

A meeting of the Local Police and Fire Scrutiny Committee will be held on Thursday 21 November 2019 at 3pm within the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal and Property Services

BUSINESS

****Copy to follow**

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**Inverclyde Performance Report
1st July 2019 - 30th September 2019**



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

**Working together
for a safer Scotland**

Inverclyde Performance Report

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Local Fire and Rescue Service Plan Priorities

The Local Fire and Rescue Service Plan has been developed to set out the priorities and objectives within Inverclyde and allows our local authority partners to scrutinise the performance outcomes of these priorities. We will continue to work closely with our partners in Inverclyde to ensure we are all “**Working Together for a Safer Scotland**” through targeting risks to our communities at a local level.

The plan has been developed to complement key partnership activity embedded across Inverclyde Community Plan and associated Delivery and Thematic plans. Through partnership working we will seek to deliver continuous improvement in our performance and effective service delivery in our area of operations.

The Local Fire and Rescue Plan for Inverclyde identified six areas for demand reduction and is subject to regular monitoring and reporting through the Police / Fire and Rescue Committee. A summary of the priorities and current activity is detailed below with further detail and analysis contained within this performance report.

	Accidental Dwelling Fires	Accidental Dwelling Fire Casualties	Unintentional Injury and Harm	Deliberate Fire Setting	Non-Domestic Fire Safety	Unwanted Fire Alarm Signals
Inverclyde Central	2	0	0	15	0	12
Inverclyde East	1	0	1	7	1	13
Inverclyde East Central	4	0	2	19	1	16
Inverclyde North	2	0	4	10	1	35
Inverclyde South	2	0	1	8	2	20
Inverclyde South West	0	0	0	5	0	6
Inverclyde West	1	0	1	2	1	11

Total Incidents	12	0	9	66	6	113
Year on Year Change	-25%	-100%	-61%	-50%	100%	-12%
3 Year Average Change	-25%	-20%	-24%	2%	-17%	-7%

About the statistics within this report

The activity totals and other statistics quoted within this report are published in the interests of transparency and openness. They are provisional in nature and subject to change as a result of ongoing quality assurance and review. Because all statistics quoted are provisional there may be a difference in the period totals quoted in our reports after local publication which result from revisions or additions to the data in our systems. The Scottish Government publishes official statistics each year which allow for comparisons to be made over longer periods of time.

Activity levels have reduced by more than 5%

Activity levels have reduced by up to 5%

Activity levels have increased overall

Inverclyde Activity Summary



fires
primary &
secondary



special
services



false
alarms



365
total number of
incidents



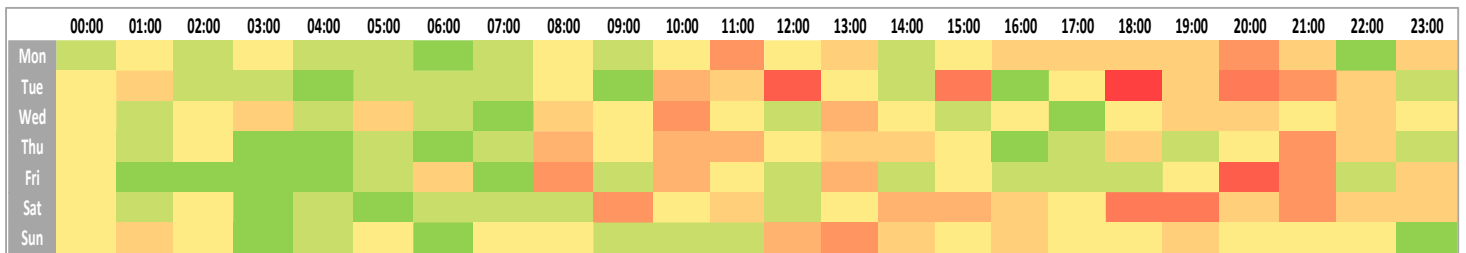
11
fire & non-fire
casualties



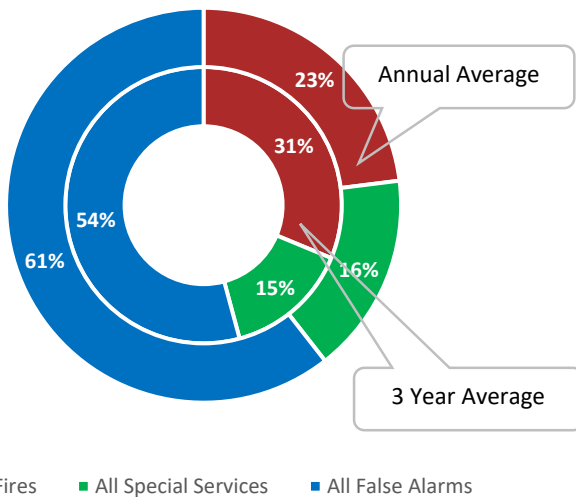
£222,610
economic cost of
ufas incidents

***data above is year on year change**

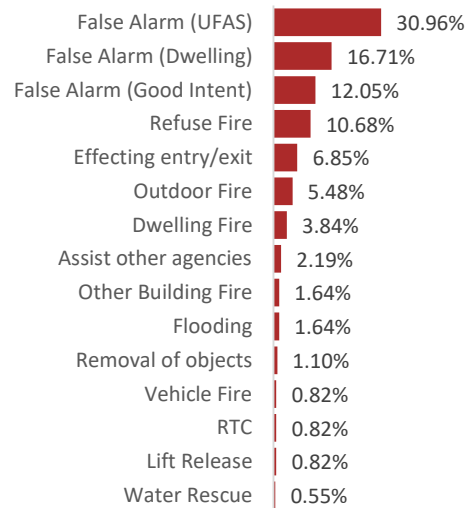
Activity by Time of Day



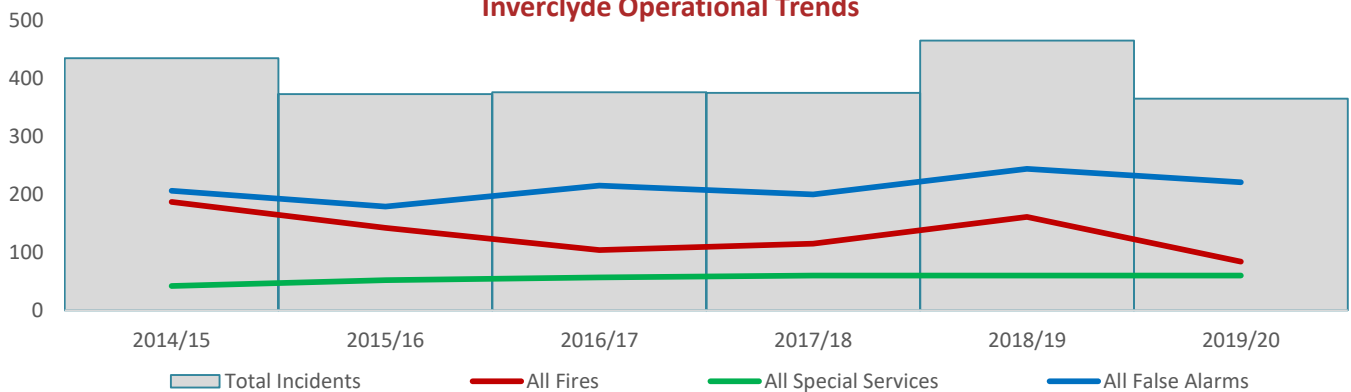
Incidents by Classification



Top 15 Incidents Types by %



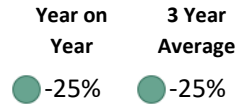
Inverclyde Operational Trends



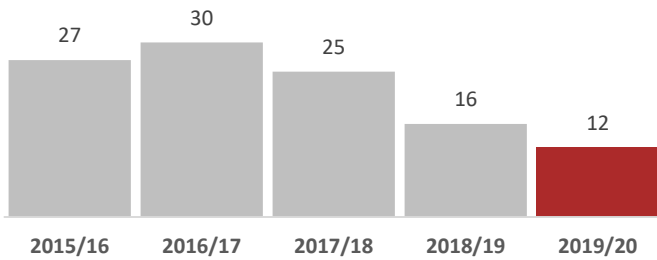
Domestic Safety - Accidental Dwelling Fires



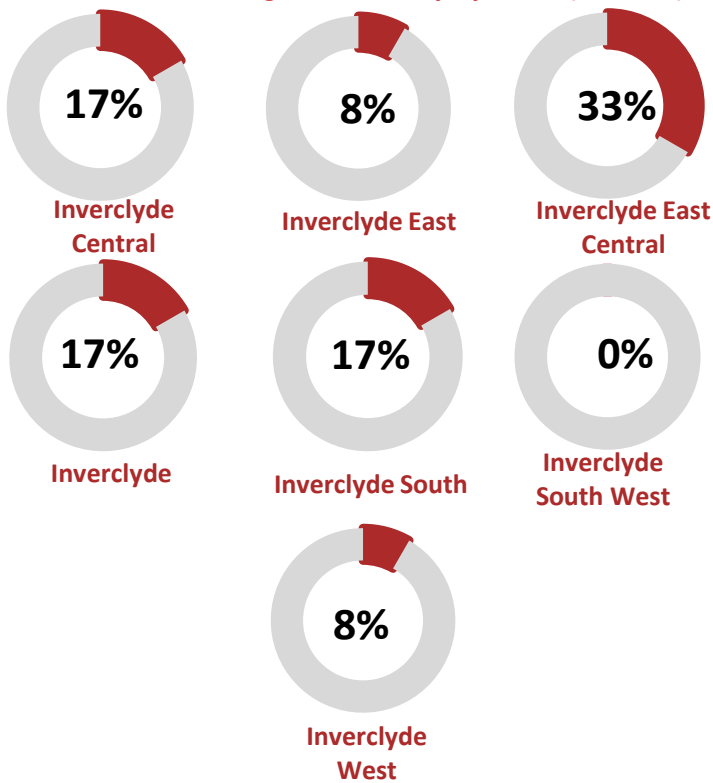
Performance Summary



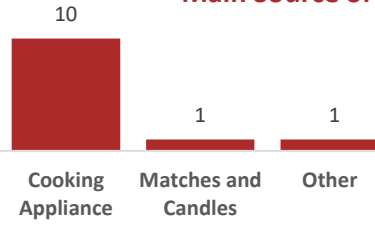
Accidental Dwelling Fires



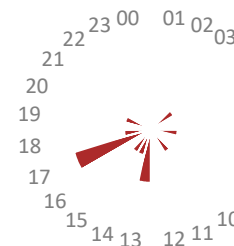
Accidental Dwelling Fires Activity by Ward (% share)



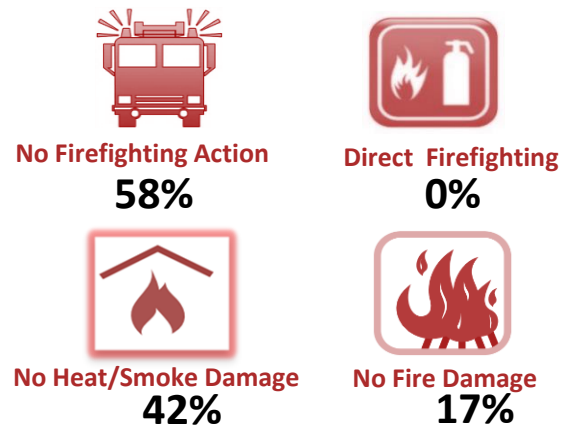
Main Source of Ignition



Accidental Dwelling Fires by Time of Day



Severity of Accidental Dwelling Fires



Human Factors



Automatic Detection & Actuation



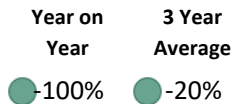
Committee members will note a reduction for the fourth year running across this quarter which provides a very positive picture and a 60% reduction in activity from the peak period during 2016/17.

