are generated by automatic fire alarm systems. We encourage the use of automatic fire detection as they help save lives and protect buildings. However, unnecessary false alarms are a drain on our resources and present undue risk for the public from appliances responding to these calls under blue light conditions. They can also cause disruption to people and negatively impact on business continuity potentially affecting business growth.

We will work with duty holders to reduce this type of incident and to reduce the risk to communities and our people through minimising unnecessary blue light journeys. This will allow us to maintain the availability of resources where they are needed most, and increase the time available for operational personnel to undertake training and community safety activities.

Associated Transformation Projects:

- Safe and Well
- SFRS Futures Vision
- Retained and Volunteer Duty System Strategy
- Rural Full Time Posts
- Demand Based Watch Duty System
- SFRS Youth Volunteer Scheme



**Outcome 2** Our flexible operational model provides an effective emergency **response** to meet diverse community risks across Scotland.

**Objectives 2.1** We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

To enable us to prepare for an effective response we first need to know what the potential risks to communities are, and then ensure we have the most appropriate balance and distribution of capabilities to address them.

Following a comprehensive review we have distributed a range of specialist rescue equipment across Scotland, positioned where it will be most effective. We will now undertake a longer term exploratory review of what Scotland may look like in the future, Our Futures Vision. We will look at factors such as economic development, infrastructure and housing proposals, and population projections to understand what changes we may need to make to our operational footprint to be able to respond to any new or changing demands.

**Objectives 2.2** We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.

To realise greater efficiencies we need to review our operating model and duty systems to build in flexibility, reconfiguring resources to where and when they are needed most today. Our people, partners and communities will be fully consulted about any changes we propose.

We also need to take further steps to reconsider the role of firefighters in today's society. Using our widely dispersed resources to support our partners, and increase life chances in roles such as emergency medical response, we could significantly contribute to improving a wider range of community outcomes.

Where it is right that we are able to save more lives in different ways, it is also right that our firefighters are appropriately trained, equipped and have terms and conditions reflective of doing so. We will work closely with staff representative bodies to negotiate terms and conditions to allow these developments to happen.

We have already made some advances in changing the types of appliances and firefighting technology we use. To strengthen our rural firefighting capabilities Rapid Response Units have joined our fleet. These bespoke smaller appliances are fitted with state of the art equipment that can create safer working conditions for our firefighters. We will continue to explore and embrace such technological advances and new ideas which provide a safer environment for our firefighters as we enhance safety within all the communities of Scotland.

**Objectives 2.3** We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

Together with our partners, we assess risks, prepare for and respond to any significant threats or major emergencies. National and regional resilience partnerships, in which we continue to play a key part, coordinate the preparation of risk registers and response plans and arrange vital joint training and exercising events.

Through the Joint Emergency Services Interoperability Principles (JESIP) programme we will also seek to learn valuable lessons and improve how we can work together across command and control structures at the early stages of an incident. This will enable us all to understand each other's capabilities so that we can launch a swift and integrated response whenever and wherever emergencies occur.

Our local teams will continue to support local resilience partnerships to build capacity within communities so that they are prepared and can go some way to help themselves during an emergency situation. We will also help build confidence so that they have the ability to return to normality as quickly as possible after an event.

**Objectives 2.4** We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.

To assure our own resilience, significant investment has been made in our command and control infrastructure. Three modern Operations Control rooms have been established to take calls from all over Scotland. Further investment has more recently been made to procure a new command and control mobilising system which will further enhance our resilience and emergency call handling capability.

We are also actively involved in the Home Office's Emergency Services Mobile Communications Programme (ESMCP). This programme was established to replace the current communications network used by the emergency services across the UK. We will work within robust governance arrangements with a range of partners to ensure this critical and complex migration is a success for Scotland.

Associated Transformation Projects:

- SFRS Futures Vision
- Rapid Response Units
- Rural Full-Time Posts
- Retained and Volunteer Duty System Strategy
- Urban On-Call
- Emergency Medical Response
- Demand Based Watch Duty System
- Concept of Operations for Terrorist-Related Incidents

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**Outcome 3** We are a great place to work where our **people** are safe, supported and empowered to deliver high performing innovative services.

**Objectives 3.1** We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

We aspire to be an employer of choice. This means we will create a supportive and rewarding workplace environment which attracts and retains the best people to deliver our responsibilities and ambitious programme of change.

To succeed we need leaders throughout the Service who think, plan and act as community leaders in their operational roles and in working with our partners. We are committed to developing adaptable leaders and equipping them to work across organisational boundaries and to solve complex problems with our partners and communities. We recognise that culture is a key determinant of success, and that leaders who demonstrate strong engagement, communication, collaboration and motivational skills will be a vital part of securing that success.

To be successful in fulfilling our strategic objectives, we will maintain dynamic resourcing and workforce plans which are fully aligned to our business and budget planning processes. These plans will be supported by policies, procedures and practices to ensure the fair and inclusive recruitment, development and retention of committed, talented people.

We are committed to securing a diverse workforce which is representative of the communities we serve. Historically this has been difficult to realise for operational roles within fire and rescue services. By expanding firefighter roles we want to attract a wider range of people into operational roles in the future. We will also continue to explore new and innovative resourcing and development methods, including 'positive action' techniques to encourage and enable underrepresented groups to apply to work for us and to seek promotion opportunities.

We are also committed to delivering the best possible benefits packages for all staff who work for the SFRS. We will continue to work with representative bodies to secure appropriate terms and conditions which are fair and reflective of expanding job roles. We will also look to implement further policies that will promote a healthy work life balance and as a consequence increase motivation and productivity, and support good mental health.

