

Cunninghame House,  
Irvine.

12 May 2016

### **Police and Fire and Rescue Committee**

You are requested to attend a Meeting of the above mentioned Committee of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **MONDAY 16 MAY 2016** at **2.00 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

**1. Declarations of Interest**

Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

**2. Minutes**

The accuracy of the Minutes of the meeting of the Committee held on 8 February 2016 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

**3. Matter Arising**

**3.1 Managing Automatic Fire Signals**

Receive presentation by Local Senior Officer (Scottish Fire and Rescue Service).

### **3.2 Review of Local Police Plan**

Submit report by Police Scotland on the review of the Local Police Plan (copy enclosed).

## **4. Performance Reports**

### **4.1 Scottish Fire and Rescue Service**

Submit report by the Scottish Fire and Rescue Service on performance in relation to North Ayrshire.

### **4.2 Police Scotland**

Submit report by Police Scotland on performance in relation to the North Ayrshire Local Police Plan.  
(copies enclosed).

## **5. Policing Issues Update**

Submit report by Police Scotland (copy enclosed)

## **6. Consultation Papers**

### **6.1 Fire and Rescue Framework for Scotland 2016**

Submit consultation document (copy enclosed).

## **7. Discussion Items**

Consider the undernoted discussion items, suggested by Scottish Fire and Rescue Service.

### **7.1 Scottish Fire and Rescue Service Strategic Plan 2016-19**

### **7.2 North Ayrshire Local Fire and Rescue Plan Development**

## **8. Urgent Items**

Any other items which the Chair considers to be urgent.

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## Police and Fire and Rescue Committee

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Sederunt: Marie Burns (Chair)  
Catherine McMillan  
(Vice-Chair)  
John Bell  
Ruth Maguire  
Grace McLean  
Peter McNamara  
Irene Oldfather

Chair:

Attending:

Apologies:

Meeting Ended:



Police and Fire and Rescue Committee  
8 February 2016

**IRVINE, 8 February 2016** - At a Meeting of the Police and Fire and Rescue Committee of North Ayrshire Council at 2.00 p.m.

**Present**

Marie Burns, Catherine McMillan, John Bell, Ruth Maguire, Grace McLean, Peter McNamara

**In Attendance**

C. Andrew, Senior Manager (Legal Services) and M. Anderson, Committee Services Team Leader (Chief Executive's Service).

**Also In Attendance**

Superintendent L. Jones, Chief Inspector T. Ross and Chief Inspector B. Shaw (Police Scotland); Group Manager A. Stewart and Area Manager J. Scott (Scottish Fire and Rescue Services); D. Armstrong and G. Paterson, (Scottish Government); L. Tennant (Scottish Police Authority); and I Wilkie, Media Officer (Scottish Fire and Rescue Service).

**Chair**

Councillor Burns in the Chair.

**Apologies for Absence**

Irene Oldfather

**1. Chair's Remarks**

The Chair welcomed representatives of the Scottish Government, the Scottish Police Authority and the Scottish Fire and Rescue Service to the meeting.

**2. Declarations of Interest**

There were no declarations of interest by Members in terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors.

**3. Minutes**

The accuracy of the Minutes of the meeting of the Committee held on 23 November 2015 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

## **4. Consultation Responses**

### **4.1 Consultation of Strategic Police Priorities**

The Chair invited the Depute Head of Strategy (Police Division) (Scotland Government) to give short introductory presentation on the review of Scottish Strategic Police Priorities, current priorities, pre-consultation engagement and the formal consultation process. A copy of the presentation slides and a summary document on the consultation were circulated at the meeting.

Thereafter, submitted report by the Chief Executive on the consultation document "What are your Priorities for your Police Services? A review of our Scottish Strategic Police Priorities". A copy of the consultation document and a proposed consultation response were set out at Appendices 1 and 2, respectively, to the report.

Members asked discussed the draft response and the extent to which it captured the priorities issues identified by Members.

The Committee agreed (a) not to submit the draft response set out at Appendix 2 as its consultation response; and (b) to respond to the consultation by requesting that consideration be given to reflecting in future Strategic Police Priorities the importance of improved accountability, better communication, and a greater focus on safety in the community.

Councillor McNamara left the meeting at this point.

### **4.2 HM Inspectorate of Constabulary in Scotland - Consultation on Annual Scrutiny Plan 2016/17**

Submitted report by the Chief Executive which sought views on any further areas of scrutiny which should be undertaken by HM Inspectorate of Constabulary in Scotland (HMICS) during 2016/17. A copy of the "Corporate Strategy 2014/17: Improving Policing across Scotland" document was set out at Appendix 1 to the report.

The report did not identify any obvious gaps in the scrutiny undertaken by HMICS, but did draw Members' attention to two developing areas which might benefit from scrutiny in the longer terms, namely preventative policing and joint working between the Police and Community Planning Partners.

