

Report To: Local Police and Fire Scrutiny Panel
Date: 6 June 2024

Report By: Corporate Director Education, Communities & Organisational Development
Report No: P&F/03/2024/HS

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Subject: Local Police and Fire Scrutiny Panel Update Report

1.0 PURPOSE AND SUMMARY

- 1.1 For Decision For Information/Noting
- 1.2 The report informs the panel of local and national initiatives, reviews, and consultations and, where appropriate, informs Members of potential future agenda items relevant to Police Scotland and Scottish Fire and Rescue Service (SFRS) and local impacts.
- 1.3 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.

2.0 RECOMMENDATIONS

- 2.1 That the panel:
1. notes the current and emerging local and national issues relating to Police and Fire & Rescue matters; and
 2. Approves the proposed response to SFRS national consultation on future service delivery.

Ruth Binks
Corporate Director
Education, Communities & Organisational Development

3.0 THE SCOTTISH POLICE AUTHORITY BOARD

3.1 The meeting of SPA Board was held on the 21 March 2024 <https://www.spa.police.uk/what-we-do/governance-meetings/board-meeting/21-march-2024/> and considered several updates, including: -

- County Lines Intensification Week
- Road Safety Summit
- Mental Health Distress and Policing
- Draft Budget 24-25
- Draft Annual Police Plan 24-25

3.2 County Lines Intensification Week

County Lines is a criminal operation where people from larger cities expand their drug-dealing activities into smaller towns, exploiting young and vulnerable individuals to sell drugs and carry weapons. These criminals often take control of vulnerable people's homes, a practice known as cuckooing.

During a national County Lines intensification week from March 4th to 10th, Police Scotland took steps to protect vulnerable individuals and target the drug dealers exploiting them. Officers identified and safeguarded vulnerable people across the country, recovering illegal drugs, cash, and weapons including a firearm.

Throughout the week, police safeguarded 22 vulnerable people and engaged with another 1,070. They arrested 14 men and 2 women for various offenses and executed 15 search warrants. The police seized illegal drugs such as cocaine, crack cocaine, heroin, cannabis, and amphetamine, totalling around £60,000 in street value, as well as over £4,200 in cash. They also recovered offensive weapons including an imitation pistol, two machetes, and eight knives, along with 57 mobile phones.

3.3 Road Safety Summit

Chief Superintendent Hilary Sloan of Police Scotland joined key road safety partners in Edinburgh on February 28th to discuss new strategies for enhancing road safety. Road safety is a major focus for Police Scotland, which works in partnership with other organisations to educate road users and enforce safety measures. The police conduct intelligence-led patrols on targeted routes to combat dangerous driving and address community concerns. They also participate in national road safety campaigns and initiatives. Police Scotland is dedicated to supporting the Scottish Government's Road Safety Framework to minimise road deaths and injuries and will continue to improve road safety efforts.

3.4 Mental Health Distress and Policing

Work is ongoing to address issues related to mental health, vulnerability, and policing. Two partnership workshops have already taken place in NHS Highland and NHS Forth Valley, with a final session planned for NHS Lanarkshire in April. These multi-agency workshops aim to identify local practices, areas for improvement, and collaboration opportunities. The results of the three sessions will contribute to a final report for the Authority's Policing Performance Committee in June 2024.

The Mental Health Distress and Policing Partnership Delivery Group oversees and coordinates ongoing partnership activities in this area, ensuring collaboration opportunities are identified and progressed. This includes ideas generated from Police Scotland-led workshops on unscheduled care mental health design.

3.5 Draft Budget 24-25

The Scottish Government 2024-25 draft budget was announced on 19 December 2023 and the 2024-25 Scottish Budget Bill was passed by MSPs in February 2024. Details of the 2024-25 budget requirement and agreed funding were presented to the Board in the draft budget report.

The Scottish Government's budget confirmed the funding allocation for policing for 2024-25, including increases in core revenue (£75.7m) and core capital (£13.1m), while reform funding remained at £20.0m with an additional £5.0m transferred from core revenue. The increase in revenue allows Police Scotland to resume officer recruitment to increase numbers from current levels, cover additional costs from the 2023-24 pay award, and make a credible pay offer for 2024-25.

The budget includes core funding for up to 16,600 officers (with potential for additional funding from local authorities) and police staff levels following the current voluntary redundancy/early retirement exercise. There will be a focus on protecting frontline policing and modernising police staff roles to create an efficient workforce directed at areas of greatest threat, harm, and risk.

The capital budget of £66.1m and reform budget of £25.0m will support a rolling capital replacement program and key digital initiatives, including the deployment of body-worn video technology.

A copy of the draft budget report is provided within the appendices to this report.

3.6 Draft Annual Police Plan 24-25

The Board were presented with a draft Annual Police Plan for 2024-25. The draft Annual Police Plan 2024/25 (APP) is aligned to the outcomes set out in the Strategic Police Plan/Joint Strategy for Policing (2023), 'Policing for a Safe, Protected and Resilient Scotland'.

Police Scotland's draft Annual Policing Plan (APP) outlines the proposed arrangements for policing in Scotland for the upcoming year. It focuses on commitments that will be progressed and reported on throughout the year as Police Scotland continues its journey of transformation and service improvement.

The APP is structured around four key areas that align with the Chief Constable's priorities and objectives for the year:

- Implementing the Policing Together Strategy and driving cultural improvements.
- Increasing front-line strength and enhancing service quality.
- Supporting the wellbeing of the workforce.
- Re-designing and reshaping support functions.

Additionally, a three-year integrated plan will be developed and presented to the Authority in Autumn 2024 to support the progression of priorities over the medium and long term, providing clearer reporting of progress.

The Chief Constable emphasises the importance of data-driven performance management and reporting that is accessible and engaging. Police Scotland is committed to transparency in presenting data around operational priorities for policing and communities, facilitating effective scrutiny of the impact of the APP commitments.

Police Scotland's 2024/25 Performance Framework has been developed in partnership with Scottish Police Authority (SPA) colleagues and will focus on assessing the impact of the APP commitments across operational and organisational aspects. Project milestones for the 2024/25 commitments are being established, with reports on progress planned throughout the year.

The Performance Framework will be published on the Police Scotland website by the end of March. The APP will be submitted to the Scottish Parliament and published online alongside an accessible version for colleagues across the service.

A copy of the draft APP is provided in the appendices to this report.

4.0 POLICE SCOTLAND – THAT GUY CAMPAIGN

Police Scotland have launched the next phase of their 'That Guy' campaign. The campaign is a Police Scotland initiative aimed at men in Scotland aged 18-35. It tackles sexual violence against women by encouraging men to reflect on their attitudes and behaviours towards women.

The campaign highlights that men can make a positive difference by:

- Challenging their own assumptions and behaviours
- Having open conversations with their friends about respectful interactions with women
- Intervening when they see potentially harmful behaviour towards women
- The campaign emphasises that preventing sexual violence starts with men taking responsibility and being active bystanders.

5.0 DEMONSTRATION OF THE 'JOURNEY OF A CALL'

5.1 Police Scotland held an event for the Inverclyde Scrutiny Panel on Wednesday 20 March 2024, at 1:00pm at Helen Street, Glasgow. The focus of the event was to provide an overview of the police service, including:

- Operations of the Contact, Command, and Control C3 Division in Glasgow.
 - Journey of a call
 - Proportionate response to crime
 - Tour of Service Centre
 - Tour of Area Control Room
 - Tour of Resolution Team
 - Discussion and questions
- Local Policing at Greenock Police Station, including a visit to the cells.

The event was well attended by members of the panel and the service was thanked by the Convenor of the Panel for hosting the informative event.

6.0 INVERCLYDE FIRE SKILLS COURSE

6.1 Inverclyde Council partnered with the Scottish Fire & Rescue Service (SFRS) to deliver a 5-day Fire Skills Course in Port Glasgow during March 2024, with nine young people participating in the program. The course focused on developing essential life skills, including safety, discipline, respect, CPR, communication, and teamwork. Participants received a Fire Skills certificate upon completion. Following the course, attendees received support from CLD youth work service to develop their CVs and link their experience to the Dynamic Youth Award. Successful completion of this award could pave the way for achieving a Bronze Youth Achievement Award in their senior year. An evaluation found the course yielded positive personal results. Nearly all participants

reported improvements in decision-making regarding risky behaviour, skill acquisition, self-respect and respect for others, participation confidence, teamwork abilities, and positive relationship building. Parents of participants also indicated a real sense of pride and accomplishment in their children. [Young people take part in Fire Skills course - Inverclyde Council](#)

7.0 SCOTTISH FIRE AND RESCUE CONSULTATION – SHAPING OUR FUTURE SERVICE: YOUR SAY

7.1 The Scottish Fire and Rescue Service (SFRS) is considering changes to how it delivers emergency services in Scotland. They are asking for the public's feedback through an online survey. The SFRS wants to be a modern fire and rescue service that is ready for the challenges of Scotland's future. They want to do more for communities by focusing on prevention and working with other public service partners.

Some of the changes they are considering include:

- Developing the role of firefighters to take on more prevention work or support other emergency services.
- Changing where fire stations and appliances are based, potentially merging stations in similar locations.
- Changing how and when firefighters are staffed, such as having wholtime firefighters during the day and on-call firefighters at night.
- Changing how they attend emergencies, such as the number of firefighters who respond to an incident.
- Rationalising their corporate buildings by closing some sites.

The consultation is available at the following link <https://www.firescotland.gov.uk/get-involved/consultations/shaping-our-future-service-your-say/> and the deadline to fill out the survey is 30 June 2024.

7.2 SFRS have produced a Shaping Our Future Service: Your Say - Information Pack, which is provided within Appendix 3 to this report. A summary is provided below:

Scotland's Fire and Rescue Service is undergoing a transformation to tackle evolving risks faced by communities. This includes reassessing the placement of fire stations and equipment, along with modernising facilities. The Strategic Service Review Programme (SSRP) is leading this initiative, aiming to optimise resources for training, innovative approaches, and preventative measures. This might involve adjustments to station locations and staffing strategies.

To ensure these changes align with community needs, the SFRS is actively seeking public feedback. Their vision extends beyond just responding to emergencies; they aim to be a proactive force in building community resilience. Collaboration with other emergency services, like Police Scotland, is also a key focus area to deliver the best possible value for the public.

The SFRS prioritises basing fire crews and resources strategically based on identified risks. They're exploring possibilities like shared facilities with partners like the Scottish Ambulance Service and Police Scotland to streamline service delivery. Ultimately, their goals encompass risk-based crew allocation, optimal resource placement, community preparedness, improved firefighter facilities, public safety reassurance, a visible presence, robust prevention efforts, efficient service delivery, and a reduced carbon footprint.

By actively engaging stakeholders and incorporating their suggestions, the SFRS hopes to shape a future-proof fire and rescue service that prioritises community input, resource optimisation, risk assessment, collaboration, and continuous service improvement.

7.3 A draft response has been prepared in consultation with Inverclyde Elected Members, including the chair of Inverclyde Police and Fire Scrutiny Panel. This draft response is presented in Appendix 4 of this report.

8.0 GREENOCK FIRE AND RESCUE HERITAGE MUSEUM RECOGNITION

8.1 Two Scottish Fire and Rescue Heritage Museums have been recognised for excellence by VisitScotland, the national tourism agency for Scotland. This prestigious recognition highlights the museums' contributions to cultural tourism and their ability to provide engaging experiences for visitors.

The Museum of Scottish Fire Heritage in Edinburgh, opened in June 2023, received the top honour of a 5-star rating. This signifies VisitScotland's recognition of the museum's high-quality exhibits, well-organised displays, and engaging presentation of the history of firefighting in Scotland.

The Scottish Fire Brigades Heritage Trust Museum and Heritage Centre in Greenock has maintained its impressive 4-star rating since its opening in 2012. This consistent recognition speaks volumes about the museum's commitment to providing a consistently enjoyable and informative experience for visitors.

Both museums offer free entry, making them accessible attractions for families and budget-conscious travellers. They showcase the dramatic history of firefighting in Scotland, highlighting the evolution of the fire service in response to ever-changing safety challenges. Visitors can expect to see historical firefighting equipment, uniforms, and artifacts alongside interactive displays and exhibits that bring the stories of firefighters to life.

These museums aren't just static displays of the past. According to Assistant Chief Officer David Lockhart, the Director of Prevention, Protection and Preparedness for the Scottish Fire and Rescue Service (SFRS), both museums host a variety of events and update their displays regularly, ensuring a fresh and engaging experience for repeat visitors. He encourages both the public and SFRS personnel to visit these museums, highlighting their value as educational and entertaining attractions.

9.0 IMPLICATIONS

9.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		X
Legal/Risk		X
Human Resources		X
Strategic (LOIP/Corporate Plan)		X
Equalities & Fairer Scotland Duty		X
Children & Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

9.2 Finance

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					

9.3 Legal/Risk

There are no legal/risk implications contained within this report.

9.4 Human Resources

There are no human resource implications contained within this report.

9.5 Strategic

There are no strategic implications contained within this report.