A high percentage (92%) of incidents highlighted the presence of Smoke detection and the number of these systems linked to Alarm Receiving Centres still remains high. This early detection and warning is consistent with the fact that no direct firefighting was carried out at any of the incidents over this period.

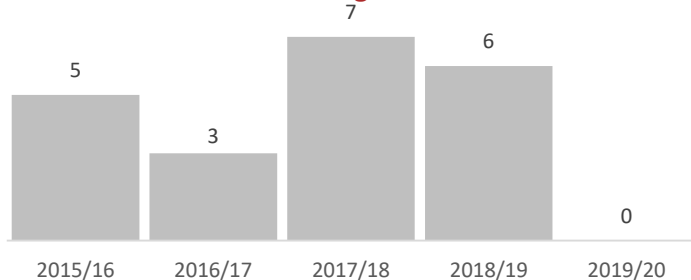
Domestic Safety - Accidental Dwelling Fire Casualties



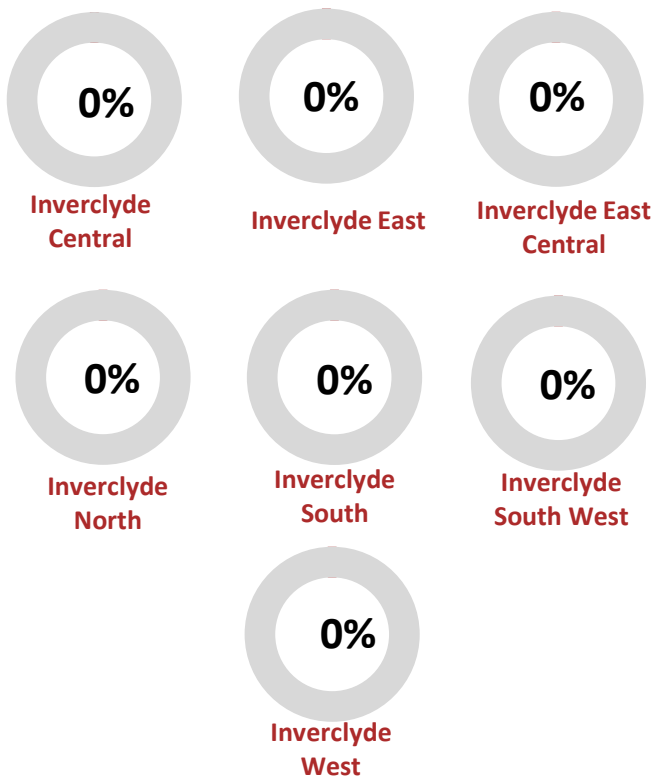
Performance Summary



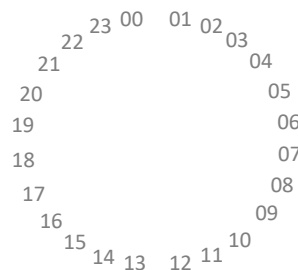
Accidental Dwelling Fires Casualties



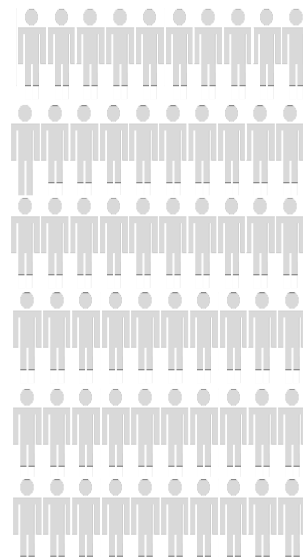
Accidental Dwelling Fire Casualties by Ward (% share)



Fire Casualties by Time of Day



Nature of Injury



Extent of Harm



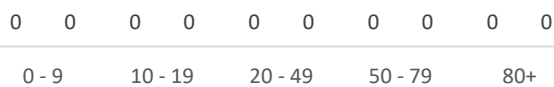
Age / Gender Profile



Male



Female



In keeping with the reduction in Accidental Dwelling Fires and early detection statistics, it is pleasing to see zero activity in relation to casualty data over this quarter.

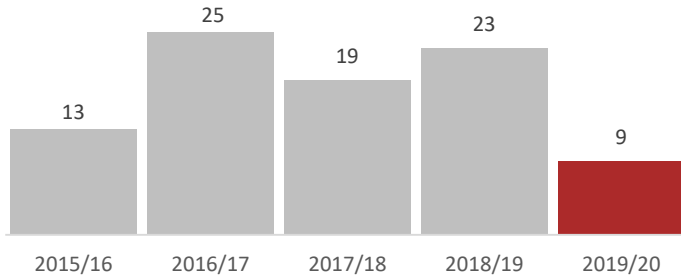
Unintentional Injury and Harm



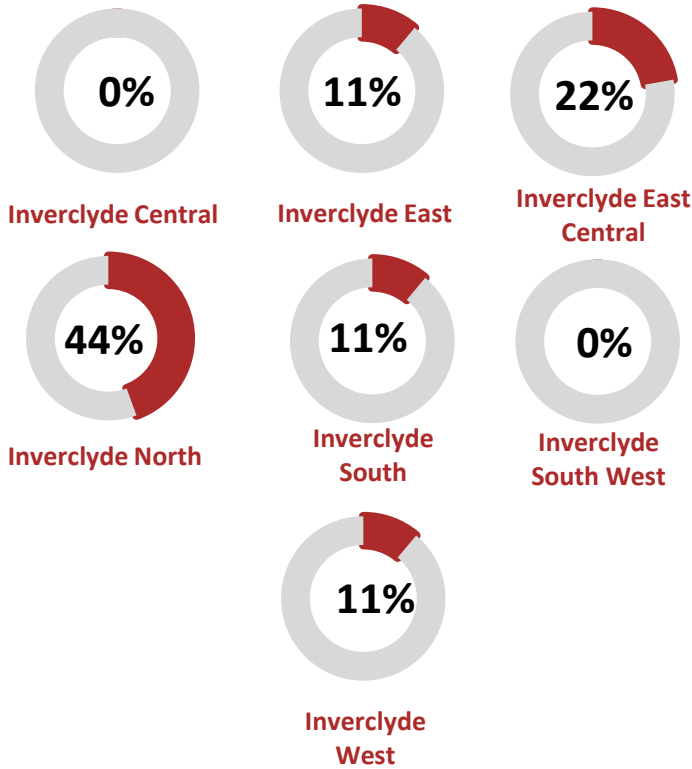
Performance Summary

Year on Year **-61%**
3 Year Average **-24%**

Non-Fire Casualties



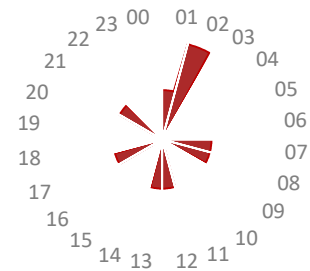
Non-Fire Casualties by Ward (% share)



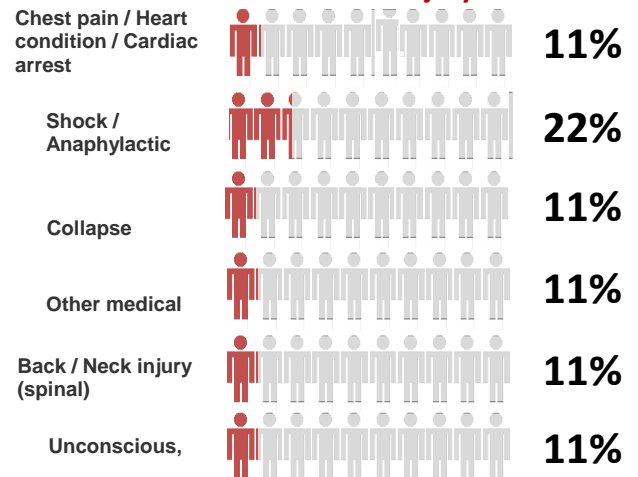
We see over this quarter the lowest figures for at least the last 5 years.

Pleasing to see the high percentage of incidents where SFRS have been called to assist other agencies which shows that confidence and awareness of SFRS capabilities is becoming more prevalent amongst partners.

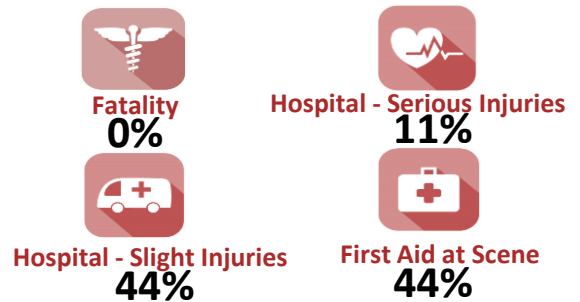
Non-Fire Casualties by Time of Day



Nature of Injury



Extent of Harm



Non-Fire Emergency Activity

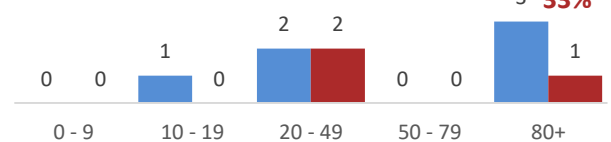


Male
67%

Age / Gender Profile



Female
33%



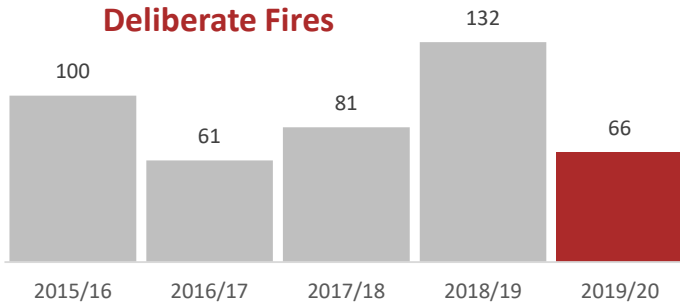
Deliberate Fire Setting



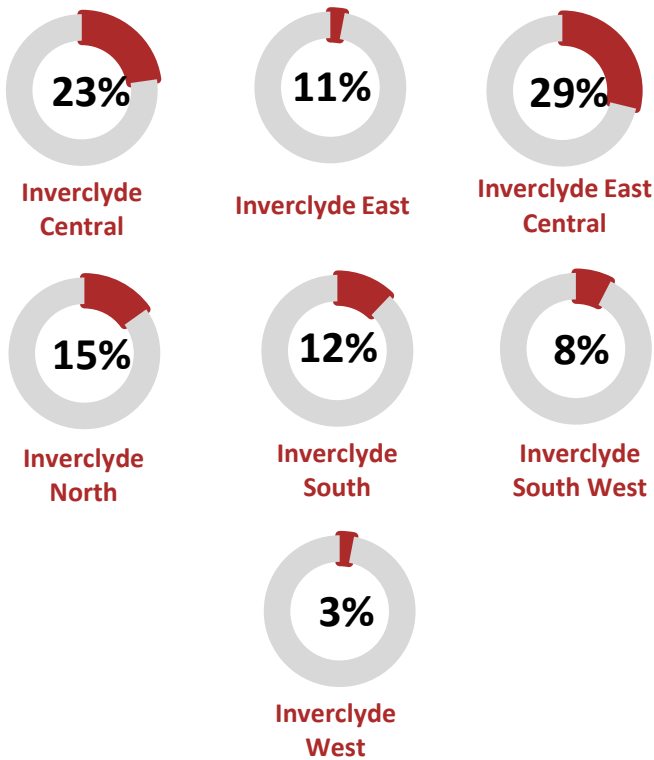
Performance Summary



Deliberate Fires



Deliberate Fires by Ward (% share)