The Committee agreed to respond to the consultation exercise by expressing support for the current HMICS Scrutiny Plan 2016/17.

### **4.3 Consultation of Police Scotland Annual Police Plan 2016/17**

Submitted report by the Chief Executive on the Annual Police Plan 2016/17 consultation. The draft plan was set out at Appendix 1 to the report.

Section 3 of the report invited Members to consider the draft Annual Police Plan 2016/17 and identified a number of potential issues for consideration.

Members asked questions, and received further information, on the following:-

- the importance of highlighting the innovative MADART approach;
- the role of the Licensing Board with regard to off sales and managing over provision;
- whether Police logs record incidents where alcohol has been a factor in crimes;
- the extent to which a link has been established between crime and the purchase of alcohol from supermarkets; and
- the issue of 'reportable road accidents' and its effect of the number of road traffic accidents recorded.

The Committee agreed to submit as its consultation response the issues identified at Section 3.1 of the report, in terms of the Violence, Disorder and Antisocial Behaviour Priority, the Road Safety and Road Crime Priority, and the potential value of social media to support local policing and increase community resilience.

Councillor McNamara rejoined the meeting at this point.

## **5. Performance Reports**

### **5.1 Scottish Fire and Rescue Service**

Submitted report by the Scottish Fire and Rescue Services on progress against North Ayrshire's Local Fire and Rescue Plan 2014/17 and which provided other key Fire and Rescue updates. A copy of the North Ayrshire Performance Report from 1 April to 31 December 2015 was set out at Appendix 1 to the report.

Section 3.1 of the report provided an analysis of operational activity for the period 1 April - 31 December 2015 compared with the previous year and reviewed activity over the preceding three years. Performance during the 9-month review period was measured across six indicators, with one indicator currently achieving its reduction target, four adrift of their 3-year average target as a result of increased activity, and one showing a reduction which has not achieved the target set. New targets have been developed for the period 1 April 2015 to 31 March 2016 to monitor the priorities within the local plan.

The report also gave an update on changes to the Strategic Leadership Team structure, as well as information on the transfer of national headquarters to Cambuslang. In addition, information was given about a report to the Scottish Government entitled "Managing Automatic Fire Signals".

Members asked questions, and received further information, on the following:-

- the proportional of false alarm calls in North Ayrshire compared with elsewhere in Scotland;
- measures to address unwanted fire alarm signals within schools; and
- cases where drugs and/or alcohol are involved attendances and the use made of data on this.

The Committee agreed (a) to receive a report at a future meeting on the "Managing Automatic Fire Signals" report and recommendations; and (b) otherwise, to note the content of the report.

## **5.2 Police Scotland**

Submitted report by Police Scotland on performance in relation to the North Ayrshire Local Police Plan for the period 1 April to 31 December 2015. Appendix 1 to the report provided detailed information on performance against the Plan's priorities and associated objectives and gave information on complaints against the Police.

The report also provided information on the Festive Safety Campaign which ran for the four weeks from 4 December 2015 to 3 January 2016, and on plans for the preparation of Local Police Plans by Police Scotland.

Members asked questions, and received further information, on the consultation arrangements around the preparation of Local Police Plans.

The Committee agreed (a) that any comments Members may have on the Local Police Plan and the four policing priorities currently identified in the plan, should be submitted to the Head of Democratic Services in the first instance, for onward submission to Police Scotland; (b) to receive a report at the next meeting on the review of the Local Police Plan; and (c) otherwise, to note the content of the report.

Councillor McNamara left the meeting during consideration of this item.

## **6. Police Scotland Update on National/Local Policing Matters**

Submitted report by Police Scotland on relevant local and national policing matters which fall outwith the local Policing Plan progress update.



The report provided information on the following:-

- Air Weapons Surrender Programme;
- Recorded Police Warning System;
- Stop and Search;
- Victim Care Card;
- Criminal Justice (Scotland) Bill;
- I6; and
- Your View Counts - Revised Public Consultation Process

Noted.

The Meeting ended at 3.25 p.m.



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## POLICE SCOTLAND

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### Agenda Item 3.1

Police and Fire and Rescue Committee

16 May 2016

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**Subject:** Local Police Plan: Review

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**Purpose:** To advise the Committee of an annual review of the Local Police Plan

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#### 1. Introduction

As the Committee is aware, the Police and Fire Reform (Scotland) Act 2012 provides the statutory basis for the preparation of local police plans (LPP) by Police Scotland. The Act also describes the circumstances in which the LPP **must** be reviewed by the local police commander, i.e. if a new strategic police plan is produced by the Scottish Police Authority and approved by Scottish Ministers; or after three years.

The current North Ayrshire LPP was approved by the Police and Fire and Rescue Committee and North Ayrshire Council in 2014 and will remain valid until 2017 (unless a new strategic police plan is produced as described above). The four policing priorities identified in the plan are as shown.