10.0 CONSULTATION

10.1 There were no consultations required outside those noted in the report.

11.0 BACKGROUND PAPERS

11.1 None



2024-25 Draft

Budget

Appendix A

March 2024



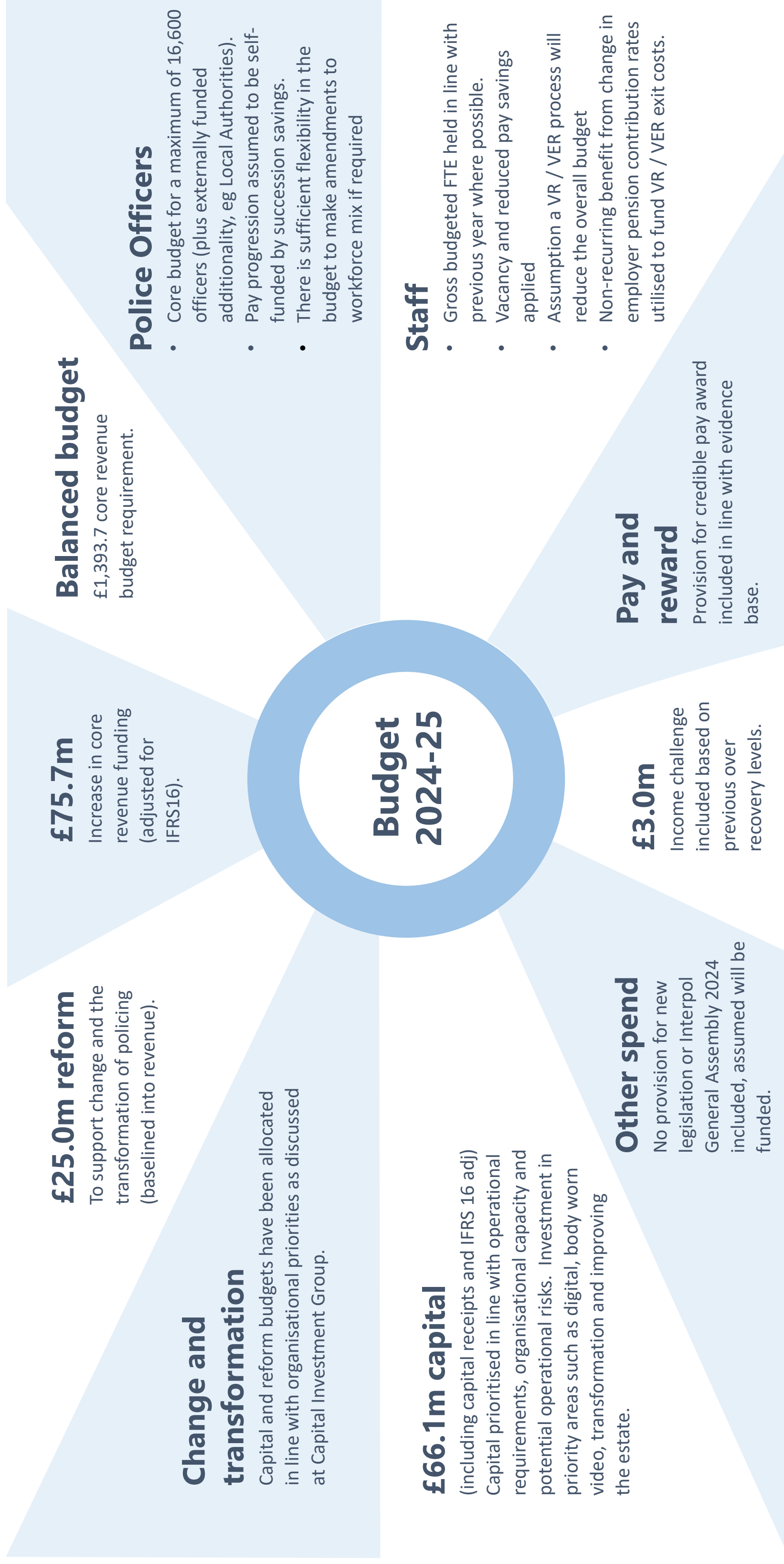
Finance

APPENDIX 1



OFFICIAL

2024-25 budget highlights



Summary

Operational context

The 2024-25 investment in policing will enable us to re-shape and re-size the organisation and to re-invest the benefits in fulfilling the Chief Constable's commitment to strengthening the service

- The Scottish Government's 2024-25 funding commitment to the SPA and Police Scotland is a welcomed budget settlement.
- The revenue uplift will allow us to restart officer recruitment to raise numbers from their current level; fund the additional cost of the 2023-24 pay award for officers and staff; and make a credible pay offer in 2024-25. There will be a focus on protecting frontline policing, whilst modernising police staff roles to ensure an efficient and effective workforce directed towards the areas of greatest threat, harm and risk. This will be supported by a VR / VER Programme which will seek to reduce the size of the non-warranted workforce in the early part of 2024-25.
- The capital uplift is a welcomed improvement on flat cash that will allow us to deliver our rolling replacement programme and key digital capability such as Body Worn Video. However, with capital requirements significantly higher than the funding available, this still presents us with significant challenges to deliver a policing service fit for the 21st century.
- Overall, this additional investment will enable Police Scotland to continue our journey of transformation and service improvement and will allow us to re-shape and re-size the organisation to meet the challenges of the next 10 years.
- We are committed to developing a clear vision and target operating model for the future of our service which will enable us to develop a 3-year plan for the delivery and prioritisation of core services alongside our journey of service and organisational transformation.
- This plan will drive the change to a new operating model for Police Scotland which will enable the key priorities for the service:
 - The prioritisation of service delivery against areas of greatest threat, harm and risk;
 - The strengthening of our community policing model to enhance proactivity, problem solving and the prevention of crime and harm; and
 - Appropriate support for the wellbeing of our officers and staff.
- The plan will also maximise efficiency within the service to ensure ongoing sustainability and balanced budgets, and opportunities for the reinvestment into new areas of capability to keep Scotland safe.

Executive summary

This report sets out the Scottish Police Authority (“the Authority”) budget for financial year 2024-25.

- The proposed revenue budget for 2024-25 is £1,393.7m. Approximately 96.3% of the annual spending is undertaken by Police Scotland, with the remainder incurred by Forensic Services (3.3%) and the SPA Corporate body (0.4%).
- The Scottish Government Budget announcement confirmed a £75.7m core revenue funding uplift for policing in 2024-25, an increase of 5.6% on the previous year.
- This uplift in funding is in line with the budget proposal submitted to Scottish Government last year and is required to fund pay and non-pay pressures, including £18.4m towards the impact of recurring pay award in 2023-24, leaving £57.3m for allocation in 2024-25.
- Expected cost pressures (premises costs, new technology, ill health retirements and injury pensions), along with inflation across most areas and expectations around the 2024-25 pay award have all been included within the budget build. While assumptions have been made as to how much this may be any variance to this could cause a pressure or opportunity. The overall financial position will be monitored throughout the year.
- A change in the employer pension contribution rates payable has resulted in a short-term benefit for the organisation. As this will be non-recurring and cannot be used to fund ongoing pressures this will instead be utilised to fund the ongoing VR / VER programme.
- The budget allocation for 2024-25 includes a core budget for a maximum of 16,600 officers (plus externally funded additionalities eg Local Authorities) and police staff at 2023-24 budgeted levels. A 3.7% reduction was applied to the 2023-24 budget however, this was not achieved – this is intended to be delivered in 2024-25 through VR / VER programme. There is sufficient flexibility in the budget to make amendments to workforce mix if required.
- Capital funding of £66.1m (including capital receipts and IFRS 16 adjustments) has been confirmed for 2024-25, representing an uplift of £11.7m (22.1%). While the capital settlement is an improvement on the flat cash of the previous year, it is less than requested through the budget proposal submitted to Scottish Government and as such an element of prioritisation has had to take place. Capital receipts estimates will be updated when future disposal plans are confirmed following public consultation.
- Flat reform funding of £20.0m has been allocated, however similar to last year this has been increased by £5.0m of revenue funding.
- As mentioned, capital and reform demands and requirements are far in excess if the funding available. Allocations have been made in line with the Chief Constables priorities of service delivery against areas of greatest threat, risk and harm, strong investment in digital capabilities, focus on change that most benefit our communities and people and spend to save initiatives.

Funding

Funding

The table below shows the confirmed funding settlement announced by Scottish Government on the 19th December 2023.
The 2024-25 Scottish Budget Bill was passed by MSPs on 27 February 2024.

Funding	2023-24 funding allocation	2024-25 draft funding allocation	Movement	
	£m	£m	£m	%
Core revenue	1,318.0	1,393.7	75.7	5.7%
Reform	25.0	25.0	-	0.0%
Total resource funding	1,343.0	1,418.7	75.7	5.6%
Core capital	50.1	63.2	13.1	26.1%
Capital receipts	2.9	1.5	(1.4)	(48.3%)
IFRS 16 capital baseline adj	7.3	1.4	(5.9)	(80.8%)
Total capital funding	60.3	66.1	5.8	9.6%
Total	1,403.3	1,484.8	81.5	5.8%

Funding uplifts have been received in resource funding (£75.7m) and core capital (£13.1m). A reform top up of £5.0m from revenue funding has been built into the current revenue budget build.

Baseline adjustments have also been made for IFRS 16 lease transactions in both revenue and capital. Capital receipts included are based on current estimates which will provide additional funding for capital. Estimates will be updated when future disposal plans are confirmed following public consultation.

A non-recurring benefit is expected within staff pay costs for 2024-25 as local government pension schemes have reduced the required employer pension contributions over the next three years. This benefit has been utilised to support the cost of VR / VER exit packages and fund a potential slippage to VR / VER timescales.

* 2023-24 and 2024-25 values have been restated to reflect IFRS 16 adjustments and reform adjustments

In addition to the above, in year funding has been requested for Recovery, Renewal and Transformation (RRT) Justice recovery, Digital Evidence sharing Capability (DESC) and other funded initiatives. For the purposes of this paper in-year funding has been excluded from the proposed revenue budget, on the assumption that these will be funded in year through the Spring budget revision. The financial impact of the Interpol General Assembly 2024 is outside the scope of this report and work to determine the financial impact and funding for this event is being separately considered.

Revenue

Proposed 2024-25 revenue budget

The table below shows the proposed revenue budget. A balanced budget is presented for 2024-25.

Revenue budget	2023-24 budget		2024-25 budget		Movement	
	£m		£m		£m	%
Police Scotland	Police officer costs	883.6	929.8	46.2	5.2%	Police Scotland budget has increased due to pay assumptions, non-pay pressures (including inflation, premises costs and impact of transformation) and the removal of one-off income.
	Police staff costs	246.9	247.0	0.1	0.0%	
	Non-pay costs	183.3	211.0	27.7	15.1%	
	Income	(45.5)	(43.6)	1.9	(4.2%)	
	Police Scotland net expenditure	1,268.3	1,344.2	75.9	6.0%	Due to changes in required employer pensions contributions over the next few years, a non-recurring benefit is expected in year which will be utilised to fund the VR / VER programme.
SPA	Forensic Services	44.5	44.0	(0.5)	-1.1%	Police Officer and staff costs also allow for an increase in overtime based on current spend analysis. Police Officer Injury pensions and ill health pensions have been increased based on inflation and spend analysis.
	SPA Corporate	5.2	5.5	0.3	5.8%	
	SPA net expenditure	49.7	49.5	(0.2)	(0.4%)	
	Total revenue budget	1,318.0	1,393.7	75.7	5.7%	SPA Corporate and Forensic Services spend has increased due to pay assumptions and increased non-pay costs, specifically premises (SPA Corporate) and absorbing previously GIA funded criminal toxicology outsourcing costs (Forensic Services). These costs have been offset by the superannuation credit.
	Funding	(1,318.0)	(1,393.7)	(75.7)	(5.7%)	
	Total	-	-	-	-	

* 2023-24 and 2024-25 values have been restated to reflect IFRS 16 adjustments and reform adjustments

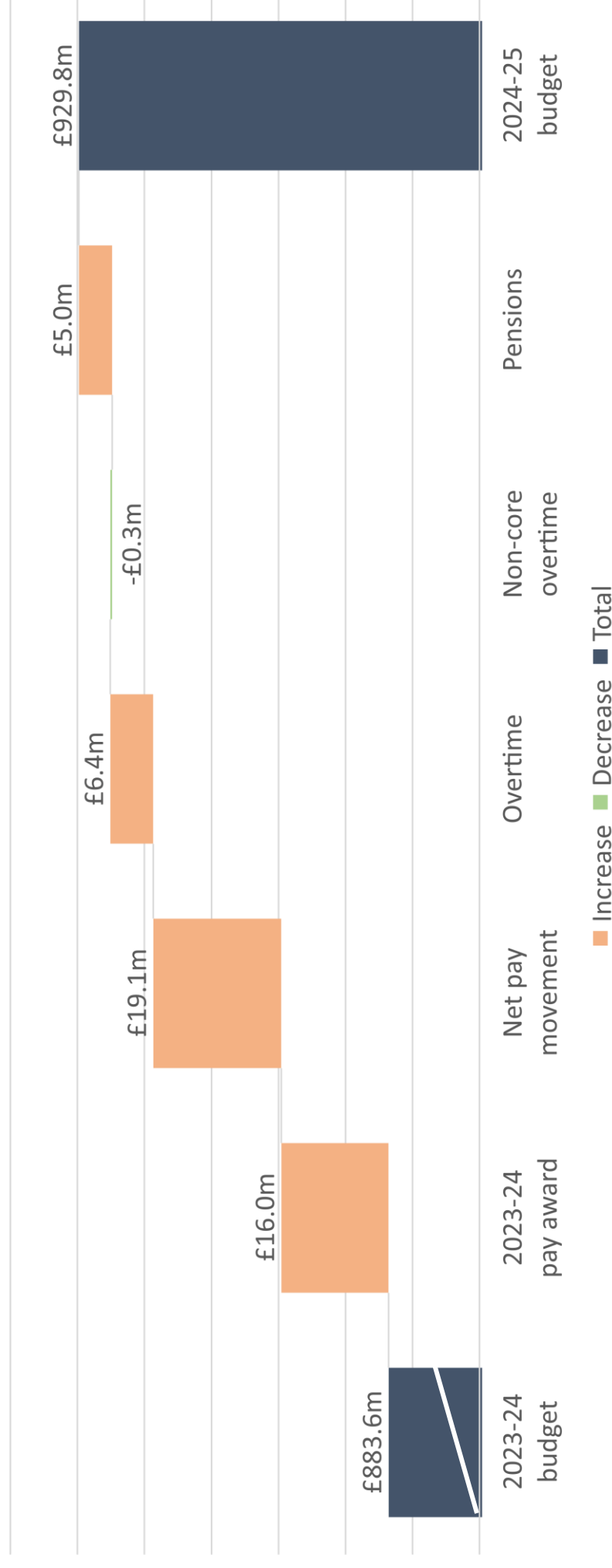
Revenue detail

Police officer costs

The table below shows the proposed police officer budget for 2024-25 compared to 2023-24.

Police officer budget	2023-24 budget		2024-25 budget		Movement	
	£m		£m		£m	%
Police officer pay	837.7		873.0		35.3	4.2%
Overtime - core	15.6		22.0		6.4	41.0%
Overtime - non-core (funded)	3.6		3.3		(0.3)	(8.3%)
Allowances	5.5		5.3		(0.2)	(3.6%)
Pensions (injury benefit and ill health)	21.2		26.2		5.0	23.6%
Total	883.6		929.8		46.2	5.2%

* 2023-24 values have been restated to reflect overtime adjustment.