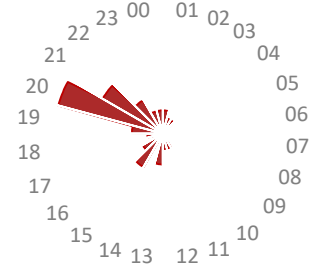


Definitions

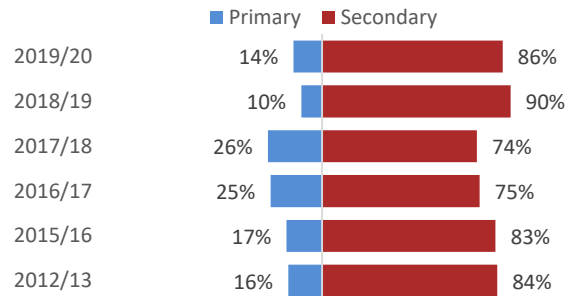
Primary Fires - all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances

Secondary Fires - fire incidents 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.

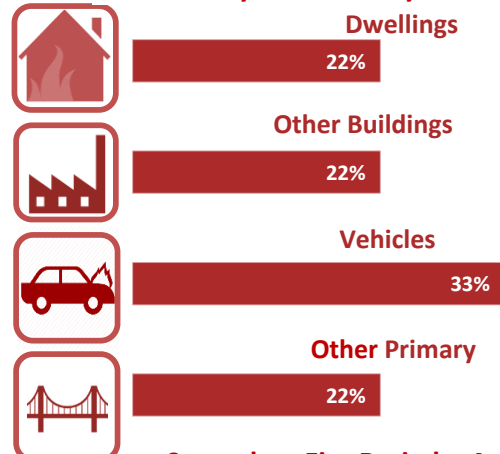
Deliberate Fires by Time of Day



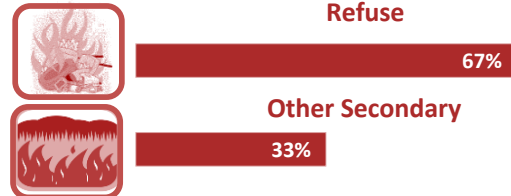
Deliberate Fires by Classification



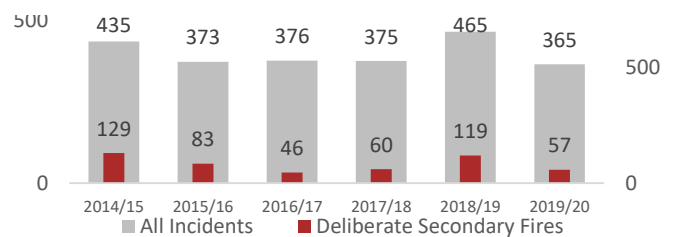
Primary Fire Ratio by Activity Type



Secondary Fire Ratio by Activity Type



Deliberate Fires Compared to Operational Activity

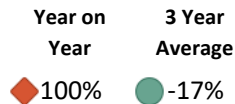


After a rise last quarter it's pleasing to see a reduction down to around the lowest activity levels seen over the last 5 years. Committee members will note that the trend of incident activity points towards evening hours and local personnel are working with Area HQ staff to identify any hotspot activity areas.

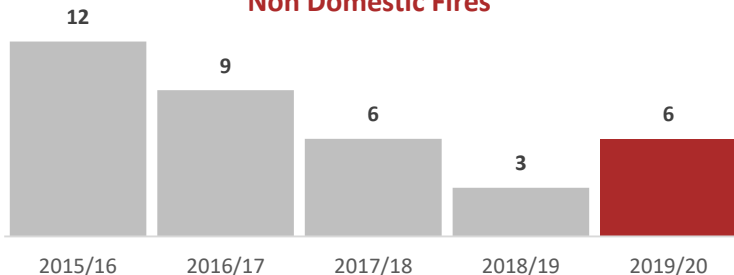
Non Domestic Fire Safety



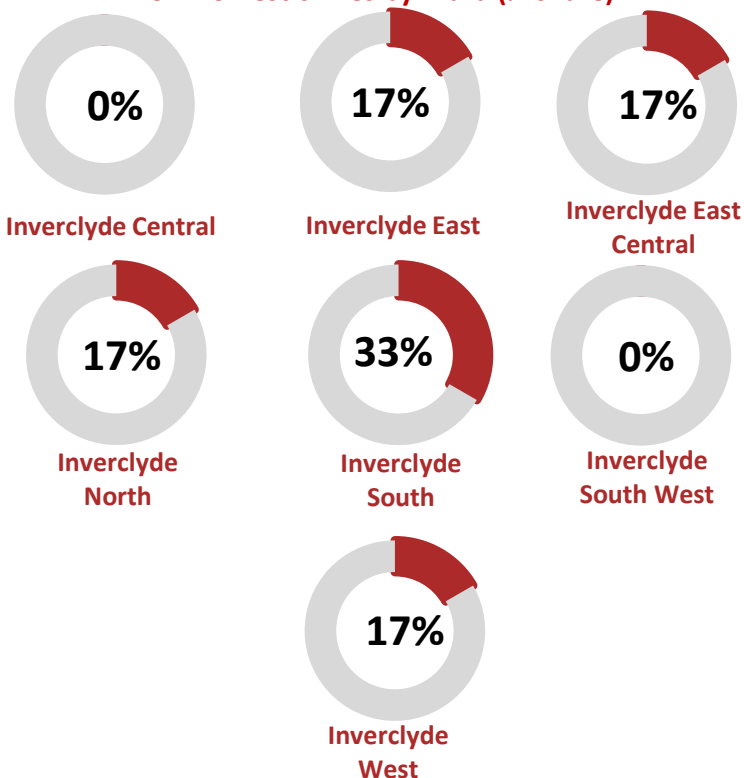
Performance Summary



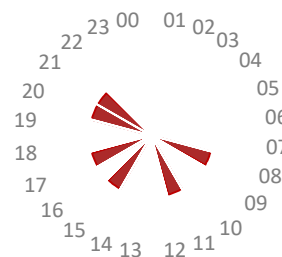
Non Domestic Fires



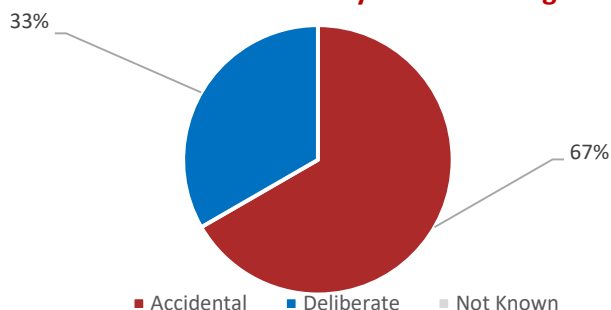
Non-Domestic Fires by Ward (% share)



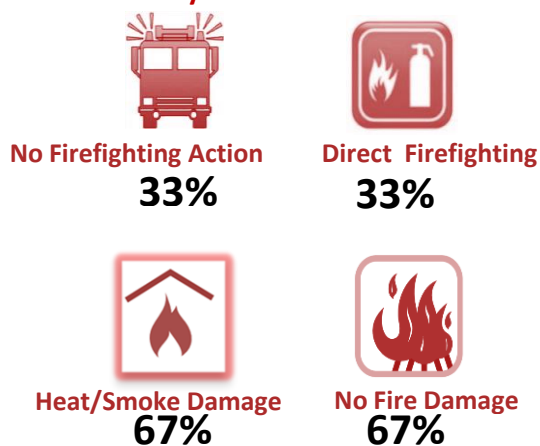
Non-Domestic Fires by Time of Day



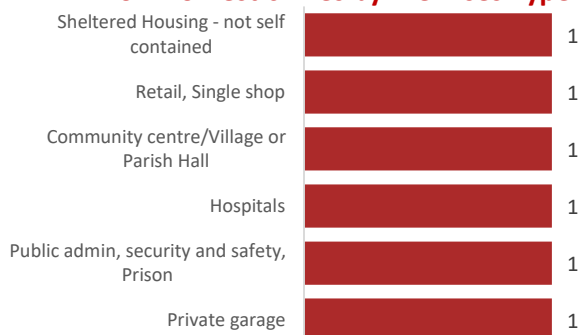
Non-Domestic Fires by Nature of Origin



Severity of Non-Domestic Fires



Non-Domestic Fires by Premises Type



There has been an increase this period from the low figure recorded last year over this quarter. There is no pattern in terms of building type, however, all relevant incidents were passed to local enforcement officers to carry out post fire audits and work with business to identify causes and address any matters relating to fire safety.