1. Drug dealing and misuse
2. Violence and antisocial behaviour
3. Dishonesty
4. Road safety

#### 2. Current Position

As reported at the meeting of the Police and Fire & Rescue Committee on 8 February 2016, Chief Inspector Tim Ross has reviewed the LPP, to ensure its continued suitability. The review took account of relevant information from a number of sources, including:

- Police Scotland consultation survey: Police Scotland recently launched the 'Your view counts' public survey, to allow communities to tell the police what is important to them and to shape future policing priorities. Because of the transition to this new survey process, the Service did not undertake a full, annual consultation exercise in 2015, as it had done in previous years. Rather, it completed a smaller, validation exercise, to ensure that the results of the 2014 Public Consultation Survey remained valid (the results of that survey are summarised in Table 1 overleaf).
- current performance information regarding the existing priorities; and
- an updated strategic assessment for policing in North Ayrshire.
- Peoples' panel survey

**Table 1: 2014 Public consultation survey results: number of people identifying specified issue as a priority**

Issue	Total	%
Violent Crime	571	21.7
Drug dealing / drug misuse	428	16.2
Youths causing annoyance	350	13.3
Rowdy drunken behaviour in public places	248	9.4
Homes being broken into	214	8.1
Littering / fly tipping	175	6.6
Speeding Motorists	147	5.6
Theft of personal property e.g. Bicycles, tools etc	124	4.7
Vandalism / graffiti	106	4.0
Dangerous and/or antisocial driving	92	3.5
Cars being stolen or broken into	73	2.8
Bogus workers / callers	63	2.4
Wildlife Crime	25	0.9
Other - Based on free text (e.g. Dog Fouling, Parking, etc)	19	0.7

### 3. Conclusion

The current plan remains valid until March 31 2017 and I am satisfied that the priorities identified are relevant and appropriate and do not require to be changed at present. Some administrative amendments will be made to the plan, to reflect the adoption of the Locality approach in North Ayrshire and some changes in personnel. A new three-year plan will be created for the period 2017-2020 and I am confident that the results of ongoing and developing improvements in community engagement will significantly influence and shape that plan.

### 4. Proposal

The Committee is invited to consider this update and confirm that it is content that the priorities identified in the Local Police Plan 2014-2017 remain appropriate.

Gillian MacDonald  
Chief Superintendent  
Police Scotland

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## Scottish Fire and Rescue Service

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### Agenda Item 4.1

#### Police & Fire and Rescue Committee – 16<sup>th</sup> May 2016

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<b>Subject</b>	Scottish Fire and Rescue Service Performance Report and Service updates
<b>Purpose</b>	To advise members of the Police and Fire Committee as to progress against North Ayrshire's local fire and rescue plan 2014 - 2017 and to provide committee members with other key Fire and Rescue Service updates
<b>Recommendation</b>	For members to note the information contained within this report

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#### 1. Introduction

- 1.1 On the 1<sup>st</sup> April 2013, the Scottish Fire and Rescue was formally established and as part of its statutory duties, the Service developed its three-year Strategic Plan. Following a consultation process, the Strategic Plan was approved by Roseanna Cunningham MSP, the Minister for Community Safety and Legal Affairs on 1 October 2013 and was laid before the Scottish Parliament by the Scottish Fire and Rescue Service under Section 41A(8)(b) of the Fire (Scotland) Act 2005 as amended by the Police and Fire Reform (Scotland) Act 2012 in October 2013.
- 1.2 To enable the new Service to determine its local key priorities, a three-year local fire and rescue plan for North Ayrshire was developed and approved by North Ayrshire Council for the period 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2017 and is now subject to monitoring and reporting through North Ayrshire Council's Police & Fire and Rescue Committee.

#### 2. Performance Summary

- 2.1 Review of operational responses within North Ayrshire during the period from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016 identified a 10% increase in activity levels across the local authority area from the corresponding activity period 1st April 2014 to 31<sup>st</sup> March 2015. Review of the preceding three years average in respect of current activity levels within North Ayrshire indicated a 2.2% increase in overall operational activity at the annual review period. In reviewing operational activity on a broad level, false alarms accounted for 50% of all activity within North Ayrshire, with fire related activity and special service activity accounting for 36% and 14% respectively.
- 2.2 For the period 1st April 2015 to 31st March 2016, new targets were developed to monitor the priorities within the local fire and rescue plan which has now completed its second year. The basis of these targets were developed using operational activity data to define the three-year average figures and utilising the principles of the Fire Framework for Scotland document which sets out the key performance indicators for the Scottish Fire and Rescue Service.

- 2.3 Utilising the defined approach in Section 2.2, performance during the 12 month review period was measured across six indicators in accordance with the current local fire and rescue plan priorities. Review of performance against these indicators identified one indicator achieved its reduction target, four indicators did not achieve their respective targets as a result of increased activity. One indicator did see a reduction in activity but did not achieve the reduction target set.