**Objectives 3.2** We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

To ensure we have the capability and skills to deliver first class frontline and supporting services we will invest in excellent training facilities and arrangements. We will embed different learning pathways to ensure all our people have access to development opportunities to keep them safe and to support them to fulfil their potential. We will develop our approach to transferring knowledge across the Service ensuring our staff have access to the best practices, learning and information on what works in delivering our priorities.

As we continue to evolve, we will ensure we have empowered, ethical and values based leaders at every level to inspire greater workforce diversity. Challenging existing ways of doing things and innovation will be encouraged and supported so that we can be more progressive in how we meet our current and future challenges.

By embedding effective succession planning we will be able to identify potential leaders for the future, providing opportunities for them in our leadership development programmes, so that they have the right skills to succeed. In doing so developing staff who are multi skilled, flexible, and results orientated in how they work and in how they develop in their current roles and into the future.

**Objectives 3.3** We will care for our people through progressive health, safety and wellbeing arrangements.

The safety of our people is paramount and we have created a strong proactive health and safety culture to protect them. Being appropriately trained, and having access to the right information and support is essential to our people's safety and we are fully committed to ensuring we have the resources in place to support that. We will also continue to improve our management information systems so that we can identify trends and areas in need of attention, and recognise positive results and improvements to enable the sharing of good practice across the organisation.

The nature of our Service is such that firefighters, and other members of staff, can be exposed to traumatic and challenging situations. We know that non-work related matters can also impact on the wellbeing of people. In recognising these psychological pressures our people sometimes work under, we are fully committed to creating a mentally healthy environment within which all can work and prosper. We are committed to ensuring mental

health is mainstreamed across everything we do and is fully integrated within our culture. To ensure we succeed we will structure, resource and manage our interventions to provide the support our people need to best equip them to meet the challenges they face.

**Objectives 3.4** We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.

To know if we are getting it right as an employer, we have made a promise to carry out a staff survey every two years. We are fully committed to taking action on what our people say and have used the results of the 2018 staff survey to help shape this Strategic Plan.

As we develop more detailed plans to achieve our strategic objectives, and as we continue on our journey of transformation, we will put in place robust change management practices so that our people can get involved in the decisions that matter to them. We will share information at appropriate stages and give our people the opportunity to participate in the design of services through safe and open communication channels.

Board meetings will also be regularly held in different towns or cities around Scotland, giving the opportunity for local teams, local partners and communities to engage with Board members and senior leaders on national policy and unique local issues.

Associated Transformation Projects:

- Terms and Conditions
- SFRS Futures Vision
- Retained and Volunteer Duty System Strategy
- Rural Full Time Posts
- Demand Based Watch Duty Systems

**Outcome 4** We are fully accountable and maximise our **public value** by delivering a high quality, sustainable fire and rescue service for Scotland.

**Objectives 4.1** We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

The National Performance Framework has been designed to link with and promote the Scottish Government's commitment to the United Nation's Sustainable Development Goals. These aim to improve wellbeing across the world. We already undertake many activities that contribute to social equality, economic viability and environmental protection, which are the bedrock to sustainable development. Our commitment as a Service to minimise our direct impact on the environment is strong. We will put detailed plans in place for how we will achieve this. We will work with partners across the public service and beyond in developing our approach and in achieving our ambitions.

Through the implementation of a SFRS Sustainable Development Framework, we will communicate a clear plan from which to showcase and report on the wide range of activities which contribute to sustainable development nationally – in essence making global goals our business.

**Objectives 4.2** We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

We manage our business and money appropriately, complying with various regulations, through a robust set of policies, business processes and identified responsibilities. Good governance assures a blend of value for money and accountability with transparent decision making and probity. To respond effectively to emerging risks and challenges and to further strengthen our governance arrangements, we will explore how we can develop more predictive insights and improve evidence led decision making.

This will support improved management of risk which is a fundamental element to successful business administration. Through increased integration with planning and performance management systems, and within the day to day culture of the organisation, we will enhance our ability to identify and respond appropriately to a variety of political, operational, financial and legal risks to safeguard our resources and reputation.

**Objectives 4.3** We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

We own or lease a wide range of assets, from land, property and vehicles to operational equipment, ICT and software. These assets are used to support all frontline and supporting activities and must achieve a high level of performance in terms of versatility, reliability, safety and cost.

We are committed to investing in our ICT digital infrastructure to meet the growing demand for effective, efficient and secure systems. We will continue to explore new and innovative ways to use digital technology to realise efficiencies and to ensure our people have access to the right information at the right time to do their jobs well.

We will implement a long term asset management strategy which will redesign our property and fleet portfolio to balance the needs of a modern national service with those of tightening budgets. This will be done through a comprehensive assessment which will determine the assets that we no longer need, the assets we need to maintain, rationalise or develop, and the new assets we will need to acquire.

**Objectives 4.4** We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.

The introduction of a new performance management system in 2019, will greatly enhance how we manage our performance in the coming years. Moving from the current disparate manual systems to an all in one solution will fundamentally change how our people, across all functions and areas, manage their actions, risks and performance. Having information at the touch of a button will greatly support improved reporting, communications, scrutiny by the Board and other stakeholders, decision making and realising efficiencies through the removal of duplication throughout the organisation.

We will also employ measured and cumulative actions to improve what we do. We will foster a culture where our people are empowered to use their skills and experience to make improvements in their work. Processes will be embedded to enable lessons learned and good practice to be widely shared with colleagues across the organisation.



The design of our services, systems and processes will also be regularly reviewed to ensure they are delivered in the most efficient, effective and safe way. To support the outcomes of any reviews and subsequent progression of any areas for improvement, we will maintain strong governance assurance arrangements.