Police officer core budget for a maximum of 16,600 officers (plus externally funded additionality eg Local Authorities).

Police officer costs includes **provision for credible pay award in line with evidence base.**

The costs of **increments are payable but funded by officer succession savings.**

Core overtime budget has been increased by £6.4m to reflect the future overtime requirements. **Non-core overtime** has been updated and is **reflective of anticipated income.**

Ill health and injury pension budgets have been uplifted to reflect the **cost of inflation, ongoing costs and volume of outstanding cases.**

Staff costs

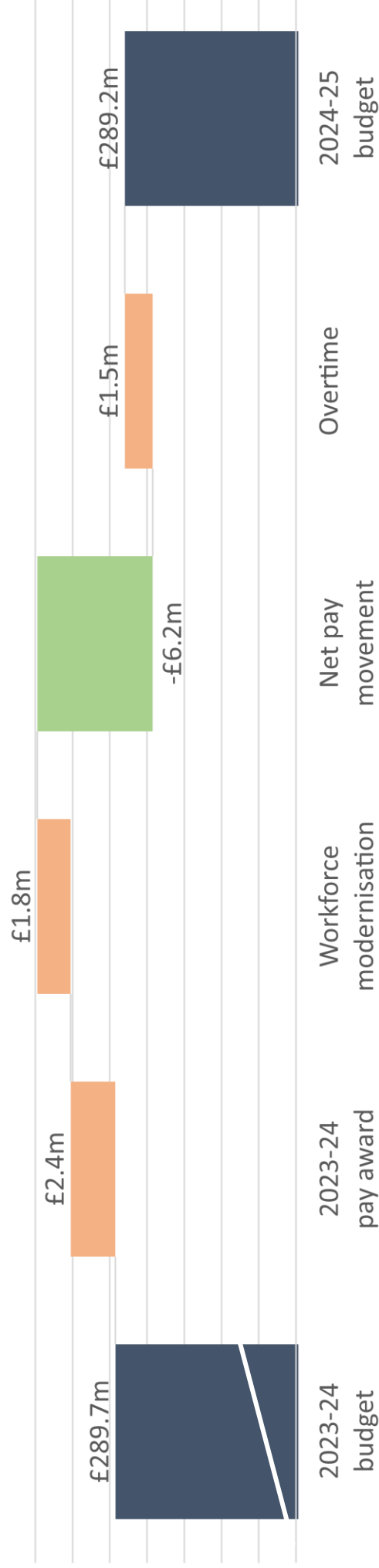
The table below shows the proposed staff budget for 2024-25 compared to 2023-24.

Staff budget	2023-24 budget		2024-25 budget		Movement	
	£m		£m		£m	%
Salaries, allowances and on costs	287.3		285.3		(2.0)	(0.7%)
Overtime	2.1		3.6		1.5	71.4%
Special constables	0.3		0.3		0.0	0.0%
Total	289.7		289.2		(0.5)	(0.2%)
Comprised:						
Police Scotland	246.9		247.0		0.1	0.0%
Forensic Services	39.1		38.5		(0.6)	(1.5%)
SPA Corporate	3.7		3.7		0.0	0.0%
Total	289.7		289.2		(0.5)	(0.2%)

Gross budgeted FTE held in line with previous year where possible.

Staff costs includes **provision for credible pay award in line with evidence base.**

Vacancy and reduced pay savings (on average 6.6%) applied to a local budgets.



It has been assumed that the ongoing VR / VER process with **reduce the overall staff budget.**

Benefits due to changes in employer pension contribution rates will be used to **fund VR / VER** (transferred to non-pay) and slippage to assumed timescales.

Non-pay costs

The table below shows the proposed non-pay budget for 2024-25 compared to 2023-24.

Non-pay budget	2023-24 budget		2024-25 budget		Movement	
	£m		£m		£m	%
Other employee costs	5.2		21.1		15.9	305.8%
Premises costs	64.3		72.7		8.4	13.1%
Transport costs	20.2		19.4		(0.8)	(4.0%)
Supplies and services	39.6		39.7		0.1	0.3%
ICT costs	33.8		37.2		3.4	10.1%
Administration costs	11.3		10.4		(0.9)	(8.0%)
Third party payments	14.5		15.6		1.1	7.6%
Capital financing	4.3		4.0		(0.3)	-7.0%
Other	(1.8)		(0.6)		1.2	(66.7%)
Total	191.4		219.5		28.1	14.7%
Comprised:						
Police Scotland	183.3		211.0		27.7	15.1%
Forensic Services	5.5		5.6		0.1	1.8%
SPA Corporate	2.6		2.9		0.3	11.5%
Total	191.4		219.5		28.1	14.7%

Non-pay budgets have been updated to reflect significant inflationary pressures, new contract costs and transformation impact, alongside non-recurring pressures and benefits.

The non-pay budget for 2024-25 has increased by £28.1m from the previous financial year. A significant increase in VR / VER has been built into the budget (transferred from staff costs due to changes in employer pension contribution rates).

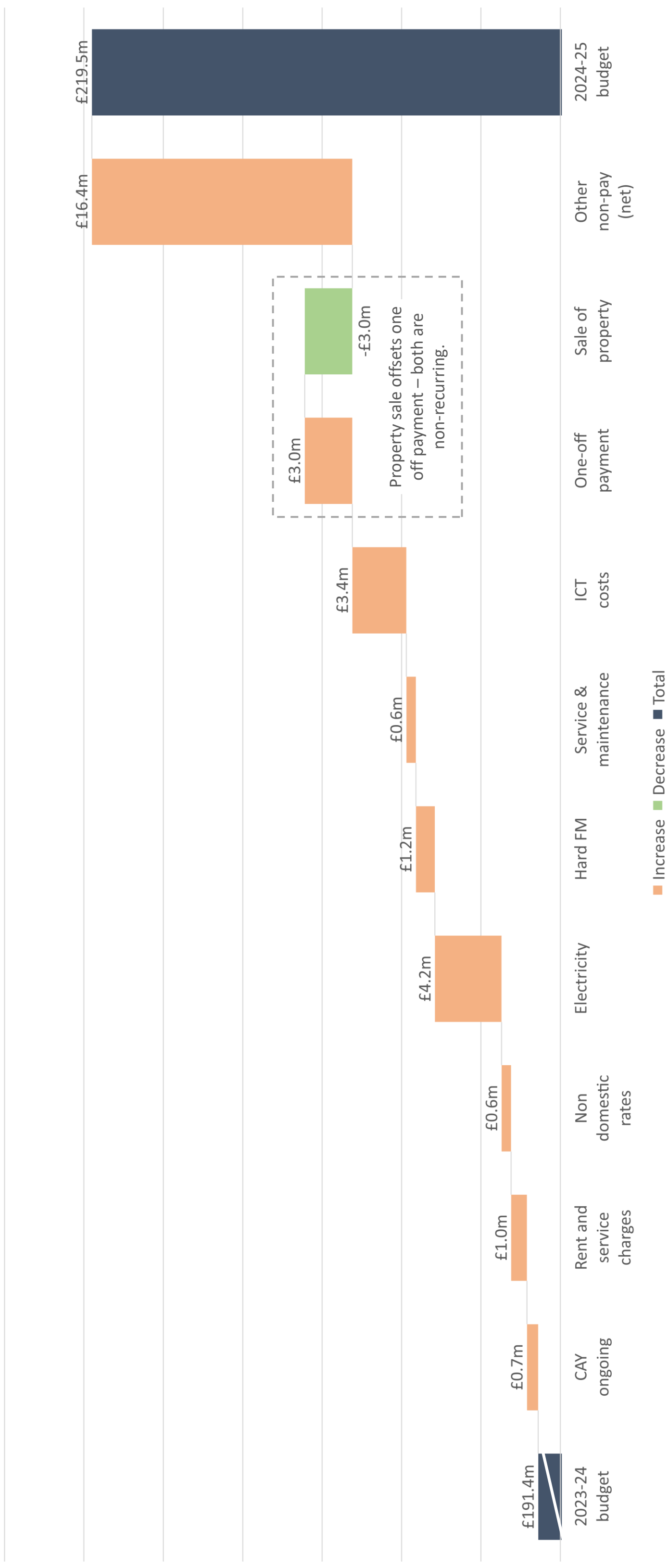
Other main factors for the increase in the non-pay budget includes premises costs and the impact of transformation within ICT costs are the biggest drivers for the uplift in budget.

Premises costs have increased mainly due to rent, non-domestic rates, electricity and hard FM, based on updated inflation and prices. Hard FM budget allows for P1 and P2 repairs and essential health and safety works only.

* 2023-24 and 2024-25 values have been restated to reflect IFRS 16 adjustments and reform adjustments

Non-pay costs (continued)

The chart below shows the key variances of the proposed non-pay budget for 2024-25 compared to 2023-24.



* ICT costs include approx. £2.2m impact of investment.

Income

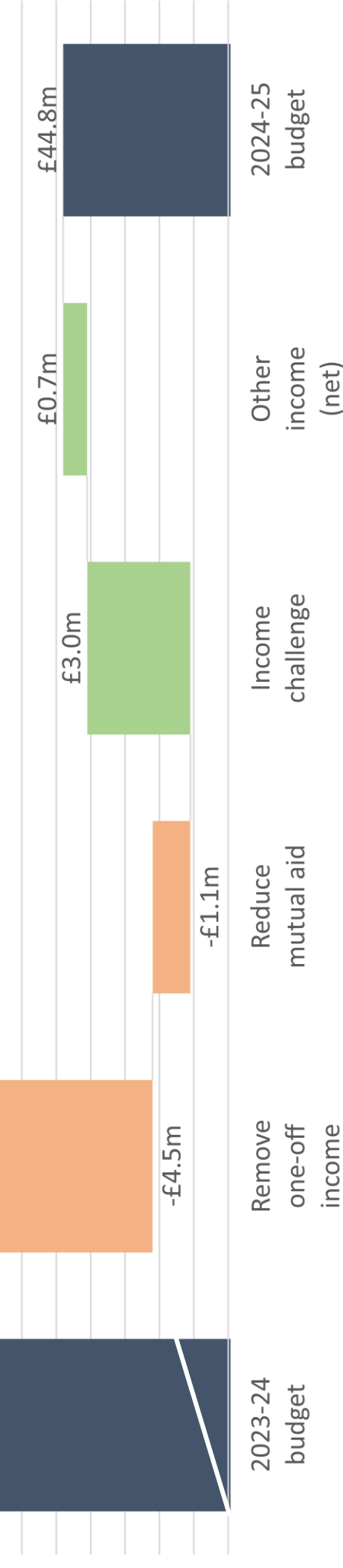
The table below shows the proposed income budget for 2024-25 compared to 2023-24.

Income budget	2023-24 budget		2024-25 budget		Movement	
	£m	£m	£m	£m	£m	%
Specific grant funding	(11.0)	(8.4)	2.6	23.6%		
Funded officers & staff (incl local authority)	(4.6)	(5.4)	(0.8)	(17.4%)		
Public fees	(4.1)	(4.7)	(0.6)	(14.6%)		
Rental and hire	(7.2)	(7.4)	(0.2)	(2.8%)		
Mutual aid	(1.6)	(0.5)	1.1	68.8%		
Services of police	(12.4)	(12.8)	(0.4)	(3.2%)		
Seconded officers	(1.3)	(1.1)	0.2	15.4%		
Other income	(4.5)	(4.5)	(0.0)	(0.0%)		
Total	(46.7)	(44.8)	1.9	4.1%		

Income budgets have reduced from £46.7m to £44.8m as part of the budget setting process.

The reduction in income is mainly due to the removal of one-off income included in the budget for 2023-24 (additional NCA income and one-off events). In addition, mutual aid has also reduced.

In line with previous years, additional income of £3.0m has been built into the budget based on previous over recovery rates.



~£1.2m of the income detailed relates to SPA Corporate and Forensic Services.

A risk remains regarding the potential reduction in grant funding as other organisations set future year budgets.

■ Increase ■ Decrease ■ Total

Forensic Services and SPA Corporate

Forensic Services and SPA Corporate followed the same budgeting process as Police Scotland with similar key pay assumptions applied. The table below shows the proposed Forensic Services and SPA Corporate budgets for 2024-25 compared to 2023-24.

Forensic Services and SPA Corporate	Forensic Services			SPA Corporate		
	2023-24 budget	2024-25 budget	Movement	2023-24 budget	2024-25 budget	Movement
	£m	£m	£m	£m	£m	%
Staff costs	39.1	38.5	(0.6)	3.7	3.7	0.0%
Other employee costs	0.1	0.1	0.0	0.1	0.1	0.0%
Premises costs	0.1	0.1	0.0	1.0	1.4	40.0%
Transport costs	0.2	0.2	0.0	0.0	0.0	-
Supplies and services	3.9	3.7	(0.2)	0.1	0.1	0.0%
ICT costs	0.6	0.6	0.0	0.0	0.0	-
Administration costs	0.1	0.1	0.0	0.8	0.8	0.0%
Third party payments	0.5	0.8	0.3	0.5	0.5	0.0%
Other costs	0.0	0.0	0.0	0.0	0.0	-
Capital financing	0.0	0.0	0.0	0.1	0.0	(100.0%)
Income	(0.1)	(0.1)	0.0	(1.1)	(1.1)	0.0%
Total	44.5	44.0	(0.5)	5.2	5.5	5.8%

Staff costs

- The budgeted FTE is broadly consistent year-on-year for both areas.
- There is a significant reduction in employers pension costs due to the reduced employer contributions rates set by pension funds for 2024/25. This savings has offset the cost of pay awards and increments.

Non-pay costs

- The cost of criminal toxicology outsourcing has been baselined within the Forensics budget, within third party payments, funded largely from savings across supplies.
- The increased SPA corporate premises costs is mostly related to the accounting charge for Pacific Quay. There is no underlying increase to the cash rental payment.

Capital and reform

2024-25 capital and reform funding principles

The priorities, principles and recommendations for investment expenditure are presented below to inform the 2024-25 capital and reform allocations.

Chief Constable priorities and commitments

Prioritisation of service delivery against areas of greatest threat, harm and risk.

The strengthening of our community policing model to enhance proactivity, problem solving and the prevention of crime and harm.

Appropriate support for the wellbeing of our officers and staff.

Develop a strong case for greater capital investment, particularly in digital capabilities.