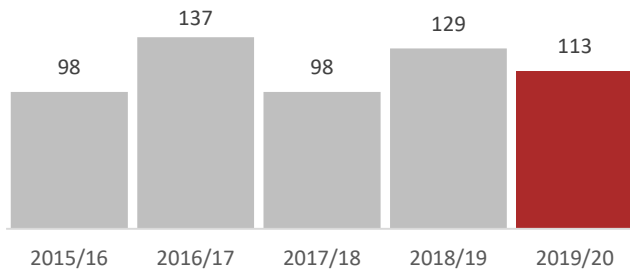
Unwanted Fire Alarm Signals



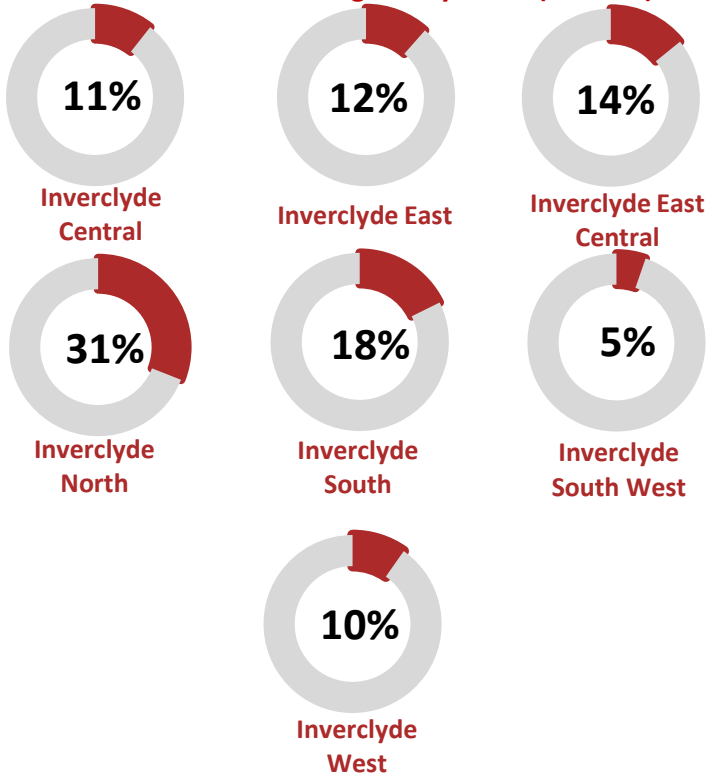
Performance Summary

Year on Year **-12%** 3 Year Average **-7%**

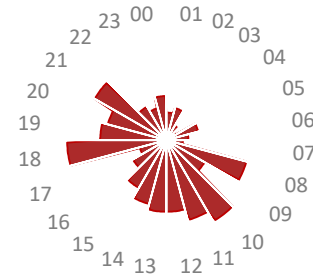
Unwanted Fire Alarm Signals



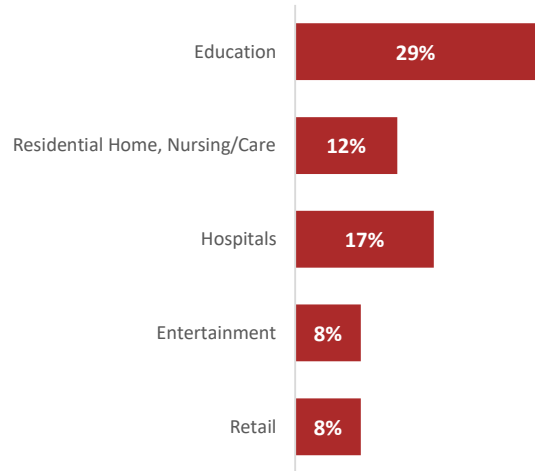
Unwanted Fire Alarm Signals by Ward (% share)



Unwanted Fire Alarm Signals by Time of Day



Unwanted Fire Alarm Signals - Top 5 Premises



Unwanted Fire Alarm Signals Activity Ratios



UFAS Percentage Against all Incidents

31%



UFAS Percentage Against all False Alarms

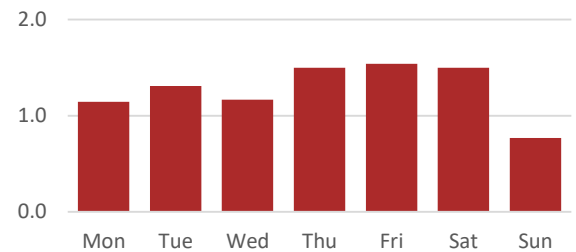
51%



Human Influence and Alarm Activations

35%

Average Unwanted Fire Alarm Signals per Day



There has been a reduction from the same reporting period last year. Education and Care premises feature as top reporters across Scotland and local UFAS Champions are working hard to reduce the instances of avoidable actuations.



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 18 crimes to a total of 91, with serious assaults being the main reason for this increase. The 5 year average for Gp 1 crimes is 66.2.

There was one murder or culpable homicide in the reporting period, which is one up on the same period last year.

150 fewer disorder complaints (-8.1%)

There have been 360 recorded common assaults (37 more victims) - up 11.5% on the previous year. 67 assaults targeted police officers, with 10 further assaults on other emergency workers. Twelve police assaults occurred while the offender was in custody. The 5 year average for common assaults is 314.6



The rate of overall violence per 10k population in Inverclyde remains below the national average rate of 61.1%. The detection rate for crimes of serious violence is 70.8%, compared to a national position of 68.8%. One third of all recorded serious assaults in Inverclyde involved uncooperative/hostile complainers or witnesses.

Acquisitive Crime



Shoplifting has increased 27.9% to a total of 257 crimes - 56 more than last year. Food, alcohol and grocery thefts are up 30%.



Housebreaking crimes (inc attempts) - have increased by 5.7% (5 more crimes). 75% of HBs targeted dwelling houses.

Other categories of crimes of dishonesty have remained broadly similar to the previous year. However opening lockfast vehicles are up from 14 to 24 crimes (+74%), countered by a 39% reduction in theft of motor vehicles.



There have been five reported door step crimes - two more than the same period the previous year. Tactics used by suspects are predominately posing as utilities workers to gain access to properties and steal from within, or bogus workmen or roofers.

Inverclyde

Local Policing Plan (2017 – 2020)

Reporting Period: 1 April 2019- 30 Sept 2019

Public Protection

Reported sexual crimes have decreased on the previous year, to a total of 81 - seven fewer than the 2018 period.

The rate of recorded sexual crime per 10k population remains below the national average.

Rape and attempted rape are also on the decline – down from 19 to 15 crimes (-21.1%)

Meanwhile, 48% of all sexual reports were non-recent in nature.



46% of sexual crimes involved victims aged 15 years or less at the time of the offence, with 65% of these crimes involving non-recent reporting. 20% of all sexual offences were cyber-enabled.

The current detection rate for sexual crime is 37.0% - up from the 33.0% recorded last year.



79 missing person incidents have been reported within Inverclyde only, with 30.3% of all incidents involving Looked After and Accommodated Children (LAAC). 69.6% of all missing person incidents across Inverclyde involved children aged 10-19 years.

1,006 adult / child concern Vulnerable Person forms in the current year - up by nearly 1% on the same period last year.

496 domestic incidents have been recorded, up 16.2% on the previous year. 46.4% of these incidents resulted in a crime report being raised - an increase on the 39.8% conversion rate recorded last year. Meanwhile, of the total 11,403 recorded police incidents, there were 398 public safety incidents (86 less than last year).

Total of 28 complaints have been received in relation to the Police within Inverclyde (24.3 complaints per 10,000 incidents). A total of 45 allegations have been made; of which 13 related to quality of service.

Major Crime & Terrorism



56 individuals linked to serious and organised crime have been arrested in Renfrewshire and Inverclyde. Divisionally £155,873.08 has been seized under the Proceeds of Crime Act.

There have been 31 drug supply charges raised year-to-date, three less than year previous. Cocaine was involved in 54% of drug supply charges observed during the reporting period, followed by cannabis (35%) and heroin (10%).

There have been 6 confirmed drug - related deaths, with 14 further suspected drugs deaths (awaiting toxicology results). Etizolam continues to feature in the majority of the confirmed drug deaths.



Cyber-enabled crime continues to be an issue, with 92 crimes over the year having a 'cybercrime' marker applied (up from 22 last year). 25% of crimes in 2019/20 related to threatening communications.

Road Safety & Road Crime



There has been one road fatality recorded in the period covered. This represents one more road death than the previous year. Meanwhile, serious road injuries have increased by one to a total of 11, while slight injuries also increased – up to 40 (nine more than last year).



Overall, offences relating to vehicles are down 26.0% on the previous year, particularly speeding (-37.2%), dangerous driving (-41.2%) and Insurance (-38.3%). However, proactive road policing has contributed to an increase in disqualified driving charges (+25.0%).

POPULATION

Respected

Brexit – As part of Police Scotland's preparations for Brexit, a number of officers have been deployed as force reserves to manage large scale events. Locally the services of the Brexit teams have been secured on a number of occasions whereby they provide local officers with assistance for Warrant enquiries, Anti-social behaviour and public reassurance patrols throughout Inverclyde. These additional resources have proved invaluable in assisting in a number of occasions.

Gender Neutral Headwear – Police Scotland officers are now permitted to wear police issue 'baseball' caps after requests to allow gender-neutral headwear. The baseball style caps have been widely used by specialist officers for a number of years and other UK forces have adopted them as a non-gendered option. The decision is in line with commitment to support an inclusive workforce and organisation.

Drug Driving - Road policing officers are now using roadside screening testing drivers at the roadside using one of two Home Office type approved devices. Both use saliva samples, and test for Cannabis (THC) and Cocaine only. A positive roadside test empowers officers to arrest a suspected drug driver and make a requirement to provide blood, without contacting a doctor.

Mobile working – Final stages of training for the first officers in Inverclyde to be fully operational using the new Mobile digital notebooks. Mobile Working will enable officers to work in a more flexible way by providing the ability to access national systems and processes whilst on duty and reduce the need to return to stations. This allows officers to be more visible within communities, have access to comprehensive information to assist with critical information whilst dealing with incidents and will increase officer productivity by reducing rekeying and repetition of information.

Work Experience – A number of young adults from Inverclyde schools took part in a work experience program for one week. This provides the future generation of Police officers a unique and invaluable insight to modern policing. The program allowed them to get involved in a number of activities across a wide variety of Policing departments including C3 Contact & Command Centre, Helicopter, Public Order, Mounted Unit, Dog branch and Greenock Sheriff Court where they got to listen to a live criminal trial. Pupils were also shown how to preserve and examine crime scenes and how to take fingerprints and shoe prints for examination.

Stranger Danger – As part of Police engagement within schools in Inverclyde, Local Community Officers have been conducting 'Stranger Danger' inputs to primary pupils to raise awareness of the risks of speaking to strangers and how to keep themselves safe. Community Police engagement has also been recognised during a recent HMI School Inspection which demonstrates our continued engagement within Inverclyde communities.

Active

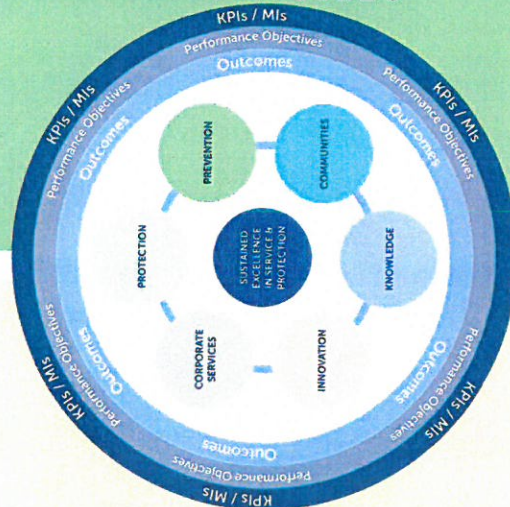
Safe

Notable Arrests – Officers observed a group of males consuming alcohol within Bubbly Jock Brae, West Stewart Street in Greenock. On speaking to one of the males he ran from officers resulting in a foot chase whereby he discarded a knife which was recovered shortly after. As a result a 19 year old male was arrested for a number of alleged offences including being in possession of a knife and held in custody to appear at court, currently awaiting trial.

Protecting People at Risk of Harm – Police responded to a report of a female having jumped into the water at East India harbour. A Co-ordinated response was undertaken from Police, Coastguard, Scottish fire and rescue and Ambulance. Police were able to keep the female above water using throw lines and with assistance from Coastguard the female was rescued and treated by ambulance crews and thereafter taken to hospital for medical assessment.

Multi Agency Partnership Working - Responding to complaints of groups gathering on West Stewart & Kiblain Street in Greenock engaged in Anti-social behaviour. Police conducted additional patrols to detect and deter Anti-social behaviour and have made a number of arrests for various offences. While the behaviour of some are criminal it was recognised that many of the individuals have addiction issues and are isolated within the community using this area as a social gathering spot. In partnership with Your Voice, Inverclyde Council and HSCP a pilot was setup to facilitate community space within IZone to offer a place for people attend, socialise in a safe environment and engage with services to help them into recovery.