Associated Transformation Projects:

- SFRS Youth Volunteer Scheme
- Climate Change
- Station and Appliance Review

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## TELL US WHAT YOU THINK

This draft Strategic Plan 2019-22 sets out what our broad ambitions will be over the next three years. Your views are important to us and you are invited to tell us what you think of our approach.

The formal consultation for this draft Strategic Plan opened on **Thursday 9 May 2019 and will run until Thursday 18 July 2019**. To ensure we review and manage all responses consistently please feedback to us using our online survey. This can be accessed at [firescotland.citizenspace.com](https://firescotland.citizenspace.com). After the consultation is closed we will publish the results.

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

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

Phone: 0141 646 4501

Email: [SFRS.StrategicPlan@firescotland.gov.uk](mailto:SFRS.StrategicPlan@firescotland.gov.uk)

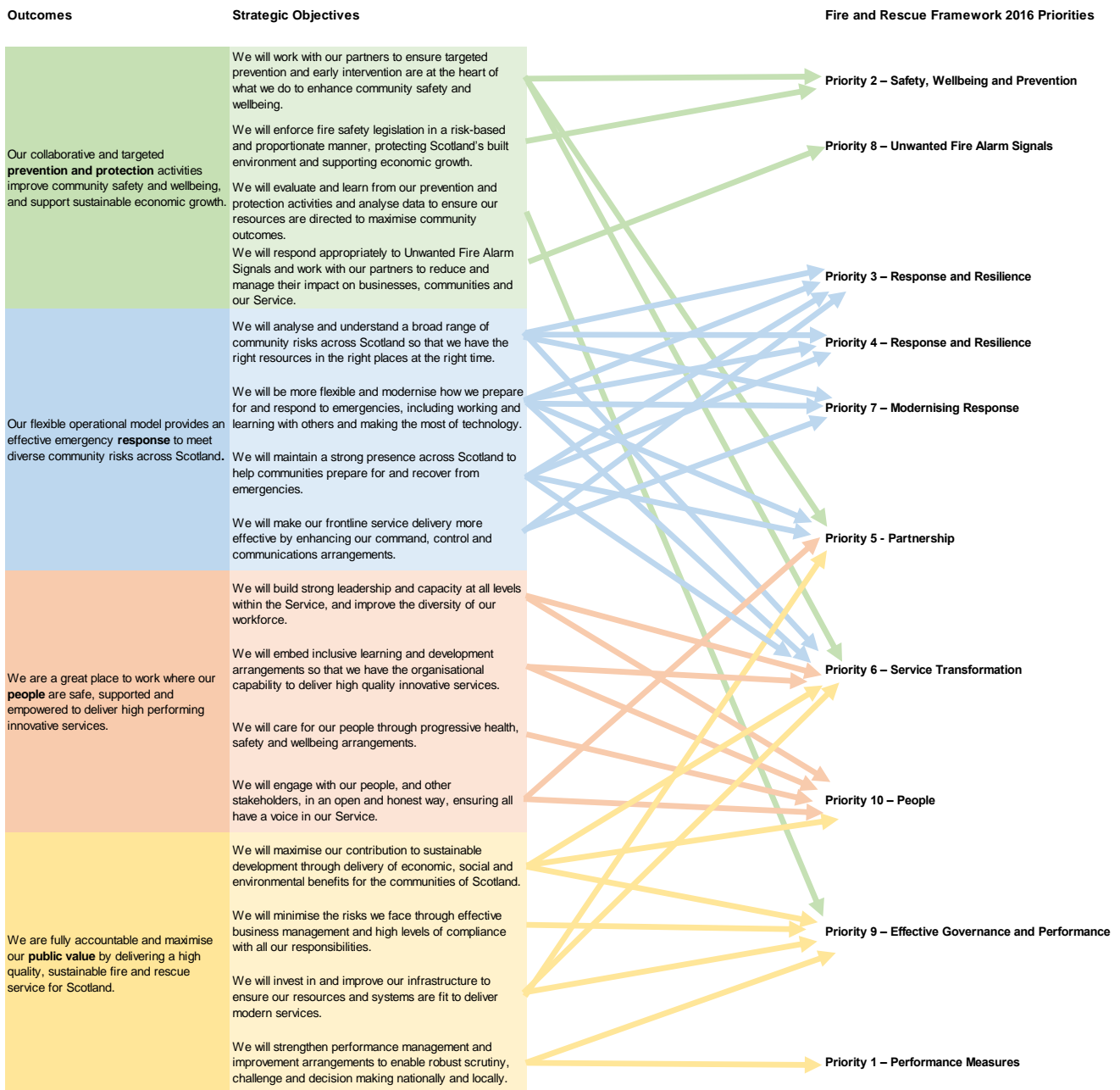
Visit our website: [www.firescotland.gov.uk](http://www.firescotland.gov.uk)

Follow us on Twitter @fire\_scot

Like us on Facebook Scottish Fire and Rescue Service

Follow us on Instagram @fire\_scot

## How our strategy links to the Scottish Government’s Fire and Rescue Framework for Scotland 2016



**Working together  
for a safer Scotland**



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

## CONSULTATION: DRAFT STRATEGIC PLAN 2019-22

### Overview

The Scottish Fire and Rescue Service invites you to share your views on our draft Strategic Plan 2019-22. As a cornerstone of our ongoing development, this Strategic Plan aims to ensure that we remain fully committed to improving the safety and wellbeing of the communities of Scotland that we serve. You can download a copy of the draft Plan from a link at the bottom of this page.

The draft Strategic Plan was prepared following a statutory review of our current Strategic Plan 2016-19. A number of evidence sources were used to support the review, resulting in several recommendations which were taken forward to inform the development of the draft Strategic Plan 2019-22. The Review Report can also be accessed at bottom of this page.