### **3. Scottish Fire and Rescue Service Updates**

- 3.1 Audit Scotland published an audit report in May 2015 on the way the formation of the Scottish Fire and Rescue Service was successfully managed. In the report it recommended that the service undertake a lessons learned exercise and publish a report in order that other public services could learn from the positive experiences of the SFRS merger. The report has now been completed and identified thirty-two key lessons learned. Following Fire Board approval the report will be published by the service and a workshop will be organised to share the findings of the report with Audit Scotland, public sector partners and other fire and rescue services within the UK.
- 3.2 The Scottish Draft Budget for 2016/17 was published on 16 December 2015 setting out the Departmental Expenditure Limits (DEL) for the SFRS. These proposals have now been confirmed by the Scottish Parliament with the Budget (Scotland) (No.5) Bill being passed on 24 February 2016. It is therefore confirmed that the SFRS Resource Budget for 2016/17 has been set at £259.221million.
- 3.3 Capital DEL funding for the Scottish Fire & Rescue Service (SFRS) has been set at £10.800million for 2016/17. In addition to Capital DEL budget, significant capital receipts are programmed to be delivered during 2016/17, from the sale of surplus properties under the Property Estate - Strategic Intent programme. These receipts, which had been anticipated in earlier planning, are being reinvested, with permission from the Scottish Government, to develop a fit for purpose support estate for the SFRS. The total proposed SFRS capital expenditure for 2016/17 is therefore £20.800million, funded by Capital DEL budget of £10.800million, plus estimated capital receipts from Strategic Intent and other disposals of £10.000million

### **4. Proposal**

It is proposed that members of the Police and Fire Committee...

- i. Note the content of the performance summary and associated report for the period 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016.
- ii. Note the Scottish Fire and Rescue Service updates in respect of the lessons learned position and the SFRS budget position.

### **5. Implications**

- 5.1 No implications have been identified at this time in respect of service delivery within North Ayrshire.

## **6. Conclusion**

- 6.1 Fire and Rescue activity is subject to regular monitoring and review and the local fire and rescue plan targets identified within the report forms part of this monitoring process. Members of the Police & Fire Committee will be kept up to date as to progress against the Local Fire and Rescue Plan and to any future Fire and Rescue Service updates as they arise.

**Area Manager Jim Scott**  
**Local Senior Officer**  
**East Ayrshire, North Ayrshire and South Ayrshire**  
**Scottish Fire and Rescue Service**

*For further information please contact Area Manager Jim Scott 01294 607000*







## North Ayrshire Performance Report 1<sup>st</sup> April 2015 – 31<sup>st</sup> March 2016



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

**Working together  
for a safer Scotland**



# North Ayrshire Performance Report

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1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016

## Table of Contents

Key Points At A Glance	2
Local Fire and Rescue Service Plan Priorities	3
Reduction of Accidental Dwelling Fires by 10% each year	4
Reduction in Fire Casualties and Fire Fatalities by 5% each year	4
Reduction in Casualties From Non-Fire Emergencies by 5% each year	6
Reduction of Deliberate Fire Setting by 5% each year	6
Reduction of Fires in Non-Domestic Property by 5% each year	7
Reduction of Unwanted Fire Alarm Signals by 5% each year	8
Response and Resilience Update	9
Prevention and Protection Update	13
Glossary of Terms	14

## Key Points at a glance

During the reporting period we:

Attended a total of **2260** calls for assistance across North Ayrshire, which included

- **160** accidental dwelling fires, an increase of 4.2% when compared to the three-year average
- **318** non-fire related emergencies (special services)
- **1140** false alarms calls of which 477 were found to be Unwanted Fire Alarm Signals (UFAS), a reduction of 0.4% on the 3-year average for UFAS incidents

Of the 2260 incidents the Scottish Fire and Rescue Service tended to **158** casualties including 1 fire fatality and 9 non fire related fatalities. Of the total number casualties recorded, **37** were fire related, 31 of these as a result of accidental dwelling fires.

Conducted **2069** Home Fire Safety Visits, at which we fitted or replaced 865 smoke detectors within domestic premises. Of the total number of visits conducted, **313** were to properties classed as high risk on the Scottish Fire and Rescue Service's Community Safety Engagement Toolkit (CSET) recording system.







Carried out **292** fire safety audits within non domestic premises to verify fire safety standards and compliance with Part 3 of the Fire (Scotland) Act 2005.

## Local Fire and Rescue Service Plan Priorities

The Local Fire and Rescue Service Plan has been developed to set out the priorities and objectives within North Ayrshire for 2014 – 2017 and allows our local authority partners to scrutinise the performance outcomes of these priorities. We will continue to work closely with our partners in North Ayrshire to ensure we are all **“Working Together for a Safer Scotland”** through targeting risks to our communities at a local level.

The plan has been developed to complement key partnership activity embedded within North Ayrshire’s Single Outcome Agreement (SOA) and associated thematic plans. Through partnership working we will seek to deliver continuous improvement in our performance and effective service delivery in our area of operations.