Focus our change activity on projects that will have the greatest benefit to our communities and our people.

Focus on 'spend to save' initiatives which can deliver sustainable efficiencies for re-investment in frontline policing.

2024-25 funding allocation

£63.2m core capital allocation to fund rolling replacement, organisational priorities and new capabilities.

£25m reform funding ring-fenced to support change and transformation.

Funding principles and recommendations

CIG to agree 2024-25 budget allocations to maximise benefits for policing, taking account of: operational requirements; organisational capacity; and potential operational risks.

Priority investment areas continue to be digital, transformation and improving the national estate.

Protect operational requirements within specialist policing equipment, weaponry and forensic services.

Progress change and transformation as per prioritisation activity.

Minimum investment in fleet to maintain current service levels.

Pause EV infrastructure at the end of Phase 1 to allow a deep dive into lessons learned to inform future plans.

Support externally funded investment expenditure.

Support new requirements which are in addition to the core rolling replacement, i.e. airwave replacement due to delays in ESMCP.

In light of the significant airwave requirements over the next 2 years (£21m investment), agree that any additional slippage will be allocated to airwave replacement in-year, subject to other emerging requirements.

IFRS 16 (leases)

IFRS funding (£1.4m) to remain ring-fenced to fund current commitments.

Any new lease requirements to be considered via the business case to determine the impact on capital.

Additional funding will be sought in-year from Scottish Government to ensure no detriment to the policing budget, however, if additional funding is not forthcoming any new property leases will need to be managed as part of the Estates funding allocation. Non-property leases will also need to be considered.

Capital receipts

£1.5m capital receipts included based on current estimates.

Estimates to be updated when future disposal plans are confirmed following public consultation.

Slippage management

Consider operational impact of 2023-24 slippage and prioritise within the capital allocations as appropriate.

10% slippage management allocation for capital in 2024-25.

2024-25 capital and reform budget

The table below shows the draft capital and reform budget allocations for 2024-25.

Capital and reform budget	Capital		Reform
	£m	£m	
Estates	22.3	5.2	
Fleet	10.6	-	
Digital Division (rolling replacement)	10.4	-	
Digital Division (airwave replacement)	5.5	-	
Specialist Policing Equipment	4.2	-	
Weaponry & Officer Safety	1.8	-	
Forensic Services	1.0	-	
Change portfolio (<i>detail on table to right</i>)	15.4	25.3	
IFRS 16 expenditure	1.4	-	
Slippage management	(6.5)	(5.5)	
Total budget	66.1	25.0	
Funding settlement	(63.2)	(20.0)	
Capital receipts / revenue funding	(1.5)	(5.0)	
IFRS 16 funding	(1.4)	-	
Total funding	(66.1)	(25.0)	
Net Expenditure	-	-	

Change portfolio	Capital		Reform
	£m	£m	
Transformation resource	0.0	7.2	
Digitally Enabled Policing (incl Body Worn Video)	9.7	0.9	
Modernised Contact & Engagement	1.5	0.9	
Rights and Justice Legislative programme	1.6	0.1	
Digital Division programme	0.9	1.4	
Cyber security programme	0.7	1.5	
Technical Surveillance programme	0.3	0.0	
Forensic Services	0.3	1.2	
Data Drives Digital	0.2	2.3	
Policing in a Digital World	0.0	3.3	
Enabling Policing for the Future	0.0	0.9	
Local Policing programme	0.0	1.0	
People and Development programme	0.0	0.4	
Other projects	0.2	4.2	
Total change portfolio	15.4	25.3	
Estates Transformation (reform only)	-	5.2	
Slippage*	-	(5.5)	
Total reform	15.4	25.0	

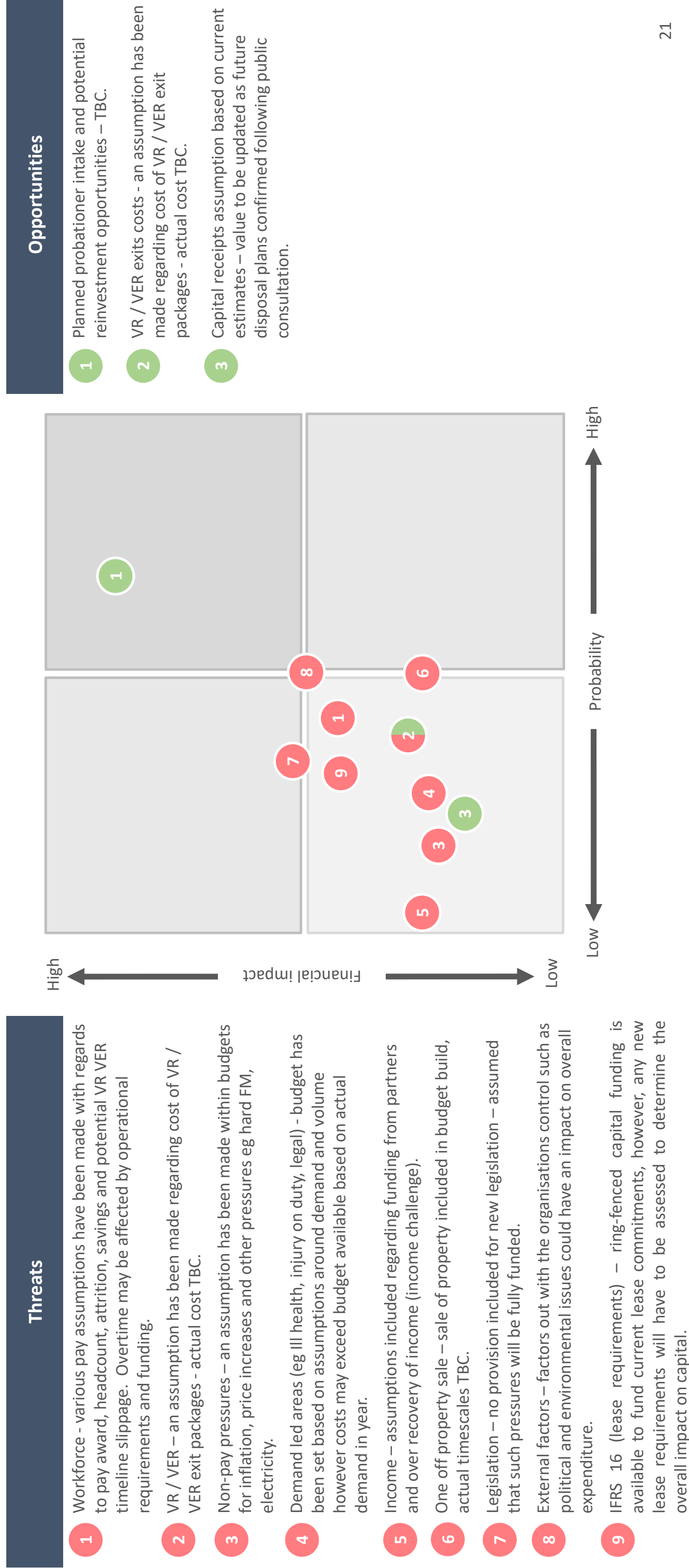
Overall £66.1m of capital and £25.0m of reform has been allocated for 2024-25. Slippage has been built into both budgets and must be managed to ensure spend remains within the funding allocated.

* An element of slippage is expected within Change capital - values TBC throughout the year.

Risk – threats and opportunities

Financial threats and opportunities

The below chart summarises the key financial threats and opportunities that could result in a material change to the proposed 2024-25 budget. The threats and opportunities listed will be monitored throughout the next financial year and reflected in the forecast outturn appropriately. Threats and opportunities have been independently reviewed by Risk.





Finance

Schedule of Rates for Events and Other Services – 2024-25

Appendix B
March 2024



Schedule of Rates for Events and Other Services

The Police and Fire Reform (Scotland) Act 2012 (sections 86 and 87), the Scottish Police Authority (Provision of Goods and Services) Order 2013 and other supporting legislation enables the Scottish Police Authority to both provide and charge for goods and services.

At its meeting on 26 August 2013, the SPA Finance and Investment Committee approved a policy of full cost recovery in relation to charging for events and other services where the charges are not already set by statute. The policy is in line with the requirements of the SPFM. This slide and the next set out the outcome of the annual review of the schedule of rates in line with the budget setting cycle and to ensure that full cost recovery is maintained. The charge out rates have been calculated using the methodology set out in the NPCCs Guidelines on Charging for Police Services. As such, the basis of the SPA's charges is similar to other UK Forces and is also in line with the full cost recovery model as required in the Police and Fire Reform (Scotland) Act 2012.

Full economic rate per hour	Rate from 01-Apr-23	Rate from 01-Apr-24	Full economic rate per hour	Rate from 01-Apr-23	Rate from 01-Apr-24
Chief Superintendent	£119.00	£134.00	Grade 11	£88.00	£89.00
Superintendent	£106.00	£119.00	Grade 10	£79.50	£79.50
Chief Inspector	£84.50	£94.00	Grade 9	£68.50	£68.50
Inspector	£79.50	£88.00	Grade 8	£60.00	£59.50
Sergeant	£85.00	£93.00	Grade 7	£53.50	£53.00
Constable	£73.50	£79.50	Grade 6	£62.50	£62.50
Special Constables	£30.00	£32.00	Grade 5	£56.00	£55.50
			Grade 4	£48.50	£48.00
			Grade 3	£44.50	£44.00
			Grade 2	£41.50	£40.50
			Grade 1	£37.50	£36.50

The charge out rates have been increased for 2024-25 in line with the budgeting assumptions presented as part of this paper. The previous rate and proposed rates are summarised in the following tables and are rounded to the nearest £0.50. Note these rates are exclusive of VAT.

Schedule of Rates: other non-statutory services

ITEM	Apr-23	Apr-24
Supply of Accident Reports	£120.00	£125.50
Search Fee (where the police have no information)	£120.00	£125.50
Interview (after copy of accident report has been applied)	£197.00	£206.00
<u>Supply of Photographs:</u>		
per Print	£9.00	£9.50
per Photocopy	£6.00	£6.50
CD – per disk	£27.00	£28.00
<u>Supply of Video / DVD:</u>		
½ hour video / DVD	£91.50	£95.50
1 hour video / DVD	£131.00	£137.00
3 hour Video / DVD	£284.00	£297.00
Supply of information about thefts, house breaking and occurrences	£120.00	£125.50
Crash Investigator Accident Report	£566.50	£592.50
Scale Plan (A3)	£157.00	£164.00
Scale Plan (A1)	£313.50	£328.00
3D Construction + preparation time	£782.50	£818.50
Alarm Registration (incl. VAT - £72.60)	£58.00	£60.50
Supply of Plans – Charges will depend on the type of service provided and equipment used.		

Any changes to fees which are set by statute will be applied as they occur. The charges for other non-statutory services are proposed to be uplifted in line with the NPCC guidance and the Consumer Price Index (CPI).

When calculating rates for 2024, the October 2023 CPI measure of 4.6% has been used, as published by the Office for National Statistics. These charges with the proposed uplift are shown below:

* These revised charge out rates are effective from **1 April 2024**.

24/25



Annual Police Plan



SCOTTISH POLICE
AUTHORITY
ÙGH DARRAS POILIS NA H-ALBA



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

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Chief Constable's foreword



Policing will drive a second phase of reform during 2024-25 to continue delivering for the people of Scotland.

The establishment of Police Scotland represented major public sector reform and was an innovative, ambitious and optimistic response to austerity to protect and improve services, with £2bn saved for the public purse over the first decade.

Scotland continues to be a safe place to live and work with historically low levels of crime.

Police Scotland attracts huge public support, is highly operationally competent and is well regarded across the UK and internationally. The service is a national asset known for compassion and high standards.

Policing's allocation in the Scottish Government budget is an overall improvement on flat cash for 2024-

25, when not all asks could be met and some budgets are being cut. The allocation is important recognition of Police Scotland's value and value to the public purse.

A cash-terms revenue uplift of £75m has allowed us to restart officer recruitment; fund the cost of 2023-24 year's 7% pay award for officers and staff; and to make a credible pay offer in 2024-25.

A £12m improvement in capital funding will allow us to progress a national roll-out of Body Worn Video from the late summer, although our capital allocation has been a challenge over a number of years and remains low compared to other police services in the UK.

Although I welcome the budget, a changing, ageing population; a cost-of-living crisis driving vulnerability and pressure on other services; civil unrest; new laws and increasingly complex investigations all contribute to growing community need and increasing contact from the public to the police.

These factors and the acute pressure on public finances bring additional urgency to the important principle that policing must be as efficient and provide as much value to the public as is possible.

We must evolve to live within projected funding and with an operating model that enables us to keep Scotland safe in the face of current and future challenges.

We are already setting out some necessary, at times difficult, changes - including consulting on proposals to close police buildings and progressing programmes of voluntary early retirement and voluntary redundancy.

Some of our evolution will be in our structures and working practices - removing back-office duplication, and creating capacity to deal with new and increasing threats, for example in the online space. Everything we do will be about prioritising the frontline and tackling areas of high harm.

At the same time, wider criminal justice reform must be prioritised and accelerated across the system to deliver better and quicker court outcomes for victims and to provide efficiency and value for the public.

Policing must also reset the parameters of our role in responding to people living with poor mental health. We have a duty to support vulnerable people and at no point will we step back from immediate risk and harm.

With key partners we must find a balance around the care, support and monitoring and allow officers to return to preventing crime and responding to threat, harm and risk as soon as possible after the moment of crisis has passed and public safety is assured.

Police Scotland must focus intensely on our core duties and what matters to the people we serve.

If what we do doesn't protect the vulnerable from harm, prevent crime or support our officers and staff, we will challenge that and redirect resources to prioritise the front line.

My operational focus is in three areas - first, addressing threat, harm, and risk; second, prevention, problem solving and proactivity; and third, looking after the wellbeing of officers and staff so they can deliver for the public.

As Chief Constable, I'll be a champion and voice for that work, whether it's investigating the more serious offences and securing important court outcomes; seizing illegal drugs; road traffic enforcement or picking out the unsung proactive community policing and prevention we know the public values.

I believe passionately in the value that policing brings to our communities: keeping people safe from harm, protecting the vulnerable, bringing criminals to justice, solving problems, and reducing offending. We stand up for, and with our communities, which strengthens them, improves their wellbeing and allows them to prosper.