### Why we are consulting

We have a duty to have in place a Strategic Plan covering a period of three years. As we move into our seventh year since we were established, we are required to have a new Strategic Plan for 2019-22 published by October 2019.

This is your Service and we want to hear your views on our ambition to balance national priorities with the needs of local communities – now and in the future.

**The consultation on our draft Strategic Plan 2019-22 is open for ten weeks, closing on 18 July 2019.**

Your opinion matters and we hope you will help us to shape the future of the fire and rescue service delivered in Scotland.

### PUBLISHING/PRIVACY STATEMENT

Scottish Fire and Rescue Service (SFRS) is committed to protecting your privacy when you use our services. The Strategic Plan Consultation Privacy Notice, found at the bottom of the page, explains how we use information about you and how we protect your privacy.

The survey is a way of finding out your views about our draft Strategic Plan and the objectives we propose carrying out between 2019 and 2022.

The data collected within the survey will be protected in line with the General Data Protection Regulations and Data Protection Act 2018.

Your participation in this is entirely voluntary and you can withdraw at any time.

**Closes 18 July 2019**

Opened 9 May 2019

### Contact

Louise Patrick  
(Planning and  
Performance Officer)

Strategic Planning and  
Performance

01698 402 619

[louise.patrick@firescotland.gov.uk](mailto:louise.patrick@firescotland.gov.uk)

We believe there are no known risks associated with this consultation; however, as with any online related activity the risk of a breach is always possible. To the best of our ability your answers in this survey will remain confidential and we will minimise any risks.

If you have any queries in relation to your personal data please contact [SFRS.GDPR@firescotland.gov.uk](mailto:SFRS.GDPR@firescotland.gov.uk).

## INTRODUCTION

**1** What is your name?

(Optional)

**2** What is your email address?

(Optional)

**3** Are you responding as an individual or on behalf of an organisation?

(Required)

<input type="checkbox"/>	Individual	<input checked="" type="checkbox"/>	Organisation
--------------------------	------------	-------------------------------------	--------------

**4** If you represent an organisation, please give its name here

**5** In what local authority area do you live or represent?

*By telling us we can identify any common themes for your area.*

Please choose the local authority area you live in from this alphabetical list. The last two options cover people elsewhere in the UK or in the world.

Please select only one item

Aberdeen City		East Renfrewshire		Orkney	
Aberdeenshire		Edinburgh City		Perth and Kinross	
Angus		Falkirk		Renfrewshire	
Argyll and Bute		Fife		Scottish Borders	
Clackmannanshire		Glasgow City		Shetland	
Comhairle nan Eilean Sar (Western Isles)		Highland		South Ayrshire	

Dumfries and Galloway		Inverclyde	X	South Lanarkshire	
Dundee City		Midlothian		Stirling	
East Ayrshire		Moray		West Dunbartonshire	
East Dunbartonshire		North Ayrshire		West Lothian	
East Lothian		North Lanarkshire		Other (UK)	
				Other (Outside UK)	

**6** Do you work for the Scottish Fire and Rescue Service?

<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No
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**7** We would like your permission to publish your consultation response. Please indicate your publishing preference:

*Please note your privacy will be protected. All responses will be anonymised before publication.*

(Required)

Please select only one item

<input checked="" type="checkbox"/>	Publish my response	<input type="checkbox"/>	Don't publish my response
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## OUTCOME 1

To work towards our longer term vision we have set four outcomes.

The first outcome that we want to achieve is:

**Outcome 1 - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.**

**8** Do you agree that this is something that our organisation, as a whole, should be aiming to achieve?

(Required)

Please select only one item:

Yes	X
No	
Partly	

The Inverclyde Council Police & Fire Scrutiny Committee (The Committee) supports a prevention first approach and will support any piece of works that aims to protect communities across Inverclyde and Scotland. It is important to note that within Inverclyde there are numerous examples of partnership working across the authority that seeks to improve community safety and wellbeing and the joined up approach of community safety partners including SFRS is crucial to continuing a prevention model.

Please give further information why you think that

## OBJECTIVES TO SUPPORT OUTCOME 1

We have set a number of objectives to support the achievement of Outcome 1.  
Do you agree with the following four objectives?

**9** Objective 1.1 - We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.

(Required)

Please select only one item:

Yes	X
-----	---



No	
Partly	

**10** Objective 1.2 - We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland’s built environment and supporting economic growth.

(Required)

Please select only one item:

Yes	X
No	
Partly	

**11** Objective 1.3 - We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

(Required)

Please select only one item:

Yes	X
No	
Partly	

**12** Objective 1.4 - We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.

(Required)

Yes	X
No	
Partly	

### **13** Please give further information to your responses here

In respect of 1.1 the Committee note the excellent partnership working between SFRS and other community safety partners across Inverclyde. Committee are aware of a number of programmes of work led by SFRS and supported by partners such as planning arrangements for November 5<sup>th</sup> and the promotion of Home Fire Safety Visits to 'at risk' members of our community.

Regarding 1.3, Inverclyde Council and SFRS on behalf of the Community Safety Partnership have joint working arrangements in respect of a community safety analyst. Employed wholly by Inverclyde Council the Analyst works with the Station Manager for Inverclyde to identify opportunities for prevention and protection activities to promote community safety. The Committee supports this arrangement and the positive impact it can have on communities.

During the 2018/19 Committee Cycle the Committee have raised concern regarding the volume of Unwanted Fire Alarm Signals (objective 1.4) across the authority area. The Committee acknowledges the work that SFRS do with partners to help reduce the demand on resources through UFAS.