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

	Accidental Dwelling Fires	Fire Casualties & Fatalities	Casualties Non-Fire Emergencies	Deliberate Fires	Non Domestic Fires	Unwanted Fire Alarm Signals
Ward 1 - Irvine West	30	6	10	108	15	125
Ward 2 - Irvine East	17	3	8	65	6	55
Ward 3 – Kilwinning	13	4	18	119	6	38
Ward 4 - Saltcoats and Stevenston	35	10	8	139	13	71
Ward 5 - Ardrossan and Arran	15	7	9	44	4	63
Ward 6 - Dalry and West Kilbride	13	1	22	23	4	26
Ward 7 - Kilbirnie and Beith	18	3	15	25	10	23
Ward 8 - North Coast and Cumbraes	19	3	31	14	5	76
<b>Total Incidents</b>	<b>160</b>	<b>37</b>	<b>121</b>	<b>537</b>	<b>63</b>	<b>477</b>
<b>3 Year Average</b>	<b>150</b>	<b>32</b>	<b>97</b>	<b>508</b>	<b>53</b>	<b>509</b>
<b>RAG Status</b>						

### Key to Performance Summary



Activity level is achieving the required reduction target



Activity level has reduced but is currently not achieving the required reduction target



Activity level has increased and is currently not achieving the required reduction target

### About the statistics within this report

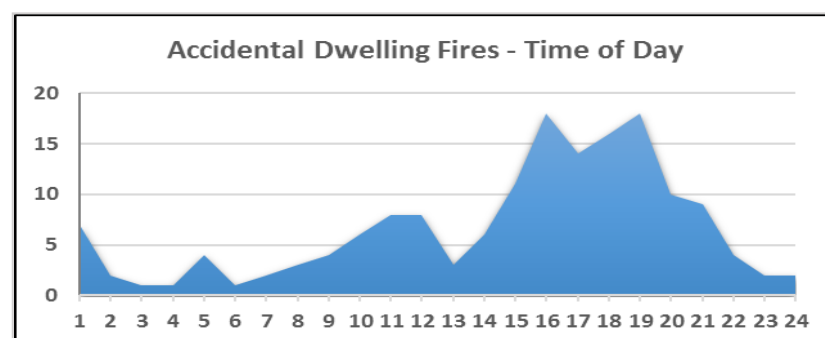
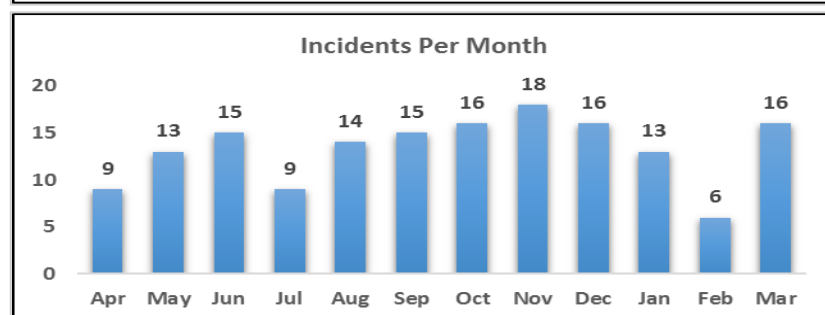
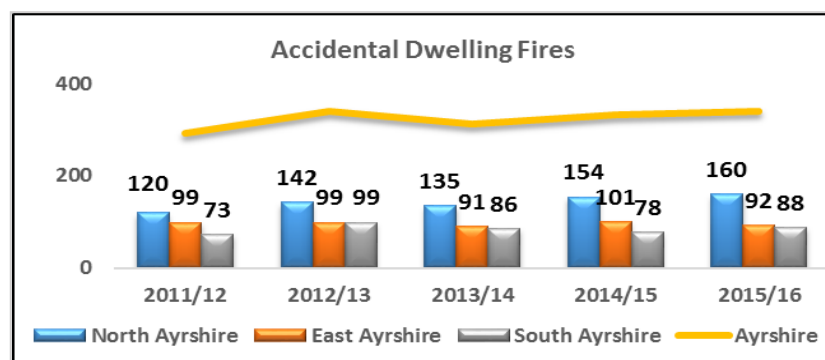
The activity totals and other statistics quoted within this report are published in the interests of transparency and openness. They are provisional in nature and subject to change as a result of ongoing quality assurance and review. Because all statistics quoted are provisional there may be a difference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

## Reduction of Accidental Dwelling Fires by 10% each year

### North Ayrshire Dwelling Fires

	Accidental Dwelling Fires		2015/16 Targets		Deliberate Dwelling Fires	
	Incidents	3yr Average	Annual	Current	Incidents	3 yr Average
2011/12	120	-	128	117	22	-
2012/13	142	-	Targets calculated based on preceding three year average		12	-
2013/14	135	132			13	16
2014/15	154	144			14	13
2015/16	160	150	RAG Status <span style="color: red;">◆</span>	4.2%	16	14