No Knives better Lives – As part of Health & Wellbeing strategy and in order to address concerns regarding the perceived increase in Knife crime, both nationally and locally, Campus officers delivered a number of 'No Knives Better Lives' interactive workshops to S2 / S3 pupils across all secondary Schools in Inverclyde. The aim of these inputs is to highlight the dangers and ramifications of carrying knives and the devastation knife crime can have on individuals, families and communities.



Road Safety Awareness – Local and Road Policing officers working in partnership with DVSA enforcement conducted a day of action in Inverclyde to target vehicles without appropriate documentation or unsafe due to defects. As a result over 40 vehicles were stopped and inspected with four offences detected, four vehicles with defects sent for rectification, two vehicles prohibited and two vehicles issued with delayed prohibitions.

Drugs and Weapons Recovery – Pro-active officers observed suspicious activity from three males in a vehicle on Meams street in Greenock. Due to the nature of the activity Police detained the males for search under Misuse of Drug legislation. A search of the males, vehicle and subsequent search of a house under warrant recovered a large quantity of substances believed to be Cocaine and white tablets with an estimated street value of approx. £4,500 and cash to the value of over £5,000. As a result three males aged 18, 19 and 37 were arrested for various alleged Misuse of Drug offences and offensive weapon charges and held custody for Greenock Sheriff court, currently awaiting trial.

Included

Have your say! - Your View Counts - <https://www.surveymonkey.co.uk/r/CXH85XJ>

Responsible

Nurtured

ENVIRONMENT, CULTURE & HERITAGE

Report To:	Local Police and Fire Scrutiny Committee	Date:	21 November 2019
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	P & F/17/19/HS
Contact Officer:	Hugh Scott Service Manager	Contact No:	01475 715459
Subject:	Local Police and Fire Scrutiny Committee Update Report (November 2019)		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Local Police and Fire Scrutiny 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 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.

This report provides updates for the following:

- The Scottish Police Authority and Scottish Police Authority Board;
- Her Majesty's Inspectorate of Constabulary in Scotland;
- Scottish Fire & Rescue Board;
- The Scottish Government;
- Inverclyde Council.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the current and emerging national issues relating to Police and Fire and Rescue matters.
- 3.2 That the Committee, in respect of item 8.0, considers views on key challenges and opportunities on policing in Scotland.

Ruth Binks
Corporate Director Education, Communities & Organisational Development

4.0 SCOTTISH POLICE AUTHORITY

- 4.1 **SPA Chief Executive:** The SPA has appointed Lynn Brown as the Authority's Interim Chief Executive. The interim arrangement will last approximately 6 months while the Authority progresses organisational development already underway and initiates a recruitment process for a permanent Chief Executive. This interim appointment follows an interview and selection process initiated by the SPA Board following the resignation of its previous Chief Executive.
- 4.2 **SPA Board Meeting:** The September meeting of the SPA Board was held on 24 September in Falkirk. In addition to regular standing items the Board also received an update regarding Brexit Contingency Planning and a presentation and report on the Contact Assessment Model (CAM) Phase 2. The agenda and associated papers for this meeting can be viewed using the following link: [24 September 2019](#).

The report on CAM is provided here: [Contact Assessment Model \(CAM\) Phase 2](#). The following points are noted for general information:

- CAM is the application of an enhanced assessment and decision-making model, using criteria such as risk and vulnerability that enables identification and direction of the most appropriate policing response at first point of contact. This will be utilised within the Police Scotland Service Centre (PSSC), the Area Control Rooms (ACR) and the newly created Resolution Team (RT) within C3 (Contact, Command and Control) Division.
- The model assures that Police Scotland will deliver the most appropriate and proportionate response with the following key changes delivered by CAM: (1) the removal of around 15% "failure to meet demand" from the system; all callers are informed at first point of contact both how and when the police will respond. (2) The removal of default (system generated) call grading; all decisions are based on an assessment of Threat, Harm, Risk, Investigate, Opportunity, Vulnerability and Engagement (THRIVE). (3) The introduction of a local policing appointment as the 'standard' policing response. (4) The introduction of a resolution team based within C3 Division to manage up to 15% of demand without the involvement of local policing.
- The CAM is currently delivering significant strategic benefits across the proof of concept areas in Lanarkshire and Dumfries and Galloway. The report notes the proposed phasing approach with (K Division Renfrewshire & Inverclyde) to implement in December 2019.
- Police Scotland has offered to provide training to frontline staff within Inverclyde Council and other partner agencies in relation to CAM and will also host an all members briefing prior to Christmas.

5.0 HER MAJESTY'S INSPECTORATE OF CONSTABULARY IN SCOTLAND (HMICS)

- 5.1 **Strategic Review of Police Scotland's response to online child sexual abuse- Terms of Reference:** In October HMICS published [Terms of Reference](#) relating to Police Scotland's response to online child sexual abuse. The aim of this inspection is to provide a strategic overview of Police Scotland's response to online child sexual abuse, which will raise public awareness of the issues and enhance the understanding of policy makers and practitioners. It will highlight any areas of good practice as well as those in need of improvement, and potentially act as a catalyst for further scrutiny of related areas of policing. It is anticipated that a report of findings will be published in January 2020.
- 5.2 **Thematic Inspection of the Scottish Police Authority:** [An inspection report](#) was published to assess the effectiveness and efficiency of the Scottish Police Authority in terms of fulfilling its core role. It scrutinised how the SPA is meeting its statutory obligations under the Police and Fire Reform (Scotland) Act 2012 as a public body. The report concluded that the model of governance by an independent police authority is a sound one. 14 recommendations for the SPA, Scottish Government and Police Scotland are made in the

report. The report also noted that there had been genuine progress over the previous 18-24 months however did find that challenges still remain for the SPA.

5.3 Leading Lights- An inspection of the police service's arrangements for the selection and development of chief officers: The aim of this [joint report](#) between HMICS and Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services was to assess how well UK policing selects and develops candidates for chief officer roles. The report makes 9 recommendations for UK policing (Scotland and England and Wales) to:

- Establish greater consistency;
- Deliver transparency and fairness in selection;
- Create a framework for continuous development, and;
- Improve mobility amongst chief officers.

The report notes that although policing in Scotland is a devolved matter, there is a common pathway through which candidates must pass to gain eligibility to apply for chief officer posts through the UK. Accordingly, this report does have UK-wide implications.

6.0 SCOTTISH FIRE & RESCUE BOARD

6.1 The Scottish Fire & Rescue Board hosted their Board meeting at the Beacon Arts Centre on Thursday 31 October. An invitation was also sent to a range of elected members, Inverclyde Council Corporate Management Team and other partners from the Chair of the Scottish Fire & Rescue Board to attend an engagement event with the Board Chair and Chief Officer. An update will be provided to the Committee at the February 2020 meeting.

7.0 THE SCOTTISH FIRE & RESCUE SERVICE

7.1 There was submitted a report to the Local Police and Fire Scrutiny Committee seeking committee approval to submit a consultation response in respect of the 'Scottish Fire & Rescue Service- Draft Strategic Plan 2019-2022'. The response to the consultation was submitted on 5 July 2019. The final report has been laid down before Scottish Parliament and has subsequently been published. This is being considered as a separate agenda item.

P&F/08/19/HS

8.0 THE SCOTTISH GOVERNMENT

8.1 There was submitted a report to the Local Police and Fire Scrutiny Committee seeking committee approval to submit a consultation response to the Scottish Government consultation 'Strategic Police Priorities for Scotland'. The response to the consultation was submitted on 4 October 2019.

P&F/15/19/HS

Subsequently, the Scottish Police Authority has contacted the Leader of the Council, Local Police & Fire Scrutiny Committee Convenor and Inverclyde Council Chief Executive (appendix 1) advising that the publication of new strategic police priorities will require the Scottish Police Authority to review and if necessary revise the long term Strategic Police Plan ([Policing 2026: Serving a changing strategy](#)).

With a view to early strategic engagement with key partners, and in order to shape the SPA's thinking well ahead of a future formal consultation process, the SPA are seeking views on the key strategic challenges and opportunities for the improvement of policing in Scotland, which the Committee think should be considered as part of the revision of the Strategic Police Plan. Feedback can be provided to the SPA by 22 November 2019.

9.0 INVERCLYDE COUNCIL

9.1 There was submitted a report to the Local Police and Fire Scrutiny Committee by the Corporate Director (Environment, Regeneration and Resources) regarding public space CCTV provision in Inverclyde. An invitation to the Convenor of the Local Police and Fire Scrutiny Committee and Convenor of the Environment and Regeneration Committee has been accepted to view the system at Greenock Police Office. An invitation will also be extended to all Elected Members in due course.

P&F/03/19/MM

10.0 IMPLICATIONS

10.1 Finance

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

10.2 Legal

N/A

10.3 Human Resources

N/A

10.4 Equalities

Equalities

- (a) 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

- (b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

X

YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

NO

10.5 Repopulation

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

11.0 CONSULTATIONS

11.1 N/A

12.0 BACKGROUND PAPERS

12.1 Inverclyde Local Police & Fire Scrutiny Committee report June 2019
Scottish Fire & Rescue Service- Draft Strategic Plan 2019-2022

12.2 Inverclyde Local Police & Fire Scrutiny Committee report September 2019
Scottish Government Consultation- Strategic Police Priorities for Scotland

LETTER SENT VIA EMAIL ONLY

LA COUNCIL LEADER, SCRUTINY LEAD & CEO
SAS CEO
SFRS CEO
NHS Health Board CEO
SCVO CEO
ASPS
HMICS
UNISON
POLICE FEDERATION
PIRC
COSLA
SOLACE

26 September 2019

Dear Stakeholder

**SCOTTISH POLICE AUTHORITY
STRATEGIC POLICE PLAN REFRESH**

As you may know the Scottish Government is currently consulting on a proposed revision to the Strategic Policing Priorities. This consultation is open until Friday 4 October 2019 and views can be submitted via the following link:

<https://consult.gov.scot/safer-communities/review-of-strategic-police-priorities/>

In accordance with the Police and Fire Reform (Scotland) Act 2012, the publication of new Strategic Police Priorities requires the Scottish Police Authority to review and if necessary revise the long term Strategic Police Plan.

An outcome based approach to planning and performance was developed through 2018 and an outcome based Annual Police Plan and supporting Performance Framework were approved by the SPA Board in March 2019.

The/

The Scottish Police Authority has, in collaboration with Police Scotland, established a joint project team to review the extant strategy *Policing 2026: Serving a Changing Scotland* and to conduct a wide ranging assessment of the strategic environment which would form the evidence base to shape a revision to the Plan. The current Plan is available via the following link:

<https://www.scotland.police.uk/assets/pdf/138327/386688/policing-2026-strategy.pdf>

A revised Plan would be outcome based and align to the National Performance Framework.

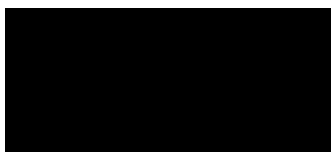
With a view to early strategic engagement with key partners, and in order to shape our thinking well ahead of a future formal consultation process, we are seeking your views on the key strategic challenges and opportunities for the improvement of policing in Scotland, which you think should be considered as part of the revision of the Strategic Police Plan.