## OUTCOME 2

The second outcome we want to achieve is:

**Outcome 2 - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.**

**14** Do you agree that this is something that we should be aiming to achieve?

(Required)

Yes	X
No	
Partly	

At a meeting of the previous Inverclyde Local Police and Fire Scrutiny Sub-Committee in April 2018 a response was provided by the Inverclyde Council Chief Executive in respect of the consultation "Your Service, Your Voice- A Consultation on the Safe and Planned Future of the Scottish Fire & Rescue Service". The position of The Committee is maintained and noted below:

- Whilst the Council does acknowledge that there are no confirmed plans around the national footprint, there is concern that as a result of the consultation emergency response within Inverclyde could be lost. The Council therefore oppose any closures of the three existing community stations in Inverclyde.
- Whilst the Council understands the need for a more effective crewing model and a review of day-time and night-time demand there is concern about the impact this could have on those communities who rely on a local Fire & Rescue Service. The Council would have to be satisfied that any changes to not negatively impact on service delivery within Inverclyde.
- The Inverclyde Local Fire & Rescue Plan 2017-2020 was endorsed by Inverclyde Council Education and Communities Committee on 31st October 2017. If there were any changes within Inverclyde as a result of the consultation, we would suggest a review of the current local fire plan to ensure its continuing relevance.

Please give further information why you think that:

## OBJECTIVES TO SUPPORT OUTCOME 2

We have set a number of objectives to support the achievement of Outcome 2.

Do you agree with the following four objectives?

**15** Objective 2.1 - We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

(Required)

Yes	
No	
Partly	

**16** Objective 2.2 - We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.

(Required)

Yes	
No	
Partly	

**17** Objective 2.3 - We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

(Required)

Yes	
No	
Partly	

**18** Objective 2.4 - We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.

(Required)

Yes	
No	
Partly	

**19** Please give further information why you think that

As per the comments in relation to Outcome 2 outlining Inverclyde Council's position (noted above) the Committee would make additional comments

In respect of 2.3, The Committee acknowledges the strong presence of SFRS staff across Inverclyde in helping to keep our communities safe. The Committee seek assurances that a strong presence of SFRS staff is maintained across Inverclyde.

The Committee notes the links between 2.4 and the Retained and Volunteer Duty System Strategy. Within Inverclyde The Committee acknowledges the vital role that Retained and Volunteer staff play in keeping communities across Inverclyde safe and will continue to support recruitment campaigns to encourage Retained and Volunteer staff across Inverclyde.

### OUTCOME 3

The third outcome we want to achieve is:

**Outcome 3 - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.**

**20** Do you agree that this is something that we should be aiming to achieve?

(Required)

Yes	X
No	
Partly	

The Committee acknowledges the commitment from SFRS across Inverclyde and the role they play in keeping communities safe. The Committee notes that across Inverclyde there is a full quota of staff and trust that these numbers are maintained.

Please give further information why you think that

### OBJECTIVES TO SUPPORT OUTCOME 3

We have set a number of objectives to support the achievement of Outcome 3.

Do you agree with the following four objectives?

**21** Objective 3.1 - We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

(Required)

Yes	X
No	
Partly	

**22** Objective 3.2 - We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

(Required)

Yes	X
No	
Partly	

**23** Objective 3.3 - We will care for our people through progressive health, safety and wellbeing arrangements.

(Required)

Yes	X
No	
Partly	

**24** Objective 3.4 - We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.

(Required)

Yes	X
No	
Partly	

**25** Please give further information why you think that

3.1- Scrutiny arrangements in Inverclyde- LSO and other staff, know the area and the issues?

3.2- A partnership approach to learning

Regarding 3.3, within Inverclyde following an incident resulting in significant injury to a Firefighter and following two separate fatalities attended by the same crew, The Committee are fully appreciative of the professionalism of SFRS staff across Inverclyde and wholly agree with the statement.

As a Scrutiny Body, The Committee appreciate the opportunity to meaningfully engage with SFRS on a range of issues relating to the service. The Committee receive updates at each meeting from SFRS in addition to being made aware of issues at a national level and how they may impact on the local plan for Inverclyde. The Committee will always welcome the opportunity to engage with SFRS both as a Scrutiny Body and as a stakeholder. The Committee would also welcome the opportunity to meet with SFRS ahead of the Board Meeting in Inverclyde on 31<sup>st</sup> October.

## OUTCOME 4

The fourth outcome we want to achieve is:

**Outcome 4 - We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.**

**26** Do you agree that this is something that we should be aiming to achieve?

(Required)

Yes	X
No	
Partly	

The Committee understand the need for SFRS to deliver a high quality, sustainable fire and rescue service for Scotland and the role that SFRS plays within community planning in and across Inverclyde.

Please give further information why you think that:

## OBJECTIVES TO SUPPORT OUTCOME 4

We have set a number of objectives to support the achievement of Outcome 4.

Do you agree with the following four objectives?

**27** Objective 4.1 - We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

(Required)

Yes	X
No	
Partly	



**28** Objective 4.2 - We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

(Required)

Yes	X
No	
Partly	

**29** Objective 4.3 - We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

(Required)

Yes	X
No	
Partly	

**30** Objective 4.4 - We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.

(Required)

Yes	X
No	
Partly	

In respect of 4.4 we welcome the opportunity as a Scrutiny Body to work with SFRS in being an effect committee.

**31** Please give further information why you think that

## GENERAL QUESTIONS

Now that you've considered the proposed outcomes and objectives, we just have a few more questions about the draft Strategic Plan.

**32** Do you have any concerns about our ability to fulfil any of the proposed objectives?

(Required)

Yes	
No	

Please give further information why you think that

**33** Do you believe we have missed an area of focus that's important to you?

(Required)

Yes	
No	

Please give further information why you think that

**34** Do you believe there is more that the Scottish Fire and Rescue Service could do to help communities and partners?

(Required)

Yes	
No	

Please give further information why you think that

**35** If there are any other comments you would like to make on our draft Strategic Plan,

please record them here.