YTD ward ave. for North Ayrshire - 15	2011/12	2012/13	2013/14	2014/15	2015/16
Ward 1 - Irvine West	21	31	27	28	30
Ward 2 - Irvine East	15	12	18	14	17
Ward 3 - Kilwinning	15	17	18	15	13
Ward 4 - Saltcoats and Stevenston	24	27	25	24	35
Ward 5 - Ardrossan and Arran	13	18	8	15	15
Ward 6 - Dalry and West Kilbride	10	13	12	24	13
Ward 7 - Kilbirnie and Beith	6	11	8	10	18
Ward 8 - North Coast and Cumbraes	16	13	19	24	19



#### Analysis:

Accidental dwelling fires (ADFs) have increased by 3.9% from last year and increased by 4.2% on the three-year average

56% of ADFs were attributed to cooking. 73% of ADFs were extinguished by smothering or removal

68% of ADFs did not result in fire damage to properties concerned and less than half (49%) only sustained smoke or heat damage

88% of properties involved in fire were fitted with automatic detection and raised the alarm on 76% of occasions

25% of calls made to the fire and rescue service were via a linked alarm

Distraction was the most common human contributory factor and was attributed to 44% of ADFs

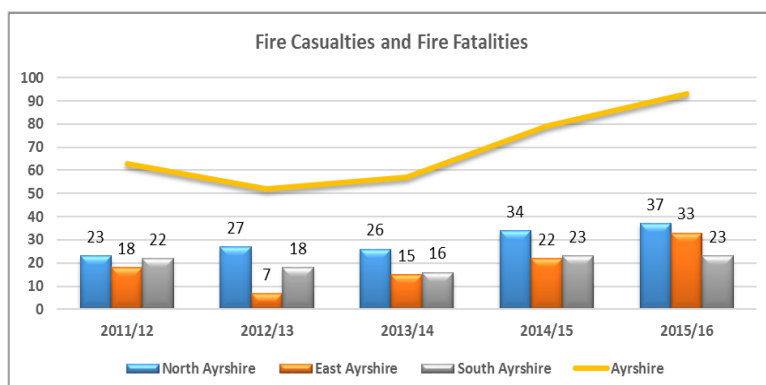
9% of ADFs identified alcohol or other substances as a contributory factor

## Reduction in Fire Casualties and Fire Fatalities by 5% each year

### North Ayrshire Fire Casualties and Fatalities

All Fire Casualties & Fire Fatalities			2015/16 Targets		ADFs Casualties & Fatalities	
	Injuries	3yr Average	Annual	Current	Injuries	3 yr Average
2011/12	23	-	25	23	15	-
2012/13	27	-	Targets calculated based on preceding three year average		22	-
2013/14	26	25			20	19
2014/15	34	29			25	22
2015/16	37	32	RAG Status	10.3%	31	25

YTD ward ave. for North Ayrshire - 4	2011/12	2012/13	2013/14	2014/15	2015/16
Ward 1 - Irvine West	3	6	4	8	6
Ward 2 - Irvine East	2	1	4	0	3
Ward 3 - Kilwinning	0	3	4	3	4
Ward 4 - Saltcoats and Stevenston	9	6	6	7	10
Ward 5 - Ardrossan and Arran	3	7	1	5	7
Ward 6 - Dalry and West Kilbride	1	3	4	3	1
Ward 7 - Kilbirnie and Beith	0	0	0	2	3
Ward 8 - North Coast and Cumbraes	5	1	3	6	3



#### Analysis

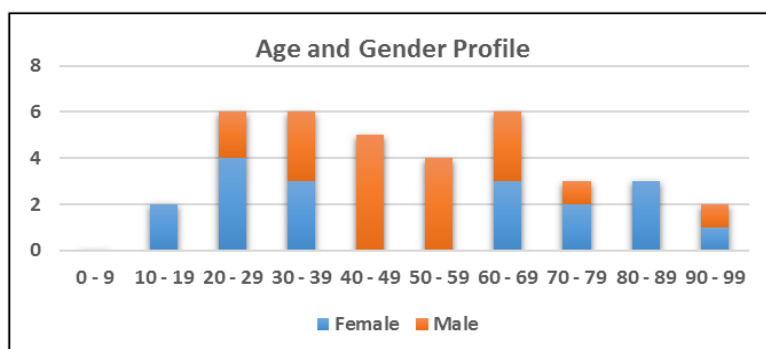
Fire casualties have increased by 8.8% from last year's corresponding review period and by 10.3% based on the three-year average. 31 fire casualties arose from accidental dwelling fires

46% of persons were given first aid at the scene with the majority (78%) of all fire related injuries being attributed to smoke inhalation

83% of non-fatal fire casualties did not require to be rescued by the Fire and Rescue Service