Ensuring Scotland continues to be a safe place to live and work is my commitment and priority as Chief Constable.

Jo Farrell
Chief Constable

Annual Police Plan 2024/25

Under section 35 of the Police and Fire Reform (Scotland) Act 2012:

(1) The Chief Constable must prepare an annual police plan for each yearly period beginning on 1 April.

(2) An annual police plan is a plan which

- sets out the proposed arrangements for the policing of Scotland during the yearly period,
- describes how those arrangements are expected to contribute towards the achievement of the main objectives for the policing of Scotland set out in the strategic police plan (by reference, where appropriate, to outcomes identified in that plan), and
- includes any other information connected with policing which the Chief Constable considers appropriate.

Policing Scotland in 2024/25

Scotland is a safe place to live and work, with historically low levels of crime. The most recent Scottish Crime and Justice Survey reported that 90% of adults did not experience

crime, with less than 2% of adults experiencing violent crime – with both figures an improvement on 10 years ago. Our User Experience Survey has found that 80% of people feel safe or very safe in their area and the majority of people who contact Police Scotland are satisfied or very satisfied with their experience.

Our operational focus in 2024/25 is on threat, harm, and risk, focusing on prevention, problem solving and proactivity, and looking after our hard-working officers and staff to enable our people to deliver our vital public service. We will work to strengthen community policing across Scotland and we will engage widely as we begin to change the way in which we prioritise and deliver services to focus in the right areas.

Police Scotland's officers and staff and their commitment to serving our communities are the bedrock of the service's success.

From tackling crime, roads policing, missing persons, proactive prevention, partnership working, dealing with increasing vulnerability in communities, and across many other areas, we will work every day to deliver successfully.

Entering the next phase of police service reform in 2024/25

The creation of a single national police service on 1 April 2013 delivered the financial and operational benefits of significant reform which are now being asked of the wider public sector.

As a result, the reform of policing in Scotland (integrating eight separate police services and two supporting bodies into a single national police service) has already delivered substantial cost savings and service improvements. This has been widely recognised as one of the most significant reform programmes in the UK over the last 20 years.

Policing reform in Scotland has saved public finances £2 billion by removing over £200 million from the annual cost base compared to legacy arrangements, including through significant reductions in chief officer, senior officer and staff numbers, as well as efficiencies and improved working practices.

Delivering these savings has been a significant achievement, but remains an ongoing challenge as public sector budgets are increasingly constrained.

However, as the significant financial benefits from reform and transformation have already been realised through the creation of the single service, it is not possible for policing to deliver substantial savings for a second time through enhancing the efficiency of our current policing model alone.

Further significant savings can only be achieved through a redesign of the policing model and an adjustment of our services in areas such as our response to mental health calls. This will be underpinned by a reshaping of the workforce, alongside targeted action to reduce the overall non-pay cost base.

It is recognised and accepted that more can be done to re-shape and re-size policing to ensure the most effective and efficient use of resources aligns to the policing priorities. It is our aim in 2024/25 to move into the next phase of reform and continue to contribute to the redesign of the wider criminal justice sector.

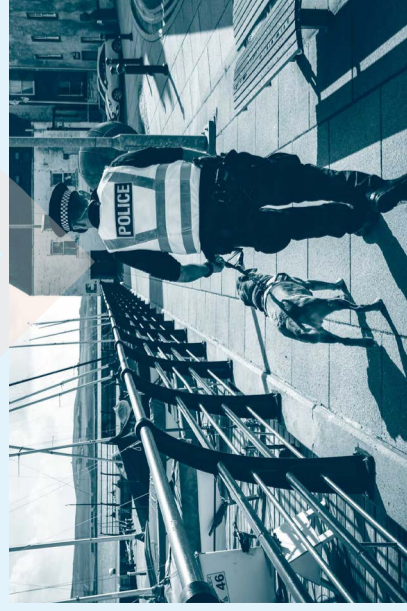
Police Scotland, supported by the Scottish Police Authority, is committed to developing and delivering a sustainable new model of policing to effectively utilise the

available resources, meet the policing priorities and ensure sustainability in a constrained fiscal environment. This supports our work towards the Joint Strategy for Policing, Policing for a Safe, Protected and Resilient Scotland.

Our future operating model

The Chief Constable has set out the characteristics that she expects our service to reflect when Police Scotland's new Operating Model is fully implemented:

- We are trusted by the people of Scotland to keep them safe.
- People who contact us have confidence that they will get the right response and that we will keep them updated.
- We continually learn, improve and perform at a high level.



- We prioritise service delivery against areas of greatest threat, harm and risk.
- We have a stronger community policing model to enhance proactivity, problem solving and the prevention of crime and harm.
- We ensure the right support for the wellbeing of our officers and staff.
- We are clear on how we will deliver services to fulfil the statutory purpose of policing within our allocated budget.

Our transformation priorities ahead

Over the next phase of reform, we will aim to:

- Design, develop and implement a new model of response and community policing which builds public trust and confidence while tackling threat, harm and risk.
- Equip our officers with Body Worn Video.
- Deliver essential improvements in critical national infrastructure such as 999/101 service centres and technology.

- Drive change and improvement in how Police Scotland engages with the public and its partners and in particular enhance the quality and accessibility of our response and resolution functions.
- Improve standards of service through Police Scotland's response to vulnerability, risk and public need at the earliest opportunity; maximising opportunities for remote engagement and resolution; reducing local policing demand and directing appropriate incidents to the right agency through pathway referrals and enhanced collaborative working.
- Further enhance the mobile capability of our officers.
- Enhance our response to cyber-crime and online fraud.
- Enhance our response to public protection to better protect children from harm and sexual exploitation.
- Implement a new approach to responding to mental health related calls for service.

- Become a more digitally enabled and engaged service.
- Be a catalyst for system wide change and improvement across the criminal justice system and wider public sector.
- Realise further opportunities for enhanced collaboration across blue light services.
- Better harness the potential of our data and improve the insights we can use to inform tactical and strategic decision making.
- Be more visible in communities and build public trust and confidence.
- Protect and enhance the wellbeing of our workforce.
- Drive organisational culture change to become an anti-discriminatory service to further strengthen public trust and confidence in policing.



2024/25: Our year 1 priorities

Our 3-year plan for service and organisational transformation

In Autumn 2024 we will publish an integrated 3-year business plan setting out how we will undertake the next phase of policing reform in Scotland. The Scottish Government's 2024/25 funding commitment to the Scottish Police Authority and Police Scotland is very welcome.

In 2024/25 we are committed to developing a clear vision and target operating model for the future of our service which will enable us to develop our 3-year plan for the delivery and prioritisation of core services alongside our journey of service and organisational transformation.

Our 3-year programme of service and organisational transformation will see us move to a new sustainable and affordable operating model by April 2027. Alongside our work to maximise efficiency across Police Scotland, we will pursue opportunities for the re-investment of savings into new areas of capability to keep Scotland safe.

The next phase of Scottish policing reform will see us re-shape and re-size Police Scotland to meet the challenges of the next 10 years.

Implement our Policing Together Strategy and drive cultural improvement

1. Continuously review our policies, processes and procedures to ensure that we tackle discriminatory behaviours within our organisation.
2. Provide organisational training to support an understanding of everyday discrimination and the application of equality and inclusion within the workplace.

3. Embed a Human Rights Framework for Police Scotland.

4. Deliver an accessible and responsive system for addressing complaints against the police.

5. Develop a new and robust approach to the investigation of accusations against colleagues, providing support to victims and survivors.

6. Support the roll out of the Scottish Government's suicide bereavement support service across Police Scotland.

Increase front-line strength and drive service improvement

1. Recruit to increase our officer establishment levels, attracting a diverse workforce to reflect and represent our communities.

2. Set out clearly how we will prioritise and deliver to the communities we serve and ensure that we are responding effectively to crime, threat and harm.

3. Implement an effective tasking and resource management process that supports the dynamic movement of staff and officers across the organisation to better align to priorities.

4. Strengthen frontline policing by reviewing role profiles and redeploying officers to roles which make best use of their training, knowledge and skills.

5. Strengthen frontline policing through the modernisation and introduction of police staff to undertake identified specialist roles currently performed by police officers.



6. Adjust our approach, in liaison with partners, to responding to mental health related incidents and non-crime related vulnerability to allow officers to focus on our core duties and ensure that we are getting these right first.

7. Reduce the requirement for officers to attend court for the purposes of giving evidence.

8. Review and reduce the number of officers deployed to court in an operational capacity.

9. Enhance our approach to performance management and internal governance to enhance accountability at all levels.

10. Begin the roll out Body Worn Video across our police officer workforce.

11. Progress work to strengthen our current Local Policing model to meet current and future needs.

12. Enhance service collaboration between blue light partners.

13. Progress the implementation of our Violence against Women and Girls Strategy and the policing elements of the Scottish Government's Equally Safe Delivery Plan.

14. Deliver new technology within our contact, command and control centres to enhance the service we provide to the public and maximise opportunities for remote engagement and resolution, reducing the demands on local policing and directing individuals to the right agency through pathway referrals and enhanced collaborative working.

15. Further enhance our approach to public protection to better protect all children and vulnerable people from harm and sexual exploitation.

16. Roll out the national implementation of our Proportionate Approach to Crime initiative on a phased basis.

17. Work with the Crown Office and other criminal justice partners to digitise our processes, speeding up justice for victims.

18. Implement and embed regulations as set out in the Police Conduct and Ethics Bill.

19. Continue to enhance our vetting procedures to ensure that all officers and staff share and work within our values.

20. Continue to roll out effective anti-discrimination training across the organisation and progress the Policing Together Implementation Plan.

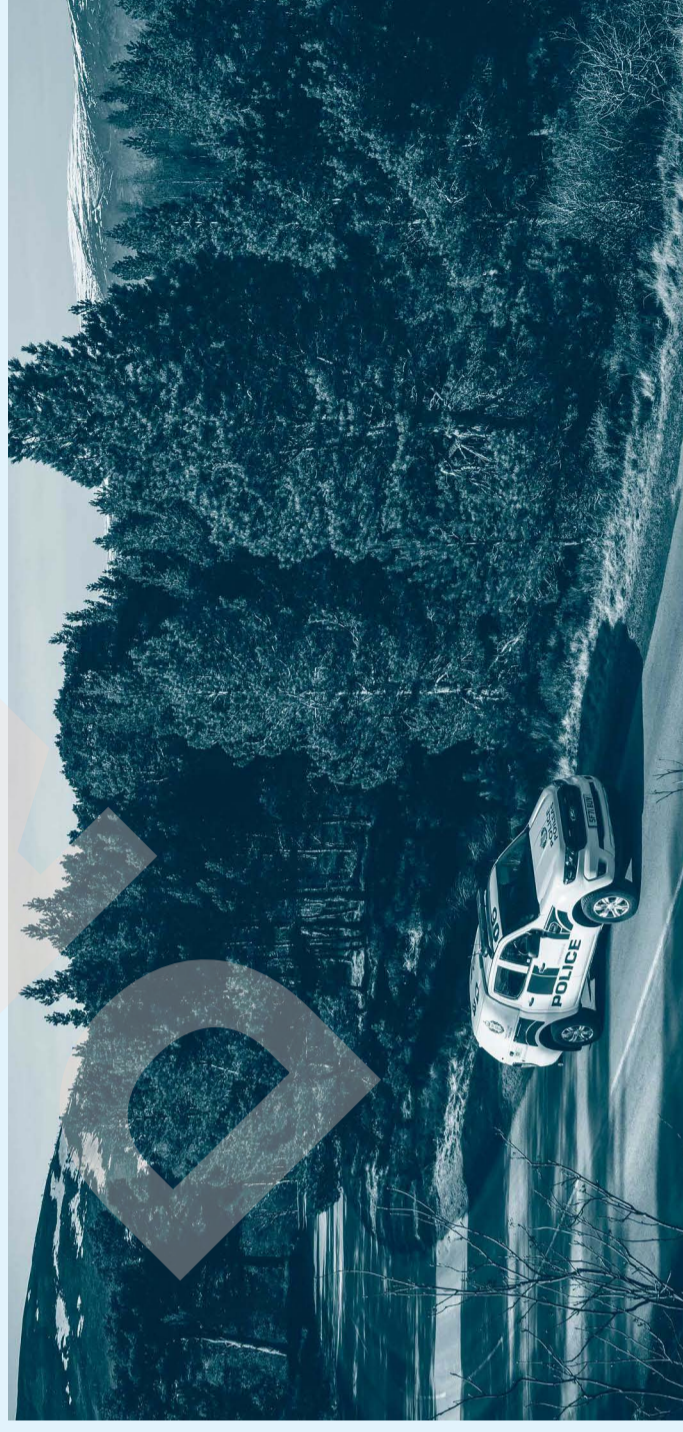
Support the wellbeing of our workforce

1. Deliver an improved Occupational Health provision which responds to and supports colleagues' needs.

2. Establish an improved colleague engagement forum and undertake a whole workforce survey.

3. Progress work on developing our Total Reward framework which is fair, transparent and which recognises achievement.

4. Enhance our use of myCareer to support positive and proactive development conversations.



Reporting on our progress and performance

Re-design and begin to re-shape support functions

1. Progress with our VR / VER Programme and aim to significantly reduce the size of the staff workforce in the early part of 2024/25. This process of re-sizing the workforce and re-designing our structures and services is critical to enabling us to re-direct budget towards the frontline and into more specialist staff roles that we will need to address threat, risk and harm in a changing and complex environment.
2. Significantly reduce the size of corporate support in divisional 'middle office' roles and re-design to maintain and improve services to operational policing.
3. Review and re-design corporate functions to maximise efficiencies ensuring we have the right size of workforce.
4. Design an organisational Target Operating Model for Police Scotland which will define overall workforce size, allocation and mix as well as future services alongside an Estates Masterplan to reduce unnecessary spend and better meet the needs of the public and our more mobile workforce.
5. Develop a roadmap of change and transformation for the next 3 years to deliver the agreed end state.
6. Agree a clearly prioritised portfolio of change projects and programmes that will build over 3 years towards full implementation of the new Target Operating Model.

Work is underway in partnership with the Scottish Police Authority to enhance our approach to reporting on performance and driving a broader culture of accountability. By closely monitoring and seeking to continuously improve performance in Police Scotland, we can better prioritise activity while ensuring value for money and increased sustainability.