**36** If you are responding as an individual we would like to ask some more questions. Please select the most appropriate option.

(Required)

I am responding as an individual	
I am responding on behalf of an organisation	

*If you are responding on behalf of an organisation, please do not complete the 'MORE ABOUT YOU' section.*

## **MORE ABOUT YOU**

We would like to ask a few more questions about you. Because we have a duty to meet the needs of people across our diverse communities, it would help us to know the range of people who gave us feedback.

We can also use monitoring to determine whether our services are accessible, whether our policies have a disproportionate, unfair or positive impact on particular groups and whether members of those groups are satisfied with the service they receive.

This section is **optional**. Any responses you do provide will be anonymised.

### **37** Your age:

Please select only one item

Under 16	<input type="checkbox"/>
16-25	<input type="checkbox"/>
26-40	<input type="checkbox"/>
41-55	<input type="checkbox"/>
56-70	<input type="checkbox"/>
Over 70	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

### **38** Your gender:

Please select only one item

Female	<input type="checkbox"/>
Male	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

### **39** Your gender identity:

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

Please select only one item

Yes	<input type="checkbox"/>
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No	
Prefer not to say	

**40** Your ethnicity:

Please select only one item

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

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

**41** Your sexual orientation:

Please select only one item

Heterosexual	
Gay/Lesbian	
Bisexual	
Prefer not to say	

**42** Your religion or belief:

Please select only one item

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

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

**43** Do you have caring responsibilities?

Please select only one item

Yes, for children under 18	
Yes, I am a foster carer	
Yes, I provide kinship care	
Yes, elderly dependent	
Yes, person with a disability	
No	
Prefer not to say	

**44** Are you care experienced?

*Care experienced means you are or were formally looked after by a local authority, in the family home (with support from social services or a social worker) or elsewhere, for example, in foster care, residential/secure care, or kinship care (with family friends or relatives).*

Please select only one item

Yes	
No	
Prefer not to say	

## **GIVE US YOUR VIEWS**

Once you have completed this questionnaire, please email it to:

[SFRS.StrategicPlan@firescotland.gov.uk](mailto:SFRS.StrategicPlan@firescotland.gov.uk)

Or by post to:

Louise Patrick  
Scottish Fire and Rescue Service  
West Service Delivery Headquarters  
99 Bothwell Road  
Hamilton  
ML3 0EA

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**Report To:** Local Police & Fire Scrutiny Committee      **Date:** 6 June 2019

**Report By:** Corporate Director Education, Communities & Organisational Development      **Report No:** P&F/10/19/HS

**Contact Officer:** Hugh Scott      **Contact No:** 01475 715459

**Subject:** Scottish Police Authority Annual Review of Policing 2018-19 (Consultation Response)

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## 1.0 PURPOSE

1.1 The purpose of this report is to seek the approval of the consultation response to the Scottish Police Authority (SPA) in respect of the Annual Review of Policing 2018-19.

## 2.0 SUMMARY

- 2.1 The Council, in its capacity as a scrutiny board, has been invited by the SPA to respond to the annual review of Policing for the period 2018-19, attached as appendix 1. The response was due on Friday 31<sup>st</sup> May, however the SPA have granted an extension for submission following the Local Police & Fire Scrutiny Committee meeting.
- 2.2 The Scottish Police Authority must prepare an annual review of policing, to be laid before the Scottish Parliament in Autumn 2019. This must include an assessment of Police Scotland's and the Scottish Police Authority's performance during the year.
- 2.3 A brief set of questions was attached to assist the Scottish Police Authority to gather the views of local scrutiny boards across Scotland.

## 3.0 RECOMMENDATIONS

- 3.1 That the Committee approves the response to the consultation.

**Ruth Binks**  
Corporate Director- Education, Communities & Organisational Development



## 4.0 BACKGROUND

- 4.1 The Scottish Police Authority (SPA) was established under the Police and Fire Reform (Scotland) Act 2012 to maintain policing, promote policing principles and continuous improvement of policing, and to hold the Chief Constable to account. It holds both the Chief Constable to account for the policing of Scotland, and the Chief Officer of the SPA to account for its role as employer of staff and the delivery of services to the board and policing
- 4.2 The Council, in its capacity as a scrutiny board, was invited by the Scottish Police Authority to respond to the annual review of Policing for the period 2018-19, attached as appendix 1. The response was due on Friday 31<sup>st</sup> May, however the SPA have granted an extension for submission following the Local Police & Fire Scrutiny Committee meeting. A copy of the response is attached for Members' approval.

## 5.0 THE CONSULTATION

- 5.1 The consultation seeks the views of local Police and Fire scrutiny committees around a number of issues ranging from local scrutiny arrangements to local police plans. The responses to questions have been taken from the Council committee cycle 2018/19.
- 5.2 The response to the consultation is attached as appendix 1.

## 6.0 IMPLICATIONS

### 6.1 Finance

There are no financial implications.

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/(savings)

Cost Centre	Budget Heading	With effect from	Annual net impact £000	Virement From	Other Comments
N/A					

### 6.2 Legal

There are no legal implications.

### 6.3 Human Resources

This report does not impact on Human Resources.

### 6.4 Equalities

Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO - This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

## **6.5 Repopulation**

This structure is intended to protect and assist the local communities.

## **6.0 CONSULTATIONS**

6.1 This is a response to a consultation

## **7.0 BACKGROUND PAPERS**

7.1 There are no background papers.



## Local authority views on the year in policing 2018/19

Name of your local authority: **Inverclyde Council**

During 2018/19 -

1. How effective do you think Police Scotland's support for local scrutiny and engagement with your committee has been, in the past year?