Our SPA Strategy Programme Lead, Martin Smith, will coordinate inputs on behalf of the joint project team and Martin will be the point of contact should you or your staff have any queries. Could you please submit your view on key challenges and opportunities by email to martin.smith@spa.pnn.police.uk ideally with first thoughts **by Friday 22 November 2019.**

The SPA will continue to welcome your input on an ongoing basis throughout the development process, however we have scheduled a first discussion session with SPA Board members on Tuesday 29 October 2019, so any early feedback prior to this date would be appreciated and included in that session.

Many thanks for taking the time to share your views at this early engagement stage, which will help to inform our planning and ensure that our process reflects the views of strategic partners. This process will see us continue to work to develop a formal draft plan for consultation which we would expect to share with you formally around the end of 2019.

Yours sincerely

A black rectangular redaction box covering the signature of Lynn Brown.

LYNN BROWN
Interim Chief Executive

Report To:	Local Police and Fire Scrutiny Committee	Date:	21 November 2019
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	P & F/19/19/HS
Contact Officer:	Hugh Scott Service Manager	Contact No:	01475 715459
Subject:	Scottish Fire and Rescue Service Strategic Plan 2019-22		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Local Police and Fire Scrutiny Committee on the recent publication of the Scottish Fire and Rescue Service Strategic Plan 2019-22.
- 1.2 The report provides members with an overview of the Strategic Plan, a summary regarding the submission of a consultation response provided by the Committee in July 2019 and allows members to discuss the continuing relevance of the Inverclyde Local Fire and Rescue Plan.

2.0 SUMMARY

- 2.1 The Scottish Fire and Rescue Service (SFRS) has published their Strategic Plan 2019-2022 (The plan) following approval by the Community Safety Minister Ash Denham MSP and this was laid before the Scottish Parliament.
- 2.2 The plan sets out the SFRS proposed direction over the coming years, which includes delivering a world class and sustainable Service, enhancing partnership working and responding to new and emerging risks such as climate change.
- 2.3 The objectives included in the Strategic Plan 2019-2022 were drawn from data and intelligence on the changing nature of risk within communities as well as from a staff survey and public consultation into proposed Service transformation, both conducted in 2018. It also follows the previous launch of a Draft Plan, which was first published in May and finalised after the completion of an associated public consultation.
- 2.4 The Council, in its capacity as a scrutiny board, has responded to the public consultation into proposed Service transformation and the associated public consultation in respect of the Draft Plan.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the publication of the Scottish Fire and Rescue Service Strategic Plan 2019-22.
- 3.2 It is recommended that the Committee considers the continuing relevance of the Inverclyde Local Fire and Rescue Plan following the publication of the Scottish Fire and Rescue Service Strategic Plan 2019-22.

4.0 BACKGROUND

- 4.1 The plan is the third Strategic Plan SFRS have produced since their inception as a single service in 2013. The plan drives forward their commitments on how SFRS will transform the Service to do more for Scotland and how SFRS will adapt to the changing nature of risks facing communities across the country.
- 4.2 This plan sets out commitments to the delivery of a first class fire and rescue service for all the people of Scotland. In delivering 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 and providing opportunities for all of Scotland to flourish.
- 4.3 The objectives included in the Strategic Plan 2019-2022 were drawn from data and intelligence on the changing nature of risk within communities as well as findings from a staff survey and public consultation into proposed Service transformation, both conducted in 2018. It also follows the previous launch of a Draft Plan, which was first published in May and finalised after the completion of an associated public consultation. Inverclyde Council in its capacity as a scrutiny board have provided responses to the consultations when requested.
- 4.4 More specific details of the actions SFRS will take to support their 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 by the SFRS Strategic Leadership Team. Updates in regard to this will be provided at future Local Police and Fire Scrutiny Committee meetings.

LPFS/03/18/MM

P&F/08/19/HS

5.0 STRATEGIC PLAN 2019-22

- 5.1 The plan is appended for members' information (appendix 1) and is organised into several sections. The remainder of section 5 provides a brief overview of each section.
- 5.2 The plan considers four core values which outline what is important to SFRS in how they go about their work. These values reflect what SFRS believe are appropriate workplace behaviours and practices and how they play an important role in building a fair and cohesive working culture for a safer Scotland. The four core values are:
- Safety;
 - Teamwork;
 - Respect; and
 - Innovation.
- 5.3 The plan considers some of the key challenges facing Scotland that are likely to have an impact on the services SFRS provide. These challenges are:
- Changing population/demographics;
 - Social and economic inequality;
 - Extreme weather; and
 - Terrorism.

Members should note that repopulation and reducing inequalities are priorities for the Inverclyde Alliance Board.

- 5.4 The plan outlines the SFRS workforce and finances. Points of note include:
- Operational staff equates to over 80% of SFRS workforce. Challenges have been identified which have inspired the transformation agenda although future innovation is required to strengthen and future-proof arrangements.
 - The service delivery models associated with the Wholetime staff group, which

includes frontline firefighters who crew emergency vehicles and operational commanders and senior managers also needs to evolve in order for SFRS to respond more effectively to the current and future environment.

- In comparison to legacy services' resource funding in 2012/13, SFRS are operating with a £26.3m (9%) reduction in cash terms in 2018/19.
- Through sound and prudent financial management SFRS successfully managed their annual budget and have operated within allocated resource and capital allocations.

5.5 In respect of performance, a priority of the Fire & Rescue Framework for Scotland 2016 was to develop a Performance Management Framework which would support a strategic plan. This Performance Management Framework provides details of how SFRS manage performance and contains a comprehensive set of corporate performance measures. An infographic contained within the plan shows how SFRS have performed against some of the important indicators since 2013/14. A 5 year comparison for Scotland (for the period 2013/14 to 2017/18) notes the following:

- An increase in the total number of incidents attended.
- An increase in total fire fatalities.
- A decrease in total non-fatal casualties.
- A decrease in total fires.
- Little change in the total accidental dwelling fires.
- Little change in the total Home Fire Safety Visits.

5.6 The plan sets out four outcomes and associated objectives. These outcomes are the same as noted in the draft strategic plan as presented to the Committee at its meeting in June 2019. 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.

An explanation of each outcome and objectives is detailed within the plan.

5.7 The Council in its capacity as a scrutiny board was invited to SFRS to respond to the Draft Strategic Plan 2019-2022. A response was submitted to SFRS on 7 July 2019. The following concerns were noted by the Committee in the response:

- 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 opposes 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 do 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 and Rescue Plan for Inverclyde to ensure its continuing relevance.
- The Committee acknowledges the strong presence of SFRS staff across Inverclyde in helping to keep our communities safe. The Committee seeks assurances that a strong presence of SFRS staff is maintained across Inverclyde. The Committee would further note that any changes to staffing arrangements in Inverclyde would

have an impact on the delivery of the Local Fire and Rescue Plan for Inverclyde and would seek clarification if a new Local Fire and Rescue Plan would be required.

- As this is a national strategy there has been concern raised by Elected Members that the draft strategy does not detail the impact the proposed outcomes would have locally and delivery of the Local Fire & Rescue Plan for Inverclyde. The Committee reserves the right to consider if a new Local Fire and Rescue Plan for Inverclyde would be required if the draft strategy is approved by Ministers.

6.0 PROPOSALS

- 6.1 It is proposed that members consider the publication of the Strategic Plan 2019-2022 in addition to the Inverclyde local fire and rescue plan to ensure the continuing relevancy of the Local Fire and Rescue Plan.

7.0 IMPLICATIONS

7.1 Finance

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if Applicable)	Other Comments
N/A					

7.2 Legal

The Police and Fire Reform (Scotland) Act 2012 establishes a legal framework for functions carried out by The Scottish Fire & Rescue Service. Section 114 (Strategic Plan) and Section 115 (Local fire and rescue plans) of the Act provides the appropriate legislative drivers.

7.3 Human Resources

N/A

7.4 Equalities

Equalities

- (a) Has an Equality Impact Assessment been carried out?

X	YES
	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

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

X	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
	NO

7.5 **Repopulation**

N/A

8.0 **CONSULTATIONS**

8.1 Scottish Fire & Rescue Service- Draft Strategic Plan 2019-2022

9.0 **BACKGROUND PAPERS**

9.1 Inverclyde Police and Fire Scrutiny Sub-Committee 22/02/18:
Local Fire & Rescue Plan 2017-20

9.2 Inverclyde Police and Fire Scrutiny Sub-Committee 12/04/18:
Your Service, Your Voice- A Consultation on the Safe and Planned Future of the Scottish Fire & Rescue Service

9.3 Inverclyde Local Police and Fire Scrutiny Committee 06/06/19:
Scottish Fire & Rescue Service- Draft Strategic Plan 2019-2022

9.4 Scottish Fire and Rescue Service Data Protection Impact Assessment
https://firescotland.citizenspace.com/planning-and-performance/draft-strategic-plan-2019-22/supporting_documents/Data%20Protection%20Impact%20Assessment.pdf

9.5 Scottish Fire and Rescue Service Equality Impact Assessment
https://firescotland.citizenspace.com/planning-and-performance/draft-strategic-plan-2019-22/supporting_documents/Equality%20Impact%20Assessment.pdf

**Working together
for a safer Scotland**



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland



**Strategic Plan
2019-22**



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To find out more, visit our website at www.firescotland.gov.uk



KIRSTY DARWENT
Chair
Scottish Fire and Rescue Service Board



MARTIN BLUNDEN
Chief Officer
Scottish Fire and Rescue Service

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.

The views of our staff, expressed in the Service's first ever [staff survey](#) in 2018, were 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 comments – 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 is 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.

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).

The Safer Communities Directorate of the Scottish Government 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



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 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, following the resounding support we have received from our partners for our ambitions outlined in this Plan, we will proactively 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, fair 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 and are committed to promoting [Fair Work](#) to guide our approach and 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, there is a need to broaden the role of our firefighters and reconfigure our frontline workforce. To do so will mean we will be in the best position to complement our partners across a range of sectors to support joint aspirations to improve the safety and wellbeing of Scotland's people.

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, as listed below. This portfolio of transformation projects will be closely monitored and robustly managed through our Programme Office arrangements. More information on these can be accessed publicly as and when papers are submitted to the [Transformation and Major Project Committee](#).

- Terms and Conditions
- Safe and Well
- Rural Full Time Posts
- SFRS Youth Volunteer Scheme
- Station and Appliance Review
- Retained and Volunteer Duty System Strategy
- SFRS Futures Vision
- Demand Based Watch Duty System
- Rapid Response Units
- Urban on-Call
- Out of Hospital Cardiac Arrest
- Concept of Operations for Terrorist-Related Incidents.



OUR VALUES AND BEHAVIOURS

The Service identified four core values which outline what is most important to us in how we go about our work.

They reflect what we believe are appropriate workplace behaviours and practices and play an important part in building a fair and 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.

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.

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, many 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, many 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 enabled us to support work 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 increased threat levels, where a terrorist attack was a 'strong possibility' or 'highly likely'. At devastating incidents such as those we have seen most 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.