Our 2024/25 Performance Framework is focused on the transparent presentation of data around areas of operational priority for policing and communities. This will enable effective scrutiny and drive accountability both inside Police Scotland and in public.

Using data effectively and being clear on the Key Performance Indicators (KPIs) will mean that we monitor and report on our performance in a positive way to support decision making around where we focus our resources. It will also support robust scrutiny from national to local level. Our Performance Framework is published on the Police Scotland website.

The agreement of project milestones across our priorities for 2024/25 is underway and we will report to the Authority on progress across each of these areas during the coming year. This will be alongside our regular quarterly reporting of performance across operational priority areas.



High level priorities and commitments 2024/25



Joint Strategy for Policing

Our Vision Policing for a safe, protected and resilient Scotland

Our Purpose The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland

Our Values Fairness | Integrity | Respect | Human Rights

POLICE SCOTLAND
Keeping people safe

POILEAS ALBA

Chief Constable's Priorities

Trust:

the people of Scotland trust us to keep them safe

Confidence:

people who contact us have confidence in our service delivery

Performance:

we continually improve and perform at a high level

Operational objectives:

Threat, harm and risk

Prevention, problem solving, and proactivity

Officer and staff wellbeing

Joint Strategy for Policing Strategic Outcomes

Threats to public safety and wellbeing are resolved by a proactive and responsive police service

The needs of local communities are addressed through effective service delivery

The public, communities and partners are engaged, involved and have confidence in policing

Our people are supported through a positive working environment, enabling them to serve the public

Police Scotland is sustainable, adaptable and prepared for future challenges

Chief Constable's Commitments

I will:

Advocate for you and try to influence Scottish Government to get the best annual financial settlement and make a strong case for greater capital investment, particularly in digital capabilities.

Focus our change activity on projects that will have the greatest benefit to our communities and our people, including the roll-out of body worn video, as soon as possible.

Simplify our strategic planning arrangements and governance processes, eliminating bureaucracy and empowering our people to do the right thing.

Increase your opportunities to communicate with me and the Executive team and share your views with us. Your ideas and creativity should and will influence how policing is delivered.

Improve the timeliness and quality of our occupational health services as part of my commitment to the wellbeing and safety of our people.

Preserve and strengthen our Community Policing model.

Review our approach to reward and recognition to ensure we recognise our unsung heroes and our achievements.



Engaging with us

We want to hear from you

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape our services and influence decisions made. Insight from effective engagement helps identify practical solutions and determine changes required to meet the needs of the communities we serve.

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about the Annual Police Plan or our service, please [Contact Us](#).

Public engagement and insight

Police Scotland recognises the importance of understanding the views and priorities of Scotland's diverse communities.

Your Police is a continuous and anonymous survey which provides a platform for the public to tell Police Scotland about their views and experience of the police service, what is going well and where policing can do better.

Further information about this platform and our wider engagement can be found on the [Police Scotland website](#) and [Engagement Hub](#).

Social media

Police Scotland has a number of active social media channels that provide a range of information and insight into policing, both nationally and in your local area. A full list of our social media accounts can be found on the [Police Scotland website](#).

Inclusive and accessible engagement

We aim to embed accessibility and inclusivity into our services to make them work for everyone.

This Annual Police Plan was subject to an Equality and Human Rights Impact Assessment (EqHRIA) and other Impact Assessment as appropriate. A summary of the EqHRIA is published alongside the Annual Police Plan on the Police Scotland website.

This Annual Police Plan can be made available in alternative formats on request.

Contact us

Always dial 999 in an emergency

By phone – 101 for non-emergencies (+44 (0) 141 308 1070 if calling from outwith the UK. Network charges may apply).

Online – for issues of a non-serious nature using our [Contact Us](#) form.

In person – details of Police Stations and Public Counter opening hours can be found on our website or by contacting us.

Text Relay – **18001101** for deaf, deafened, hard of hearing or speech-impaired callers.

Scotland's British Sign Language (BSL) Interpreting Video Relay Service (VRS) – enables contact with all of Scotland's public bodies and third-sector organisations. BSL users can contact them [directly](#).

In writing – to PO BOX 2460, Dalarnock, Glasgow, G40 9BA

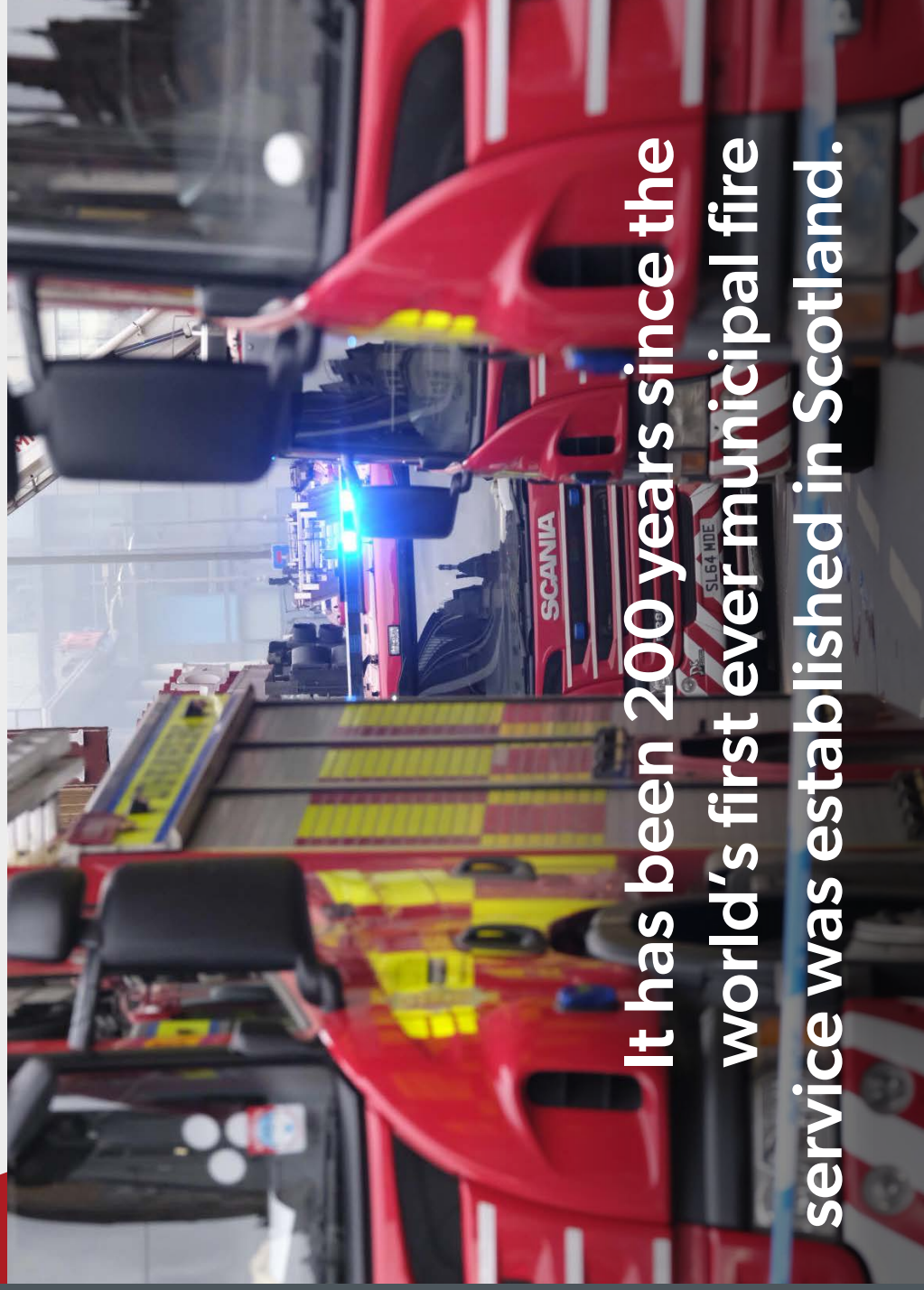


SHAPING OUR FUTURE SERVICE: YOUR SAY



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It has been 200 years since the world's first ever municipal fire service was established in Scotland.

1 INTRODUCTION

We have a proud history of serving our communities and have always worked hard to keep people safe.

The role of the firefighter has evolved over time and we want to build on this success to be a modern fire and rescue service that is ready for the challenges of Scotland's future.

As we outlined in our Long Term Vision, we want to do more for our communities – not just by responding to incidents but by stopping them from happening in the first place.

The types of incidents we respond to are changing and different parts of Scotland need different services from us. This means we need to change how we work.

For example, we are seeing fewer house fires but more flooding and wildfire incidents – often in areas that do not have permanently staffed fire stations.

Where we do have stations, some are located in areas to support historical risks that are no longer there – such as heavy industry like shipyards or coal mines. Some of our stations are also no longer fit for purpose and require significant investment to make them safer and more suitable for our staff.

To make sure we have the right resources in the right place at the right time we need to change. We believe the status quo is no longer an option.

This is why we are developing a Strategic Service Review Programme (SSRP) to look at how we deliver our services to become the modern service Scotland needs.

There are different ways to do this and we have outlined some of the areas we could change in this booklet.

But we need your help to make sure we get this right for the communities we serve.

This is the first stage in our engagement with staff, communities, trade unions, partners, elected representatives and people across Scotland. We will be running events and speaking to communities over the next two months to find out what you want and need from your fire and rescue service.

You can also complete our online survey or return our questionnaire on [page 21](#).

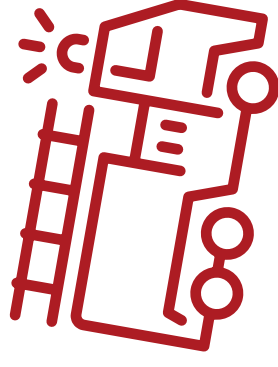
The views we gather will help us to develop change options for full public consultation later this year.



2

WHAT WE DO

At any given time, we can send our firefighters to any incident across Scotland.



We have specialist appliances and resources that are used across Scotland. These appliances are crewed by firefighters from local community fire stations, but they provide specific skills and equipment to support complex emergencies across the whole country.

We respond to every emergency and will always send the nearest appropriate and available appliances based on their location and the type of incident.

But keeping people safe starts long before any 999 call is made and our role is to prevent an emergency incident or harm from happening in the first place.

We have a proven track record in delivering effective prevention activity across a

wide range of issues. This means helping people to make their homes and communities safer.

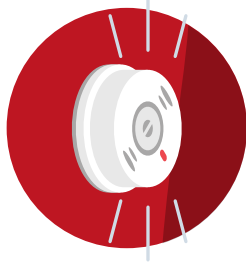
We also regulate businesses and workplaces to ensure that the places we visit or work in are safe from fire.

We support all of Scotland's communities, from educating children and young people, through to supporting adults and older people to live safely and independently.

As a service, we exist to make Scotland a safer place. We do this by:



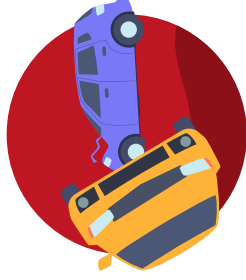
Responding to fires



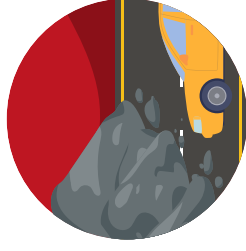
Promoting fire safety



Enforcing fire legislation



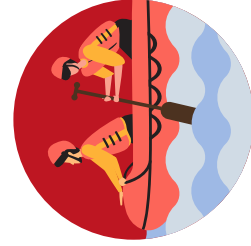
Responding to road traffic collisions



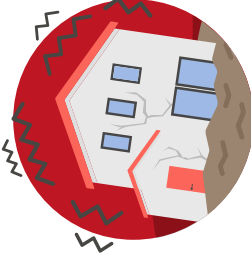
Responding to serious transport incidents



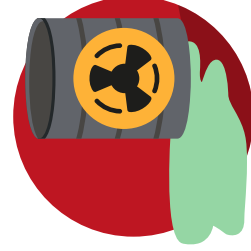
Responding to serious flooding



Undertaking inland water rescue



Dealing with structural collapse of buildings



Responding to chemical, biological and nuclear incidents



Carrying out rescues at height

WHY WE NEED TO CHANGE



We want to ensure communities are resilient and safe from extreme weather events, such as flooding and wildfires.

Our communities are changing too with more people living longer at home. Some people are vulnerable and require additional support so we need to adapt to meet these needs.

We know we can do more to keep Scotland safe. We want to focus on prevention so we can reduce demand on us and other public services.

This means considering how we can develop our prevention work through the use of our people, technology and safety interventions, making communities, homes and businesses safer and more resilient.

We are also committed to reducing our carbon footprint which means investing in more energy efficient buildings and vehicles.



Scotland is changing and this means we are responding to different types of incidents.

3.1 What we respond to

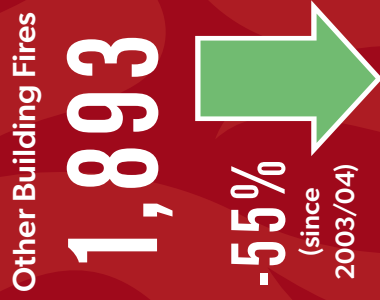
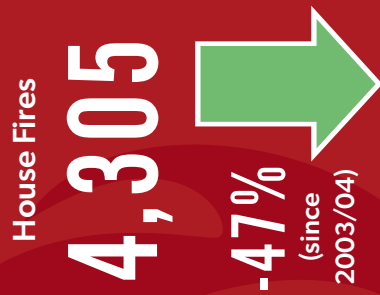
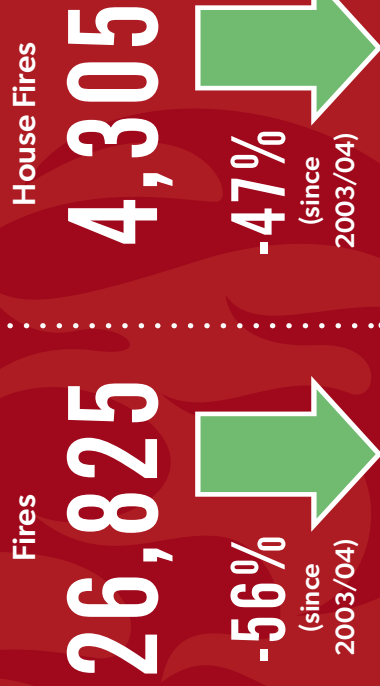
Fires still make up the majority of incidents we attend. But the number of fires has reduced over time. This includes house fires and other building fires.