Kitchen fires accounted for the majority (67%) of resultant casualties

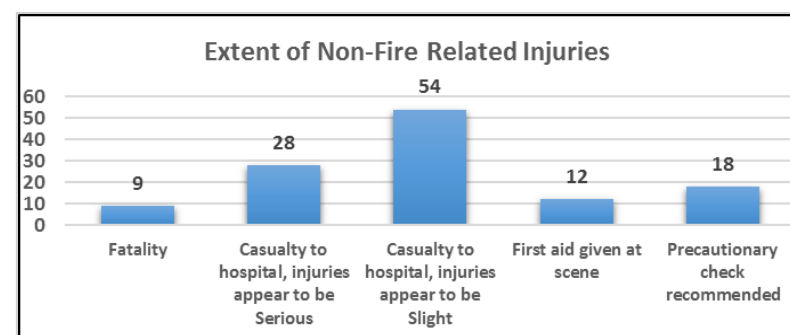
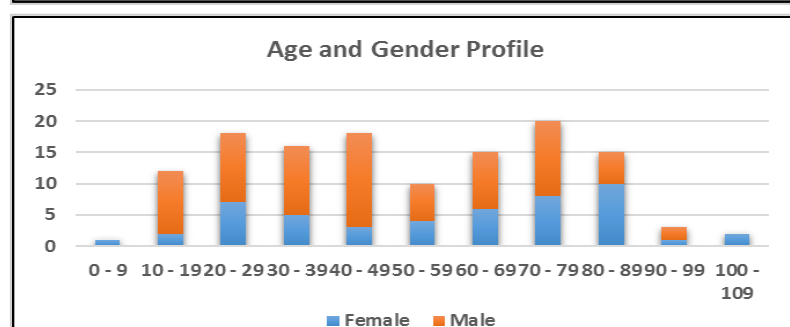
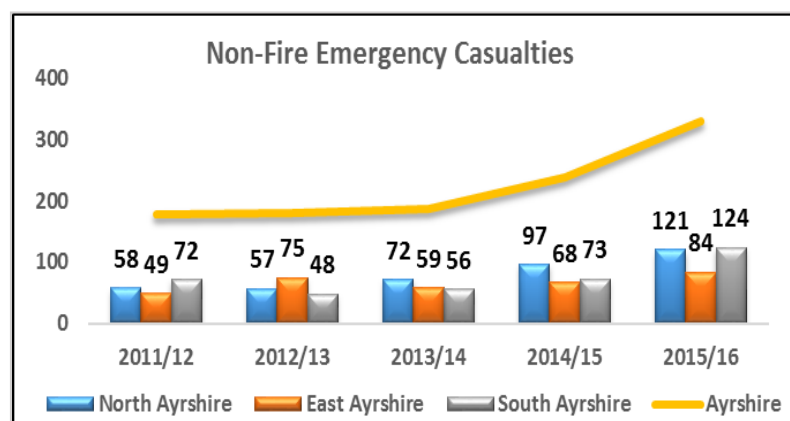
In terms of non-fatal injuries, casualties were equally split between male and female, although males accounted for the majority of those injured under the age of 60, with females accounting for the majority of those injured who were over the age of 60



## Reduction in Casualties From Non-Fire Emergencies by 5% each year

North Ayrshire Non-Fire Casualties and Fatalities						
	Non-Fire Emergency Injuries		2015/16 Targets		Injury Classification	
	All Injuries	3yr Average	Annual	Current	Fatal	Non-Fatal
2011/12	58	-	71	65	1	57
2012/13	57	-	Targets calculated based on preceding three year average		3	54
2013/14	72	62			13	59
2014/15	97	75			6	91
2015/16	121	97	RAG Status	29.3%	9	112

YTD ward ave. for North Ayrshire - 11	2011/12	2012/13	2013/14	2014/15	2015/16
Ward 1 - Irvine West	5	7	13	9	10
Ward 2 - Irvine East	8	2	8	10	8
Ward 3 - Kilwinning	6	4	6	17	18
Ward 4 - Saltcoats and Stevenston	7	5	1	15	8
Ward 5 - Ardrossan and Arran	12	14	13	20	9
Ward 6 - Dalry and West Kilbride	13	13	12	11	22
Ward 7 - Kilbirnie and Beith	1	0	7	11	15
Ward 8 - North Coast and Cumbraes	6	12	12	4	31



### Analysis

Casualties from special service incidents have increased by 24.7% from last year's corresponding review period and by 29.3% based on the 3-year average

Road Traffic Collisions (RTCs) accounted for 56% of all special service casualties

33% of incidents which recorded casualties were as a result of assisting other agencies/partners, forcing entry into premises or for medical emergencies

5 of the 9 fatalities recorded were as a result of assisting other agencies/partners

62% of all casualties were male, and 6 of the 9 fatalities were male ranging from 40 to 89 years of age