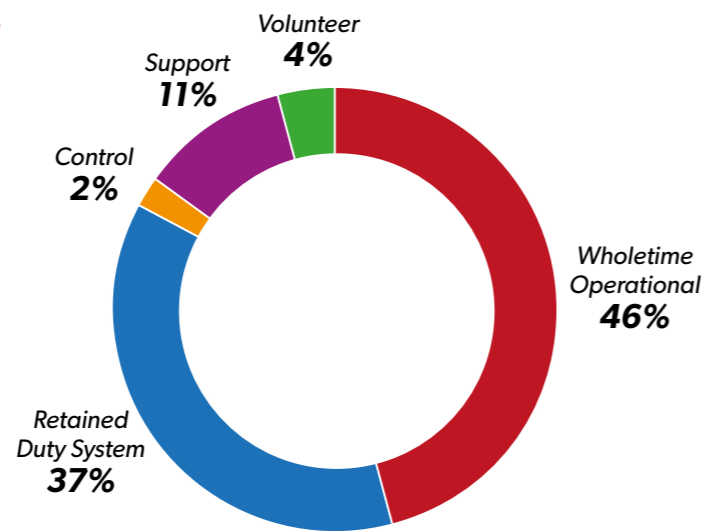


Figure 1 - Workforce Profile as at 31 March 2018

Our operational staff make up well over 80% of our workforce. Retained Duty System (RDS) firefighters are critical to providing 'on call' fire and rescue services in mostly 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, enhanced training facilities and the creation of new rural support posts are part of these changes. However, further innovation is required to strengthen and future-proof arrangements.

The service delivery models associated with our Wholetime staff group, which includes our frontline firefighters who crew our emergency vehicles and our operational commanders and senior managers, also needs to evolve now so that we can respond more effectively to our current and future environment.

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.



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.

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.

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 for 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.

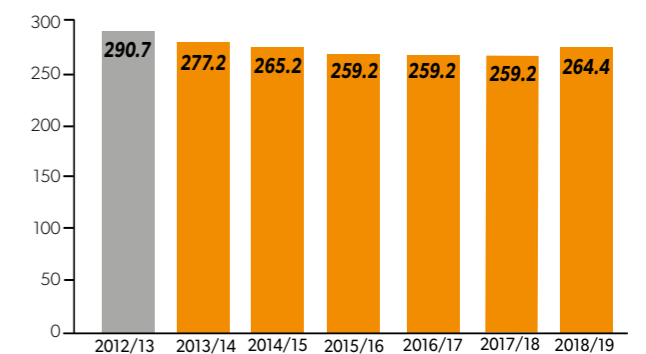


Figure 3 - Resource Funding 2013/14 - 2018/19 (£m)

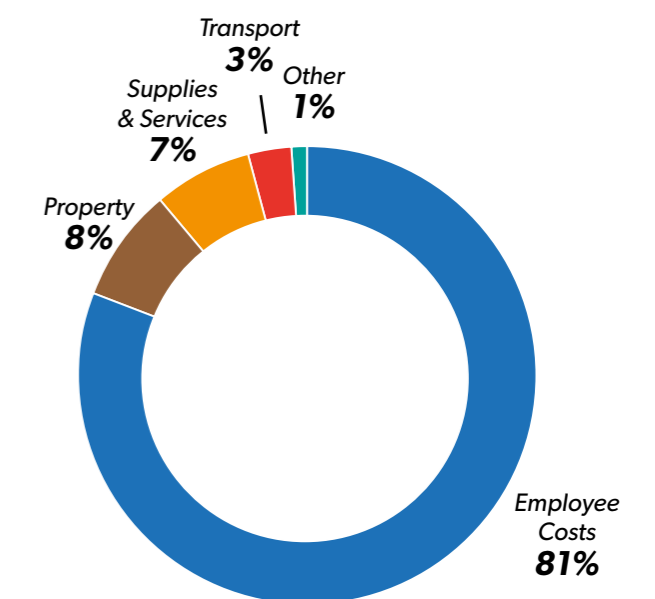


Figure 4 - Resources Budget Allocation 2018/19

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 following the UK Statistics Authority Code of Practice for Official Statistics and 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 on the next page 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 to 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.



91,695

Total incidents attended
2017-18



↑
Increase since 2013-14



44

Total fire fatalities
2017-18



↑
Increase since 2013-14



1,113

Total non-fatal casualties
2017-18



↓
Decrease since 2013-14



26,115

Total fires
2017-18



↓
Decrease since 2013-14



4,752

Total accidental dwelling
fires 2017-18



↔
Little change since 2013-14



1,925

Total non-domestic fires
2017-18



↓
Decrease since 2013-14



13,128

Non-fire incidents
2017-18



↑
Increase since 2013-14



52,452

False alarms
2017-18



↑
Increase since 2013-14



69,758

Home Fire Safety Visits
2017-18



↔
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 injuries 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 for the young, old and most vulnerable, 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, such as preventing slips, trips and falls. 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 and implementing the outcomes of 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 embed 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, false alarms, such as those that are caused by system faults, are an unnecessary 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.

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 responding to Out of Hospital

Cardiac Arrests, 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.

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. Some early success in this area arose from the pre-recruitment activity in 2019 by increasing the number of women in the final selection pool by over 3% compared to the previous recruitment intake in 2017/18.

We are also committed to delivering the best possible benefits packages for all staff who work for the SFRS. We will work closely with staff and 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 building and maintaining a workforce that is multi skilled, flexible, and results orientated.

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 achieve 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.

Through improved communication arrangements, we will share information at appropriate stages to give our people and stakeholders the opportunity to participate in the design of services through safe and open channels. Through a strengthened corporate voice more people will understand the breadth and reach of our services and our ambitions to improve safety and wellbeing across Scotland.

Board meetings will also be regularly held in different towns or cities across 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.

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 and strengthen our arrangements to meet our legislative and corporate duties. 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 we undertake which contribute to sustainable development nationally.

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.

Through our [Digital Strategy](#), 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 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 consistent 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 and our partners.

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.

FURTHER INFORMATION

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

Consultation on this Plan was carried out between 9 May 2019 and 18 July 2019. Over 250 staff, individuals or organisations participated in our online survey, providing valuable feedback. Views confirmed that we have set the right direction and our commitments echoed national and local partnership aspirations. As a result of the overwhelmingly supportive comments received no fundamental changes were necessary. Only minor grammatical changes to strengthen our stated intentions or enhance understanding were made.

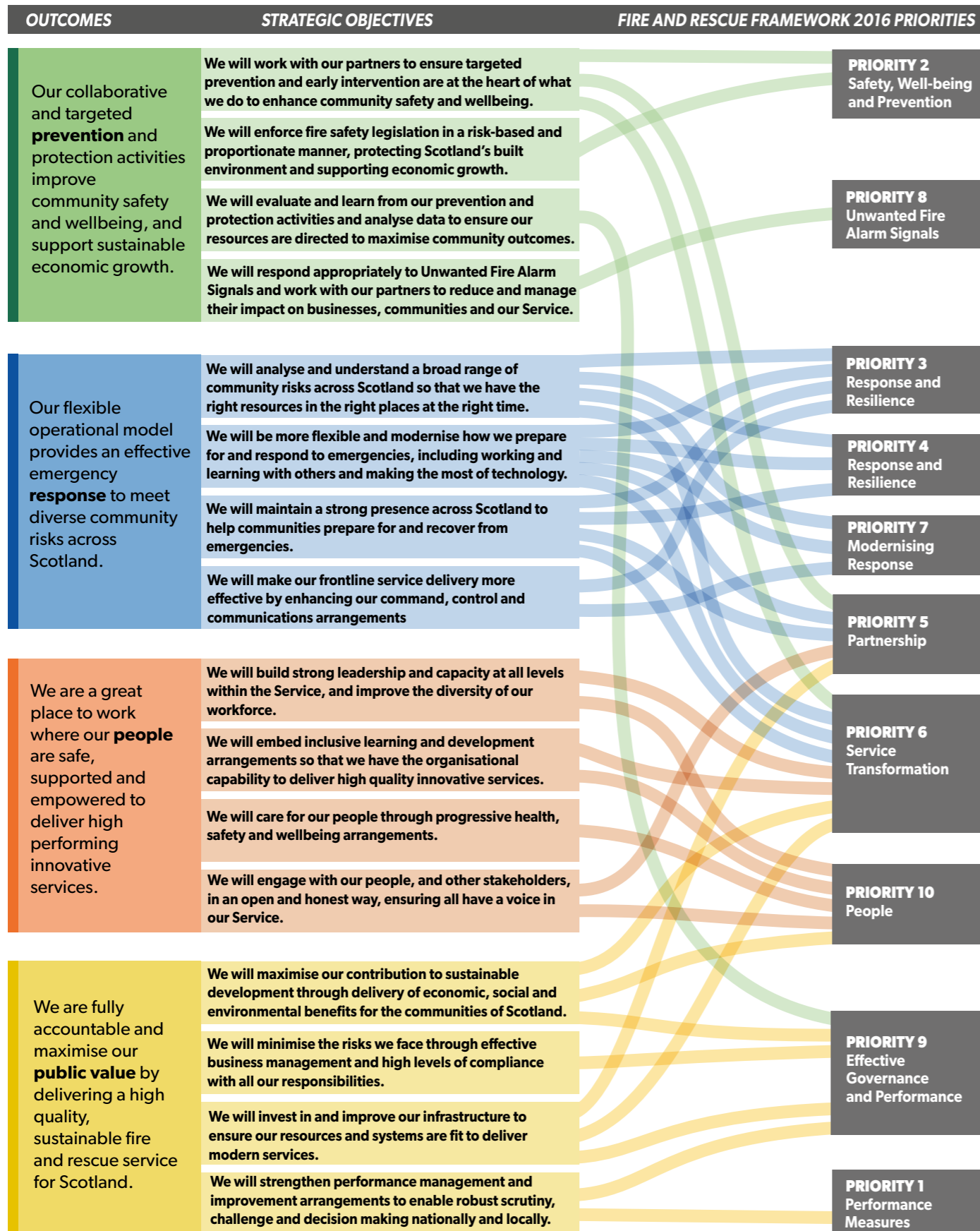
If you would like to view the consultation comments from those that have given us permission to publish them, they are available on our [consultation hub](#).

If you would like more information about the Scottish Fire and Rescue Service you can:

Write to:	Scottish Fire and Rescue Service Headquarters Westburn Drive Cambuslang G72 7NA
Phone:	0141 646 4501
Visit our website:	www.firescotland.gov.uk
Follow us on Twitter:	@fire_scot
Like us on Facebook:	Scottish Fire and Rescue Service
Follow us on Instagram:	@fire_scot

APPENDIX 1

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





SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

www.firescotland.gov.uk

Version 1.0 September 2019

Report To:	Local Police and Fire Scrutiny Committee	Date:	21 November 2019
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	P & F/18/19/HS
Contact Officer:	Hugh Scott Service Manager	Contact No:	01475 715459
Subject:	Water Safety		

1.0 PURPOSE

- 1.1 The purpose of this report is to respond to at the decision of the Inverclyde Local Police and Fire Scrutiny Committee on 19 September 2019 in respect of water safety.
- 1.2 The report provides a response to the questions asked by Councillor Crowther in regards to water safety in Inverclyde.