Non-fire incidents increased from 11% in 2013-14 to 17% last year of the total incidents we attended. We expect this rise to continue.

At the same time, we have witnessed a continued reduction in fire-related deaths and casualties.

While fires overall have decreased, the number of other incidents we attend has increased.

2022/23 STATISTICS



* Incident statistics of this type are not held for 2003/04

Wildfire

Wildfires in Scotland are getting bigger, last longer. Ultimately this requires a more significant response.

Since 2010 there have been eight wildfires recorded which have lasted more than five days. All eight of these incidents have been since 2018. In that same time, there have been 15 wildfires lasting two to five days. Incidents of this duration involve hundreds of staff and resources, mainly our on call staff in rural communities.

We know that wildfires are becoming larger in scale, burning for longer periods of time and requiring a more significant volume of emergency response. This is damaging to the environment and causes significant disruption to local communities.

Due to the impact of climate change, we are seeing milder, wetter winters and drier, warmer summers. The expansion of vegetation growing seasons and changes in land management practices in Scotland are creating more fuel for wildfires, so we expect this trend to increase.



WILDFIRES are classified as outdoor fires with more than **1,000 square metres** of burned area.

2,500 wildfires since 2010

average of 178 each year



Flooding

Flooding incidents have increased steadily over the past decade and as the impact of climate change is predicted to intensify, we anticipate this trend to continue.



More than 280,000 homes and buildings are at **RISK OF FLOODING** in Scotland; with an additional 110,000 properties at risk by 2080.*

In 2023, we witnessed the impact of Storm Babet, in which people sadly lost their lives and communities in the north east were devastated by flooding.

This type of large-scale incident presents a significant demand on our service, local and specialist national crews, and requires the deployment of hundreds of staff from across Scotland to the affected areas.

We must ensure that we have the resilience and the correct equipment in place to respond effectively.

* Scottish Environment Protection Agency (SEPA) reference: www.sepa.org.uk/data-visualisation/nfra2018/



15,000 flooding incidents attended since 2013-14



Photo by Iain Masterston

3.2 Matching resource to risk

We have spent years building our knowledge of changing community risk across Scotland through the development of our **Community Risk Index Model (CRIM)**.

This model considers historical incident data and captures information about the people we serve, including where they are located, the types of buildings and environments they occupy and the way that nature may impact them.

This helps us to identify where our stations and appliances should be based to best meet current risks and keep communities safe.

The modelling we have done has shown that some stations and appliances are not in the right places to meet risk and demand.

Our knowledge of risk will help to inform where we need to locate stations, how we crew our appliances and how we operate from our stations.



3.3 Our people

The success of SFRS is down to our staff. Our firefighters, operations control, fire enforcement officers, community action teams and support staff are all dedicated to keeping Scotland safe.

We want all our staff to receive the highest quality of training which equips them with the skills, expertise and values the public expect.

For operational staff we want to invest in more training sites and more instructors across Scotland to better prepare our staff to deal with the modern risk and challenges.

We also need to work harder to make SFRS representative of the communities we serve.

Diversity is important in creating a workplace where everyone feels welcome and included. Having a diverse workforce has been proven to improve decision making and performance.

We are committed to improving diversity and building the leadership and culture to ensure that SFRS is a great place to be for everyone.

We also need to do more to support our on call firefighters. On call firefighters respond to emergencies via a pager but often have other jobs. There are significant challenges with our on call system and as our communities change, we cannot recruit enough to crew appliances in remote and rural areas.

While this is not unique to Scotland, our geography means that we rely heavily on our on call firefighters.

This model needs to be sustainable so that communities can remain resilient. To do this we need to consider what response and – more importantly – prevention activities could better serve these communities.



3.4 The state of our estate

Many of our ageing buildings are no longer fit for purpose and require urgent action. It will require significant investment to make them safer and more suitable and we must find a way to rectify this. Doing nothing is not an option.

In 2018 Audit Scotland described our backlog in capital spend requirements as “insurmountable”. That means we will never be able to modernise all our buildings and vehicles without additional investment or changing how we work.

Our capital funding has remained at £32.5million for the last seven years. We have received an additional £10million for 24/25 but as a minimum we need at least £60million each year to bring our buildings and equipment up to standard. We are also spending more money on repairs as the condition and suitability of our estate continues to deteriorate.

We have 14 fire stations with Reinforced Autoclaved Concrete (RAAC) panel issues.

This was identified in 2019 and we took measures to protect our staff and operations, however we have been unable to repair or replace the stations and this requires a permanent solution.

We need £60m each year to bring our buildings & equipment up to standard.



**We need
£60m each
year
to bring our buildings
and equipment up
to standard**

3.5 Contamination risk to firefighters



There is growing evidence of the health risks associated with exposure to a range of contaminants for our firefighters.

Firefighters' mortality rate from all cancers is 1.6 times higher than the general public, and firefighters are developing cancer at higher rates and at younger ages.*



We have undertaken a substantial review of how our appliances, staff and personal protective equipment (PPE) are decontaminated during and following an incident. We know that some of our buildings do not have appropriate decontamination provisions and, in some cases, limited welfare facilities.

To mitigate this risk, specialist decontamination wipes have been supplied to all fire appliances and training centres; a station zoning system has been trialled to limit contaminant spread; and our medical tests now include enhanced cancer screening questions.

But we know there is more we must do. Further investment is needed, particularly in relation to creating proper decontamination facilities in our stations.

The safety of our staff is paramount, and we continue to work with the Fire Brigades Union (FBU) and other representative bodies to reduce contamination risk for our firefighters.

* [Scottish Firefighters Occupational Cancer and Disease Mortality Rates: 2000-2020: academic.oup.com/occmed/article/73/1/42/6964909?login=false](https://academic.oup.com/occmed/article/73/1/42/6964909?login=false)

INVESTING IN CHANGE



We recognise that the need to modernise as a service and address the issues with our estate requires investment.

But this comes against a backdrop of economic and financial challenges for the whole public sector in Scotland. SFRS is not immune to this. We face pressures in both our resource and capital budgets so we must find ways to better use our resources.

4.1 Balancing our budget

Our budget is set annually by the Scottish Government and we have a legal duty to deliver a balanced budget.

The Scottish Government's Resource Spending Review published in May 2022 predicted our budget will remain the same for the next three years.

In 2023, the SFRS Board approved an initial savings plan across the whole organisation.

This included the temporary withdrawal of 10 second or third wholetime fire appliances for an initial 12-month period. This decision was supported by data and modelling from our CRIM which identified the appliance withdrawals that would have the least impact on emergency response times.

However we need to make permanent changes to move forward.

In December 2023, the Scottish Government increased our budget by £13.6million for 2024-25, from our budget allocation at the start of 23/24 and increased capital investment by £10.3million.

We need to plan beyond 2025 and ensure we are a sustainable organisation that is able to continually improve and invest in the services we provide. This is why we are seeking your views.

This budget increase gives us an opportunity to look at how we best use our staff, equipment, estate and fleet over future years to make sure we develop and improve for years to come.



WHAT CHANGES COULD WE MAKE?



These are some of the areas we think could change to use our resources differently and invest in developing our services.

5.1 Developing the firefighter role

We are committed to working in partnership with our staff and trade unions to develop the role of the firefighter in Scotland to take on wider prevention and emergency response activities.

To achieve this, we would need to agree a new employment contract and role of firefighters with their representative bodies. We have an 'agreement in principle' with the Fire Brigade's Union (FBU) but this would need additional funding to fully implement.

We would also need to invest further in training and equipment to support our firefighters to take on any new roles.

We believe that diversifying the role of firefighters could provide additional support to meet the needs of local communities. For example, we could provide an emergency medical response and support the most

vulnerable in our communities. The benefits to the people of Scotland in working closer with our public service partners could be significant.

Building upon our success in delivering preventative activities and interventions, we believe that we could go beyond the traditional role of the fire service and further enhance our partnership working. This could improve wider community outcomes, reduce demand on partners services and ultimately reduce the risk to the most vulnerable within Scotland's communities.

We also want to be a leader in reforming how our public services are delivered. An example of this would be to build on our current approach of sharing premises with our partners. This provides a more integrated delivery model that reduces the need for separate buildings while providing the services that communities need and the facilities that staff deserve.



5.2 Changing where our stations and appliances are based

The location of our community fire stations and fire appliances across Scotland has not changed significantly over time.

As we outlined in section 3.2, we know that some of our stations are not located in the best places to meet the current risks faced in communities.

There are potential options to change where our stations and appliances are located. This could involve merging stations in similar geographical locations to better reflect risk and demand.

Merging or moving stations would allow us to better use our resources elsewhere in the Service and invest in new stations where required.

By changing our footprint, we can reduce our running costs, reduce our capital backlog and potentially generate income from sites being sold.

The construction of new buildings would also help to address issues with contamination and suitable welfare facilities while providing staff with a newer, modern workplace.



5.3 Changing how and when we staff our resources

Our wholetime firefighters are split across five groups (watches). This is called the 5 Watch Duty System (5WDS) and allows us to provide permanent crews at our wholetime stations 24 hours a day, seven days a week.

Our on call (retained) firefighters respond to emergencies via a pager but often have other jobs while carrying out these duties. They also undertake training and carry out community safety and prevention work.

We also have a number of on call (volunteer) stations and Community Response Units (CRUs) who respond to specific types of incident via a pager system.

We currently have 23 stations which operate using a mixed duty system arrangement.

This is where a station has more than one pumping appliance – typically two pumping appliances and/or a specialist vehicle. One pumping appliance is crewed by wholetime

firefighters on the 5WDS whilst the other pump is crewed by on call firefighters who respond from their home or primary workplace.

We also have one community fire station which combines a wholetime and day duty crewing model.

The day duty system and other alternatives mean appliances are crewed based on data which shows when they are needed.

A mix of duty systems is common elsewhere in the UK.

There may be some areas where changing our duty systems would be appropriate to meet the risk and demand. This could allow staff to be deployed into other risk critical areas such as training and prevention.





5.4 Changing how we attend emergencies

Our crewing model – which is the number of firefighters in appliances that attend an emergency – is another area we could explore for change.

Different models are used throughout the UK and there could be options to change the crewing arrangements for different appliances in individual stations.

We could also adopt bespoke measures to increase availability in other areas. For example, blended crewing, where on call firefighters can be temporarily posted to wholetime stations to ensure appropriate levels of crewing are maintained or wholetime firefighters are deployed to on call stations to fill short-term crew or skills shortages.

5.5 Rationalising our corporate buildings

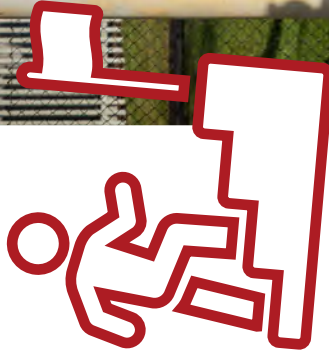
Our corporate buildings provide working space for both uniformed and support staff.

We have already closed our West Service Delivery Area Headquarters (HQ) at Hamilton after the site was designated as surplus to requirements.

The closure of this site will save approximately £500,000 in annual running costs with future potential for capital receipt following the sale of the corporate building.

There is similar potential to achieve further savings by closing additional sites in other parts of the country.





SUMMARY AND NEXT STEPS

Scotland has changed and so must its fire and rescue service.

We have analysed the changing community risk and we know that some of our stations and appliances could be better located. At the same time, many of our ageing buildings are also no longer fit for purpose and require urgent action to make them safer and more suitable.

Through our Strategic Service Review Programme (SSRP), we want to address those challenges and free up or redistribute our resources to invest in other areas such as training, innovation and prevention.

To achieve this, we may need to consider changes to where our stations and appliances are based; and how and when we staff our resources.

So we want to hear your views on what you want from your fire service now and in years to come.

We are engaging with communities across Scotland to find out what people think of the potential changes we have outlined in this document and what the future role of the Service could be in communities.

To share your views please complete our online survey. You can also fill out the questionnaire on [page 21](#) and send it to: SFRS.PublicInvolvement@firescotland.gov.uk

You can also return a copy of the questionnaire to: FREEPOST SFRS Communications, Scottish Fire and Rescue Service, Westburn Drive, Cambuslang, G72 7NA.

If you require this information in a different format, such as braille or audio, please email: SFRS.PublicInvolvement@firescotland.gov.uk

Once we have completed this exercise at the end of June 2024 we will review all the feedback we have received.

We will then use this feedback to help develop options for change before running a full public consultation exercise later this year.





QUESTIONNAIRE

SHAPING OUR FUTURE SERVICE: YOUR SAY

1. About you

How would you best describe yourself?

(Tick the one that best applies)

- | | |
|---|--|
| <input type="checkbox"/> SFRS staff – operational | <input type="checkbox"/> Other public organisation (e.g., NHS) |
| <input type="checkbox"/> SFRS staff – support | <input type="checkbox"/> Third sector / voluntary organisation |
| <input type="checkbox"/> Member of the public | <input type="checkbox"/> Community group |
| <input type="checkbox"/> Other emergency service | <input type="checkbox"/> Trade Union / Representative bodies |
| <input type="checkbox"/> Business / commercial sector | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Local authority | |
| <input type="checkbox"/> Elected member | |



Please use this text box to give other description.

2. Our people

Section 2 of the 'Shaping Our Future Service: Your Say' document describes the variety of incidents within SFRS and the different responsibilities we have.

To ensure the highest possible levels of community and firefighter safety, SFRS needs to have firefighter duty systems with the right staffing levels available to attend incidents at the time of day when there is most risk. Do you:

- | | |
|---|---|
| <input type="checkbox"/> Agree strongly | <input type="checkbox"/> Disagree |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Disagree strongly |
| <input type="checkbox"/> Neither agree nor disagree | <input type="checkbox"/> Prefer not to answer |



Please use this text box to give us any additional thoughts on this.

3. Service priorities

The 'Shaping Our Future Service: Your Say' document (Section 3) outlines the need for SFRS to change. From the list below, please select UP TO FOUR issues that you feel should be priorities for SFRS.

Please RANK THESE IN ORDER with 1 being the most important.