The Local Police and Fire Scrutiny Committee are satisfied with the support and engagement from Police Scotland during the current committee cycle. At each meeting there has been an appropriate level of representation from Police Scotland.

2. How well do you think your local police plan reflected local priorities in 2018/19?

The Local Police Plan 2017-2020 was approved by the previous Inverclyde Police & Fire Scrutiny Sub-Committee at its meeting on 22<sup>nd</sup> February 2018.

In respect of protecting people at risk of harm there have been regular updates during the current committee cycle. Members are aware of the growing proportion of non-recent sexual crimes as a result of wider national campaigns as well as the growing trend in relation to cyber-related crimes around issues such as child grooming, the sharing of self-generated indecent imagery, and internet facilitated sexual assaults. The updates provided by Police Scotland has helped the committee understand the complex nature of these issues, the response by Police Scotland and the need for partnership working.

In respect of Serious and Organised Crime the Committee have been provided with updates during the committee cycle regarding pro-active activity around serious and organised crime. The Committee have raised concerns around the prevalence of drug misuse and the impact it has on local communities and will continue to support any work in this area.

In respect of violence, antisocial behaviour and disorder the Committee receive regular updates from Police Scotland relating to issues and

responses across the authority. At the meeting of the Committee in April a report titled 'Spotlight on Violence in Inverclyde' was presented by Police and provided members with an update on activity in Inverclyde during the previous year. The Committee have also been made aware of a proposed roll-out of a Community Safety and Violence Prevention Initiative with Police Scotland and partners and will look forward to receiving further updates in the current and next Committee Cycle.

In respect of road safety and road crime following the publication of The Local Police Plan 2017-2020 the Divisional Road Policing Unit based in Inverclyde and Renfrewshire changed and is now based in Glasgow. Concern was raised by the Committee regarding the impact this would have on the delivery of roads policing in Inverclyde.

In respect of Counter Terrorism and Domestic Extremism there have been no specific issues raised during the current committee cycle.

3. How effective has Police Scotland's reporting against the priorities in your local police plan been, in helping you understand how policing is performing?

During 2018/19 Police Scotland have provided two distinct reports to Committee in helping to understand how policing is performing. There has been a regular report setting out figures around particular crimes as well as a narrative in respect around particular crimes as well as Police and partnership responses to crimes. At the Police and Fire Scrutiny meeting in April 2019 a paper (attached) was presented 'Police Scotland- Spotlight on Violence in Inverclyde 2018/19' noting issues around violence.

4. During 2018/19, do you think policing's performance in your area has improved, stayed about the same, or has dipped?

We have seen some increase from Police Scotland around the policing of community related concerns and the increased promotion of awareness raising to our communities.

5. What are the top three things about policing in your area, which are working really well?
  - During the current committee cycle there has been numerous comments in relation to the Community Policing Model in operation across Inverclyde.

- The Committee acknowledge the levels of communication from Police Scotland advising of community safety issues.
  - There is regular joint partnership working on an operational and strategic basis.
6. What are your top three priorities for improvement, linked to policing in your local area?
- Road Safety Policing Unit (specifically its deployment out with the Division)
  - Armed Policing Deployment Model (including deployment and use of Taser)
  - A consistent approach to senior management deployment within the Sub-Division (specifically the frequent change of Area Commander within KC in 2018)
7. Are there any examples of good practice or innovation in your local area you want to highlight, and that could be adopted as good practice in other council areas? Please provide details below.

Whilst Police Scotland will report on performance within Inverclyde in relation to the Local Police Plan, Council Officers do provide an update of national issues and the impact these may have on the local plan. This paper includes updates from, but is not limited to, the Scottish Police Authority and Her Majesty's Inspectorate for Constabulary and other bodies with an interest in policing.

8. What would you like to see the SPA to do more of, to help you in your scrutiny role and to support better local outcomes?
- Supporting Scrutiny Committees in enhancing partnership working across the local plans (Local Outcome Improvement Plan (LOIP)/Local Police Plan)
  - A commitment for equal funding made available for public space CCTV across Scotland.

### **About your local scrutiny arrangements**

9. How would you describe your local scrutiny arrangements for policing?
- Dedicated Policing or Police & Fire Scrutiny Committee/ Sub Committee

The Committee will discuss other issues linked to Policing/Fire and Rescue related activity as well as other community safety issues.

10. How many elected members are regularly involved in your local police scrutiny processes?

11

11. Is there any additional information or feedback you would like to share?

The Committee welcomed the opportunity to meet with SPA Board representatives during the current committee cycle.

### **What we do with this information.**

Data you provide will inform an overview in the Annual Review of Policing.

The information provided will not be disseminated to any other third party out with the Scottish Police Authority without written permission. As in previous years we would appreciate your participation in allowing the authority to publish your examples and feedback within the Annual Review of Policing.

### **Please select below:**

I am happy for the information provided to inform the Annual Review of Policing

**Yes/ ~~No~~**

I am happy for specific examples and feedback from this local authority to be included in the Annual Review.

**Yes/~~No~~**

Details of our Privacy Statement can be found at:

<http://www.spa.police.uk/about-us/privacy/>

Thank you for taking the time to provide feedback. Responses and any queries should be sent to [SPACommunityAccountability@spa.pnn.police.uk](mailto:SPACommunityAccountability@spa.pnn.police.uk) by **Friday 31<sup>st</sup> May**.

If you have any queries or comments about the process, please contact the Community Accountability Team Eleanor Gaw, 01786 896886 or Fiona Miller 01786 896 966.