2.0 SUMMARY

- 2.1 At the meeting of the Inverclyde Local Police and Fire Scrutiny Committee on 21 February 2019 a report 'Update from Inverclyde Community Safety Partnership' provided members with a briefing of the Community Safety Partnership Strategy Group meeting including an update of issues around water safety. P&F/02/19/HS
- 2.2 At the meeting of the Inverclyde Local Police and Fire Scrutiny Committee meeting on 19 September 2019, Councillor Crowther sought responses to three questions related to the work of the Community Safety Partnership Strategy Group and in particular issues around water safety and the Committee agreed to a report being submitted to the next meeting. P&F/13/19/HS

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the information contained in the report.

Ruth Binks
Corporate Director Education, Communities & Organisational Development

4.0 QUESTIONS RAISED

4.1 When it is considered that HM Coastguard was part of the small task group with SFRS and Inverclyde Council why are they not represented on the CSP Strategy Group as listed in Sections 2.2 or 4.3?

The answer could lie in 4.2 where it is stated that “A number of working groups also exist with a combination of issue-based groups and short term multi-agency tasking and co-ordinating groups”.

If indeed this is the answer, then I would be interested to know how many such groups exist and what are their remits?

4.2 Response:

- The Inverclyde Community Safety Partnership Strategy Group is the senior officers group for community safety in Inverclyde. The group is made up of a number of individuals and includes representation from Inverclyde Council, Inverclyde HSCP, Police Scotland, The Scottish Fire & Rescue Service (SFRS), The Scottish Ambulance Service, Inverclyde Housing Association Forum, Your Voice Inverclyde and CVS Inverclyde. The Strategy Group is currently chaired by Superintendent Derek Lang of Police Scotland.
- There are two sub groups within the overall community safety partnership structure. The Community Safety Partnership coordinating group (CG) is the delivery group for the community safety strategic assessment and associated improvement action plan. The violence against women multi-agency partnership (VAWMAP) is the strategic delivery group of the violence against women strategy for Inverclyde.
- Within the two sub groups there are a number of operational groups which exist either as a thematic issue or as a tasking and coordinating approach. Due to the nature of these groups some groups are time bound whilst some meet on a regular basis. A list of these groups is appended (Appendix 1).
- There are a number of organisations represented within the structure that do not sit on the Community Safety Partnership Strategy Group, though will be active on appropriate operational groups.
- The Chair of the Inverclyde Community Safety Partnership Strategy Group will make formal contact with HM Coastguard become a member of the Strategy Group and any sub group where HM Coastguard feel representation is appropriate.

4.3 Has the study to identify bodies of water across Inverclyde and a risk assessment been completed?

4.4 Response:

- The initial focus of the study considered those bodies of water within proximity to known locations of large-scale youth gatherings consequently this identified bodies of water in and around the Greenock Cut and the beach to the rear of the houses at Harbourside, Inverkip.
- Data sources from Inverclyde Council, Police Scotland, SFRS and the Water Incident Database (WAID) were considered to identify areas where incidents had been reported regarding water safety issues. This indicated a small number of locations in Inverclyde where incidents of people in or near water had been reported.
- A meeting was organised but due to operational training, HM Coastguard were unable to attend. Attendance included representation from Inverclyde Council, SFRS and The

Civil Contingencies Service.

- SFRS provided an assessment of bodies of water around the Greenock Cut detailing the location and access points for SFRS responding to incidents. This approach was considered relevant due to previous incidents involving large-scale youth gatherings.
- Responsibility for the maintenance of safety in and around bodies of water will be the responsibility of the appropriate landowner. Due to extent of bodies of water in Inverclyde there are a number of landowners with several pieces of legislation outlining the responsibilities of landowners.
- Partners agreed that further information would be required to identify a risk assessment model and policy relative to water safety in Inverclyde. This would require consent from the Inverclyde Community Safety Partnership to begin this work.
- In terms of the completed risk assessment as the responsibility for the coordinating of search and rescue on inland waters, coastline and tidal waters lies with either Police Scotland or the Maritime and Coastguard Agency, the assessment focused on those bodies of water in Inverclyde where previous incidents had been recorded and the appropriate response from SFRS as per relevant legislation. SFRS have identified access points if they are required to respond to any incidents.

4.5 Has the SFRS visited all secondary schools across Inverclyde to promote water safety?

4.6 Response:

- In total SFRS engaged with 567 young people with a combination of inputs at schools, youth work providers and the Fireskills youth engagement programme.
- Specifically in relation to schools, inputs were provided at Port Glasgow High School, St Stephen's High School, Inverclyde Academy and St Columba's High School. The Local Authority Liaison Officer (Fire) for SFRS has indicated that additional water safety talks will take place during 2020.

5.0 IMPLICATIONS

5.1 Finance

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.2 Legal

N/A

5.3 Human Resources

N/A

5.4 Equalities

Equalities

(a) 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

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

5.5 Repopulation

N/A

6.0 CONSULTATIONS

6.1 N/A

7.0 BACKGROUND PAPERS

7.1 Inverclyde Local Police & Fire Scrutiny Committee report February 2019
Update from Inverclyde Community Safety Partnership

7.2 Inverclyde Local Police & Fire Scrutiny Committee report September 2019
Inverclyde Community Safety Partnership Update Report (September 2019)

Community Safety Partnership Coordinating Group (CG)

The remit of the CG is as follows:

- Lead on the improvement action plan contained within the Community Safety Partnership Strategic Assessment.
- Oversee activity of the Multi Agency Tasking and Coordinating Groups (MATAC) identified with the Terms of Reference.
- Raise awareness of emerging trends and future issues in respect of community safety relevant to the Community Safety Partnership Strategic Assessment.
- Provide partnership responses regarding community safety in support of the locality partnerships and Inverclyde Alliance.
- Lead on any relevant community safety action allocated from the Community Safety Partnership Strategy Group (parent group)
- Report on progress of key priority themes to Inverclyde Community Safety Partnership Strategy Group

The CG has responsibility for **six** groups as follows:

- 5th November MATAC
- Improving Inverclyde Initiative
- Inverclyde Antisocial Behaviour Strategy Working Group
- Road Safety (Schools) Working Group
- Secondary Fire Raising Group
- Large Scale youth gatherings MATAC

5th November Action Plan Multi Agency Tasking & Coordinating (MATAC)

The remit of the MATAC is as follows:

- Plan and coordinate responses for the period 1st October to 20th October (2019) including the clarification of void and derelict properties across Inverclyde, publicity materials for community safety partners and intelligence gathering around the selling of fireworks to U18s.
- Plan and coordinate responses for the period 21st October to 1st November (2019) including information talks to schools and youth work providers, removal of materials used for bonfires.
- Plan and coordinate responses for the period 1st November to 5th November (2019) in regards to removal of bonfire sites and joint patrols between Inverclyde Council, Police Scotland and Scottish Fire & Rescue Service.

Improving Inverclyde Initiative Working Group

The remit of the Improving Inverclyde Initiative Work Group is as follows:

- Undertake data analysis to identify a relevant intermediate geography within Inverclyde
- Establish a locality based initiative within Inverclyde considering data analysis and community engagement
- Deliver the initiative over a 6 month period followed by critical evaluation and post- 12 month evaluation

Inverclyde Antisocial Behaviour Working Group

The remit of the Inverclyde Antisocial Behaviour Working Group is as follows:

- Undertake an assessment of antisocial behaviour in Inverclyde.
- Create a strategy setting out the statutory duties of Inverclyde Council, Police Scotland and support from community safety partners.
- Create an improvement action plan and measuring framework to accompany the document.
- Create a policy framework setting out how partners will respond to antisocial behaviour across Inverclyde.

Road Safety (Schools) Working Group

The remit of the Road Safety (Schools) Working Group is as follows:

- Lead on road safety based actions and initiatives which contribute to the CSP strategic assessment outcomes of
 - Reducing unintentional harm
 - Promoting community resilience
- Raise awareness of emerging trends and future issues in respect of community safety relevant to the Community Safety Partnership Strategic Assessment.

[CONT'D]

- Provide partnership responses to road safety issues in support of the locality partnerships and Inverclyde Alliance.
- Lead on any relevant community safety action allocated from the Community Safety Partnership Coordinating Group (parent group).
- Report quarterly on progress of key priority themes to Inverclyde Community Safety Partnership Coordinating Group.

Secondary Fire Raising Group

The remit of the Secondary Fire Raising Group is as follows:

- Undertake a temporal analysis of secondary fire raising across Inverclyde
- Identify key locations where secondary fire raising occurs across Inverclyde
- Consider improvement actions and appropriate responses where secondary fire raising occurs

Large Scale Youth Gatherings MATAC

The remit of the Large Scale Youth Gatherings MATAC is as follows:

- Undertake analysis of locations in Inverclyde where large scale youth gatherings occur
- Create and manage an action plan detailing responses to large youth gatherings
- Consider appropriate responses to dealing with large youth gatherings
- Engage with relevant partners in responding to large youth gatherings
- Maintain an action plan in response to large youth gatherings.

NOTE

Due to the scope of the work carried out by the Community Safety Partnership Analyst other groups may be introduced due to emerging trends and future issues.

Violence Against Women Multi-Agency Partnership (VAWMAP)

The remit of the VAWMAP is as follows:

- Develop an integrated and strategic approach to the prevention and elimination of Violence Against Women;
- Set the priorities and objectives for Violence Against Women activities in Inverclyde;
- Look at the provision of services for women and children affected by Violence Against Women in Inverclyde and advocate for services/programmes to meet demand or fill identified service gaps;
- Facilitate a multi-agency approach in order to support and protect women, children and young people who have experienced abuse;
- Increase the skills and confidence of the workforce engaging with victims of violence against women;
- Progress the agenda and raise the profile of Violence Against Women locally;
- Engage and participate with service users in the design and delivery of services;
- Provide localised responses in relation to national Violence Against Women priorities;
- Monitor progress on the outcomes to be achieved in respect of the Inverclyde Community Safety Partnership Strategic Assessment;
- Monitor progress on the outcomes to be achieved in respect of the Inverclyde Violence Against Women Strategy;
- Provide feedback in relation to Violence Against Women activity in Inverclyde to the Community Safety Strategy Group and Inverclyde Alliance Board.

The VAWMAP also has responsibility for two groups as follows:

- Inverclyde MARAC
- Inverclyde MARAC Governance Group

Inverclyde MARAC

The remit of the Inverclyde MARAC is as follows:

- Share information to increase the safety, health and well-being of victims (adults and their children)
- Determine whether the perpetrator poses a significant risk to any particular individual or the general community
- Jointly implement a risk management plan that provides professional support to all those at risk and reduces harm
- Reduce repeat victimisation
- Improve agency accountability
- Improve support for staff involved in high risk domestic abuse case
- Identify situations that indicate a need for Child Protection or Adult Protection procedures to be initiated

Inverclyde MARAC Governance Group

The remit of the Inverclyde MARAC Governance Group is as follows:

- Report to the Inverclyde VAW MAP at the first meeting following the Governance Group meeting
- Monitor and evaluate the data from the MARAC
- Address operational issues of the MARAC
- Oversee efforts to raise awareness with local practitioners about the MARAC
- Monitor and regularly assess the overall performance of the MARAC and ensure it operates in line with the '10 Principles of an effective MARAC'