Rank	Issues
	Crews should be based in areas where there is more risk and demand.
	SFRS should have the right resources (i.e. fire appliances) in the right place – based on analysis of risk.
	SFRS should work alongside communities to build resilience and better prepare for significant events, including flooding and wildfire.
	Fire stations should have dignified changing facilities for firefighters.
	Reassurance that any changes won't make me or my family less safe.
	There should be a visible SFRS presence near where I live.
	SFRS should undertake prevention work to protect the most vulnerable in communities
	SFRS needs to demonstrate best value for public money.
	SFRS should strive to reduce its carbon footprint wherever possible.

4. Investing in change

Section 4 of the 'Shaping Our Future Service: Your Say' document outlines the need for SFRS to make better use of our resources.

One way we can do this is to work in partnership with other public bodies (e.g., Police Scotland and others) to explore how we can provide better value for the public.

Do you:

- Agree strongly
- Agree
- Neither agree nor disagree
- Disagree
- Disagree strongly
- Prefer not to answer



Please use this text box to give us any additional thoughts on this.

5. Our appliances

Section 5.2 of the 'Shaping Our Future Service: Your Say' document (Changing Where Our Stations and Appliances Are Based) outlines why we need to review where our appliances are located. For communities to be safe, we need to have the right resources in the right place.

SFRS should have fire appliances located based on risk in local communities. Do you:

- Agree strongly
- Agree
- Neither agree nor disagree
- Disagree
- Disagree strongly
- Prefer not to answer



Please use this text box to give us any additional thoughts on this.

6. Where we're located

Section 5.2 of the 'Shaping Our Future Service: Your Say' document (Changing Where Our Stations and Appliances Are Based) outlines why we need to review where our fire stations are located. To do this, we must consider how the communities we serve have changed and are continuing to change.

6a) SFRS should have fire stations located based on risk in local communities. Do you:

- Agree strongly
- Agree
- Neither agree nor disagree
- Disagree
- Disagree strongly
- Prefer not to answer



Please use this text box to give us any additional thoughts on this.

6b) SFRS should consider sharing premises with partners (e.g., Scottish Ambulance Service, Police Scotland and local authorities) to provide a better service for our communities. Do you:

- Agree strongly
- Agree
- Neither agree nor disagree
- Disagree
- Disagree strongly
- Prefer not to answer



Please use this text box to give us any additional thoughts on this.

7. Our role in local communities

Our Prevention and Protection work can help reduce the risk of fires and other potentially life-threatening situations. It can also help us better plan for events such as flooding and wildfires.

7a) SFRS should work with community partners (e.g., local authorities, and others) to further reduce these risks. Do you:

- Agree strongly
- Agree
- Neither agree nor disagree
- Disagree
- Disagree strongly
- Prefer not to answer



Please use this text box to give us any additional thoughts on this.

7b) SFRS should contribute towards Net Zero by, for example, reducing our own carbon emissions.

Do you:

- Agree strongly
- Agree
- Neither agree nor disagree
- Disagree
- Disagree strongly
- Prefer not to answer



Please use this text box to give us any additional thoughts on this.

8. Consulting with our communities

SFRS may wish to hold a future public consultation on some of the issues detailed below. Please tell us to what extent you think the public should be consulted on each issue.

Change Proposal	The public should be fully consulted	The public don't need to be consulted, but should be informed	The public don't need to be consulted	Unsure
Changes to firefighter role (e.g., to include emergency first aid responder)				
Modernisation / upgrade of a fire station(s)				
Closure of a fire station				
Moving a fire station to a new location				
Permanent removal or relocation of a fire appliance(s)				
Changes to firefighter duty systems				
Sharing locations with other partners (e.g., Police, Ambulance, local authorities.)				
Building a new fire station				

9. Any other comments

 Please give us any other comments that SFRS should take into account when considering the future of the Service.

10. Equality monitoring

Why are we asking for equality information?

We collect equality information to help us plan and deliver services as part of our Equality Duties (Equality Act 2010). The information you provide:

- helps us assess and improve our performance;
- helps us to identify and address the needs of our employees and the communities of Scotland
- ensures we are interacting in a balanced way with people with protected characteristics as defined by the Equality Act (2010).

Do you need to answer every question?

No. The information you provide is voluntary and anonymous, but by answering as many questions as possible, it will give us a better understanding of who we are engaging with and what we need to do to continue to be as inclusive as possible.

Data Protection and Privacy Notice

Scottish Fire and Rescue Service (SFRS) is committed to protecting your personal information. The processing of personal data is covered by the General Data Protection Regulation 2018 and Data Protection Act 2018.

Further information on how SFRS will process this data can be found at

www.firescotland.gov.uk/publications/document/?id=7586

Your Age

- Under 16
- 16-25
- 26-40
- 41-55
- 56-70
- Over 70
- Prefer not to say

Your Sex

- Male
- Female
- Prefer not to say

Do you consider yourself to be trans, or have a trans history?

(e.g., non-binary, trans man, trans woman)

- Yes
- No
- Prefer not to say

Your Sexual Orientation

- Heterosexual / Straight
- Gay / Lesbian
- Bi
- Prefer not to say

 If you prefer to use another term, please provide this:

Disability – Do you consider yourself to have a disability?

- Yes
- No
- Prefer not to say

Care Experienced – Do you have experience of having been in care?

- Yes
- No
- Prefer not to say

Ethnicity – What is your ethnic group?

- Scottish
- Other British
- Irish
- Gypsy / traveller
- Polish
- Roma
- Other white ethnic group
- Pakistani / Scottish Pakistani / British Pakistani
- Indian / Scottish Indian / British Indian
- Chinese / Scottish Chinese / British Chinese
- Black or Caribbean / Scottish Black or Caribbean / British Black or Caribbean
- Arab / Scottish Arab / British Arab
- African / Scottish African / British African

Religion / Faith

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

Postcode

In the box below, please give only the first part of your postcode (e.g., KY12):



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

firescotland.gov.uk

SHAPING OUR FUTURE SERVICE: YOUR SAY – Information Pack

Version 1.0 April 2024

Our People

Section 2 of the ‘Shaping Our Future Service: Your Say’ document describes the variety of incidents within SFRS and the different responsibilities we have

1. To ensure the highest possible levels of community and firefighter safety, SFRS needs to have firefighter duty systems with the right staffing levels available to attend incidents at the time of day when there is most risk. Do you:

- Agree strongly ✓
- Agree
- Neither agree nor disagree
- Disagree
- Disagree strongly
- Prefer not to answer

Please use this text box to give us any additional thoughts on this.

Inverclyde Council strongly agrees with the Scottish Fire and Rescue Service's (SFRS) position on ensuring appropriate firefighter staffing levels. Public safety is our top priority, and having the right number of firefighters available during peak risk times is essential for protecting both our communities and emergency personnel. We are committed to working collaboratively with SFRS to achieve this goal.

Service Priorities

1. The ‘Shaping Our Future Service: Your Say’ document (Section 3) outlines the need for SFRS to change. From the list below, please select UP TO FOUR issues that you feel should be priorities for SFRS. Please RANK THESE IN ORDER with 1 being the most important.

(2) Crews should be based in areas where there is more risk and demand.

(1) SFRS should have the right resources (i.e. fire appliances) in the right place – based on analysis of risk.

Fire stations should have dignified changing facilities for firefighters.

Reassurance that any changes won't make me or my family less safe.

There should be a visible SFRS presence near where I live.

(3) SFRS should undertake prevention work to protect the most vulnerable in communities

SFRS needs to demonstrate best value for public money.

SFRS should strive to reduce its carbon footprint wherever possible.

(4) SFRS should work alongside communities to build resilience and better prepare for significant events, including flooding and wildfire.

Investing in Change

1. Section 4 of the ‘Shaping Our Future Service: Your Say’ document outlines the need for SFRS make better use of our resources. One way we can do this is to work in partnership with other public bodies (e.g., Police Scotland and others) to explore how we can provide better value for the public. Do you:

- Agree strongly. ✓
- Agree.
- Neither agree nor disagree.
- Disagree.
- Disagree strongly.
- Prefer not to answer.

Please use this text box to give us any additional thoughts on this.

Inverclyde Council strongly agrees with the need for SFRS to make better use of resources through partnerships with other public bodies. We believe collaboration can significantly improve public safety and overall service delivery through data sharing, joint training, shared resources, joint prevention activities, joint vulnerability assessments, and co-location of services.

Our Appliances

Section 5.2 of the ‘Shaping Our Future Service: Your Say’ document (Changing Where our Stations and Appliances are Based) outlines why we need to review where our appliances are located. For communities to be safe, we need to have the right resources in the right place.

1. SFRS should have fire appliances located based on risk in local communities

- Agree strongly
- Agree ✓
- Neither agree nor disagree
- Disagree
- Disagree strongly
- Prefer not to answer

Please use this text box to give us any additional thoughts on this.

Inverclyde Council agrees with SFRS basing fire appliance locations on a risk-based analysis of local communities for the following reasons:

- **Improved Response Times:** Strategic placement based on risk can significantly reduce response times, particularly in critical situations. Faster arrival translates to better chances of saving lives and minimising property damage.
- **Targeted Resource Allocation:** Distributing fire appliances based on risk ensures resources are aligned with areas of greatest need.
- **Data-Driven Decision Making:** A risk-based approach uses objective data to optimise resource allocation, maximising efficiency, and effectiveness.

While The Council support a risk-based approach to fire appliance location, we also recognise the importance of maintaining adequate coverage for outlying or geographically challenging areas. We'd be happy to work with SFRS to ensure a balance is achieved, where high-risk zones have the necessary resources while response times in more remote areas remain acceptable. Open communication and data sharing will be crucial in finding the optimal solution that prioritises safety across all our communities.

Where We're Located

Section 5.2 of the 'Shaping Our Future Service: Your Say' document (Changing Where our Stations and Appliances are Based) outlines why we need to review where our fire stations are located. To do this, we must consider how the communities we serve have changed and are continuing to change.

1. SFRS should have fire stations located based on risk in local communities. Do you:

- Agree strongly
- Agree ✓
- Neither agree nor disagree
- Disagree
- Disagree strongly
- Prefer not to answer

2. SFRS should consider sharing premises with partners (e.g., Scottish Ambulance Service, Police Scotland and local authorities) to provide a better service for our communities. Do you:

- Agree strongly ✓
- Agree
- Neither agree nor disagree
- Disagree
- Disagree strongly
- Prefer not to answer

Please use this text box to give us any additional thoughts on this.

Inverclyde Council believe in both a risk-based approach to fire station location and co-location with partner agencies (Scottish Ambulance Service, Police Scotland) for several reasons:

- **Optimising Resources:** Locating fire stations based on risk ensures resources are strategically placed to address areas with the highest need. This improves response times and overall service effectiveness.
- **Enhanced Collaboration:** Co-location with partner agencies provides closer collaboration and better communication. This can lead to faster joint responses to emergencies and improved information sharing.
- **Cost-Effectiveness:** Sharing facilities can potentially lead to significant cost savings for all involved parties. These savings can then be re-directed towards other vital services.

However SFRS should also consider:

- **Equity in Service Delivery:** Focusing solely on high-risk areas might neglect outlying or lower-risk communities, potentially increasing response times in those areas. This could be a fairness concern, particularly for residents in those communities.
- **Unexpected Incidents:** Risk assessments may not predict all potential emergencies. A purely risk-based approach might leave areas vulnerable to unforeseen incidents.
- **Data Accuracy and Currency:** The effectiveness of a risk-based approach hinges on the accuracy and timeliness of data used to identify high-risk zones. Inaccurate data could lead to suboptimal resource allocation.

Our Role In Local Communities

Our prevention, preparedness and protection work can help reduce the risk of fires and other potentially life-threatening situations. It can also help us better plan for events such as flooding and wildfires.

1. SFRS should work with community partners (e.g., local authorities and others) to further reduce these risks. Do you:

- Agree strongly ✓
- Agree
- Neither agree nor disagree
- Disagree
- Disagree strongly
- Prefer not to answer

Please use this text box to give us any additional thoughts on this.

Inverclyde Council strongly agree that collaboration is key to reducing fire risks within communities. We believe in a multi-pronged approach that leverages the strengths of various partners across the Inverclyde Alliance. This could include public education, community outreach, vulnerability assessment, and data sharing.

2. SFRS should contribute towards Net Zero by, for example, reducing our own carbon emissions. Do you:

- Agree strongly. ✓
- Agree.
- Neither agree nor disagree.
- Disagree.
- Disagree strongly.
- Prefer not to answer.

Please use this text box to give us any additional thoughts on this.

Inverclyde Council strongly agree that SFRS should contribute to achieving Net Zero. Reducing carbon emissions aligns with our own

environmental sustainability goals. The Council would like to work together to make significant progress towards a cleaner, more sustainable future

1. SFRS may wish to hold a future public consultation on some of the issues detailed below. Please tell us to what extent you think the public should be consulted on each issue.
 - The public should be fully consulted
 - The public don't need to be consulted, but should be informed.
 - The public don't need to be consulted
 - Unsure

Changes to firefighter role (e.g., to include emergency first aid responder) **Full Public Consultation.**

Modernisation / upgrade of a fire station(s) **Public Information, Not Full Consultation**

Closure of a fire station **Full Public Consultation**

Moving a fire station to a new location **Full Public Consultation**

Permanent removal or relocation of a fire appliance(s) **Full Public Consultation**

Changes to firefighter duty systems **Public don't need to be consulted**

Sharing locations with other partners (e.g., Police, Ambulance, local authorities.) **Public Information, Not Full Consultation**

Building a new fire station **Full Public Consultation**

Any Other Comments

1. *Please give us any other comments that SFRS should take into account when considering the future of the Service.*

Inverclyde Council strongly encourages the Scottish Fire and Rescue Service (SFRS) to continue its commitment to open and transparent engagement on future plans that may have local implications. Any proposal that includes a reduction in appliances or buildings would need rigorous assessment and consultation to ensure there was no detrimental impact on public safety within our communities.

We believe that a collaborative approach, with open communication and opportunities for public input, is essential for building trust and ensuring that SFRS services effectively meet the needs of our communities.

We appreciate the efforts SFRS has made thus far to engage with local authorities and communities, and we look forward to continued collaboration as decisions are made about the future of the service.

We are confident that by working together, SFRS and local communities can develop a future-proofed fire and rescue service that prioritises public safety and well-being.