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<b>Report To:</b>	<b>Local Police &amp; Fire Scrutiny Committee</b>	<b>Date:</b>	<b>6 June 2019</b>
<b>Report By:</b>	<b>Corporate Director Education, Communities &amp; Organisational Development</b>	<b>Report No:</b>	<b>P&amp;F/09/19/HS</b>
<b>Contact Officer:</b>	<b>Hugh Scott</b>	<b>Contact No:</b>	<b>01475 715459</b>
<b>Subject:</b>	<b>Local Police and Fire Scrutiny Committee Update report (June 2019)</b>		

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## **1.0 PURPOSE**

- 1.1 The purpose of this report is to update the Police and Fire and Rescue Committee on current and emerging issues relating to Police and Fire and Rescue Services.

## **2.0 SUMMARY**

- 2.1 The report provides an opportunity for the Committee to be made aware of national initiatives, reviews and consultations and, where appropriate, to inform members' consideration of future agenda items relating to Police and Fire and Rescue matters.
- 2.2 In order to ensure that elected members can make representations to the national authorities as required in relation to wider scrutiny issues and concerns, elected members may be interested to note the following updates from external agencies including, but not limited to, Her Majesty's Inspector of Constabulary in Scotland, Her Majesty's Fire Inspectorate, Audit Scotland and the Accounts Commission in relation to the work carried out by the Police Scotland and Scottish Fire and Rescue Service and consider and respond to consultations on strategic Police and Fire and Rescue priorities and Scottish Police Authority and Scottish Fire and Rescue Service Strategic Plans. This report is intended to draw these elements together with a view to informing and shaping future meeting agendas as appropriate and raising awareness of emerging issues.

## **3.0 RECOMMENDATIONS**

- 3.1 That the Committee notes the information contained within the paper in respect of current and emerging national issues relating to Police and Fire and Rescue matters.

**Ruth Binks**  
**Corporate Director- Education, Communities & Organisational Development**

## 4.0 SCOTTISH POLICE AUTHORITY

- 4.1 **SPA Board and Committee Meetings:** The May Board meeting of the Scottish Police Authority was held on [22 May 2019](#) in Edinburgh and in addition to the regular standing items also considered the following matters: Brexit Contingency Planning, Armed Policing Deployment Model and the proposed roll out of Digital Triage Devices (Cyber Kiosks).
- 4.2 **Staffing Appointments:** The SPA have appointed Malcolm Graham as Deputy Chief Constable with Police Scotland in addition to the appointments of Kenny MacDonald and Gary Ritchie to the rank of Assistant Chief Constable.

## 5.0 HER MAJESTY'S INSPECTORATE OF CONSTABULARY IN SCOTLAND

- 5.1 **Local Policing+ Inspection of the Resourcing of Events:** A report was published by HMICS in respect of [Local Policing+ Inspection of the Resourcing of Events](#) with the aim to assess the efficiency and effectiveness of the way in which Police Scotland resources events. Although the inspection examined how the process works in Greater Glasgow Division, the subject of events resourcing was raised by officers and staff in previous inspections.

In this report HMICS identified key findings and made fifteen recommendations in relation to Police Scotland's overall approach to resourcing events. In response to the inspection, Police Scotland will be asked to create an action plan to address the recommendations. The implementation of these recommendations will allow Police Scotland to develop its processes regarding the resourcing of events, ensuring that they continue to be policed safely whilst reducing the impact upon officers, staff and local communities.

## 6.0 SCOTTISH FIRE AND RESCUE BOARD

- 6.1 **Scottish Fire and Rescue Board:** The most recent meeting of the Scottish Fire & Rescue Board was held on [25 April 2019](#). The meeting considered updates from other Committee meetings as well as update reports from the Chief Officer and SFRS Board Chair.
- 6.2 The Scottish Fire & Rescue Board has provided advance notice that the Board Meeting on the 31<sup>st</sup> October 2019 will be held in Inverclyde (venue TBC).

## 7.0 SCOTTISH FIRE & RESCUE SERVICE

- 7.1 **SFRS Recruitment:** The Chief Officer of SFRS formally welcomed 61 new firefighters who will work to protect communities across Scotland. The trainees graduated at the Scottish Fire & Rescue Service's National Training Centre following a 14 week training schedule. There was a vacancy for 1 new recruit to join the Service in Inverclyde ensuring a full quota of staff across the authority area.
- 7.2 **SFRS Draft Strategic Plan 2019-2022:** SFRS published their draft Strategic Plan for the period 2019-2022. This matter has been tabled as a separate agenda item.

## 8.0 INVERCLYDE COMMUNITY SAFETY PARTNERSHIP

- 8.1 **Community Safety & Violence Prevention Initiative:** A report to a previous Local Police & Fire Scrutiny Committee advised members of a joint proposal between Police Scotland and Inverclyde Council regarding a community safety and violence prevention initiative. Members should note that the report was presented to the Inverclyde Alliance Board at its meeting on 18 March 2019 and was endorsed by the Alliance Board. The proposal is currently progressing ahead of a predicted roll-out in June 2019. A progress

P&F/02/19/HS



report will be presented at a future Local Police and Fire Scrutiny Committee.

## 9.0 DEVELOPMENT ACTIVITY

9.1 None

## 10.0 IMPLICATIONS

### 10.1 Finance

There are no financial implications.

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/(savings)

Cost Centre	Budget Heading	With effect from	Annual net impact £000	Virement From	Other Comments
N/A					

### 10.2 Legal

There are no legal implications.

### 10.3 Human Resources

This report does not impact on Human Resources.

### 10.4 Equalities

Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO - This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

### 10.5 Repopulation

This structure is intended to protect and assist the local communities.

## 11.0 CONSULTATIONS

11.1 None.

## 12.0 BACKGROUND PAPERS

12.1 Community Safety & Violence Prevention Initiative (Inverclyde Alliance Board, Agenda Item 12) (in respect of 10.1).

[Community Safety & Violence Prevention Initiative \(Inverclyde Alliance\)](#)