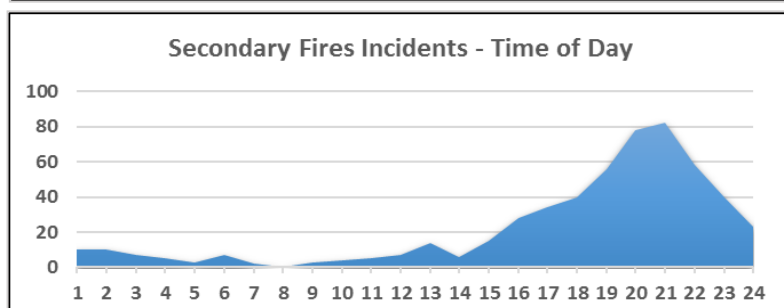
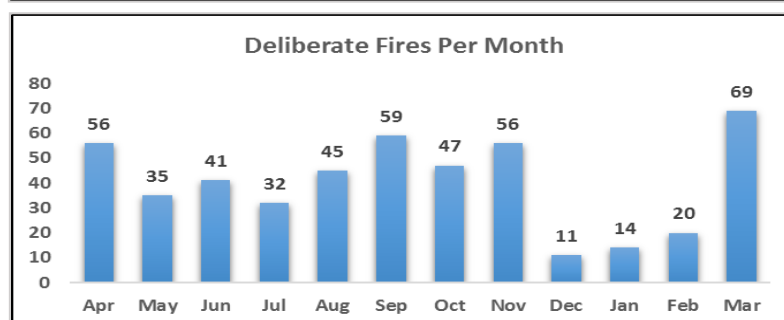
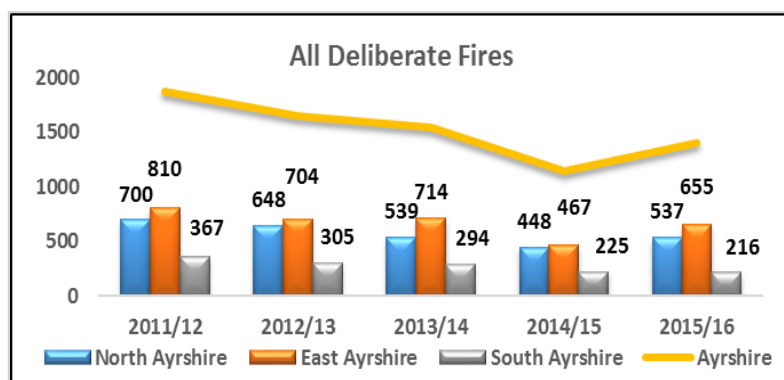


## Reduction of Deliberate Fire Setting by 5% each year

### North Ayrshire Deliberate Fires

	All Deliberate Fires		2015/16 Targets		Incident Classification	
	All Incidents	3yr Average	Annual	Current	Primary	Secondary
2011/12	700	-	517	474	92	608
2012/13	648	-	Targets calculated based on preceding three year average		53	595
2013/14	539	629			47	492
2014/15	448	545			59	389
2015/16	537	508	RAG Status	● -6.8%	52	485

YTD ward ave. for North Ayrshire - 53	2011/12	2012/13	2013/14	2014/15	2015/16
Ward 1 - Irvine West	96	87	88	109	108
Ward 2 - Irvine East	78	82	67	48	65
Ward 3 - Kilwinning	120	94	95	93	119
Ward 4 - Saltcoats and Stevenston	206	196	123	82	139
Ward 5 - Ardrossan and Arran	57	57	53	43	44
Ward 6 - Dalry and West Kilbride	61	53	47	29	23
Ward 7 - Kilbirnie and Beith	52	54	54	30	25
Ward 8 - North Coast and Cumbraes	30	25	12	14	14



### Analysis

Deliberate fire raising incidents increased by 19.8% from last year's corresponding review period, but has decreased by 6.8% when compared with the corresponding 3-year average

Fires involving dwelling properties accounted for 31% of all deliberate primary fires

90% of all deliberate fires were classified as secondary fires  
41% of all secondary fires were attributed to fires involving rubbish or refuse

Secondary fire raising accounted for just over 1 in 5 of all operational responses across North Ayrshire

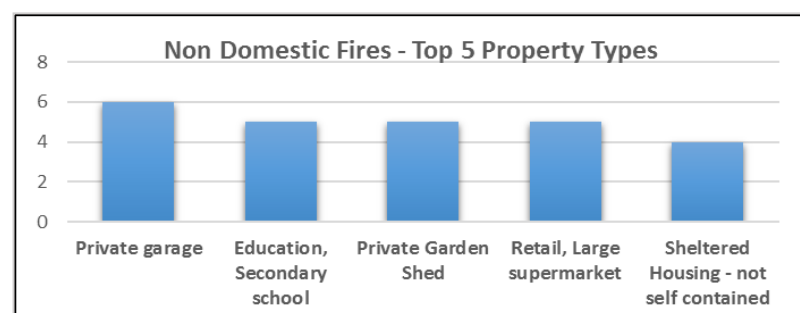
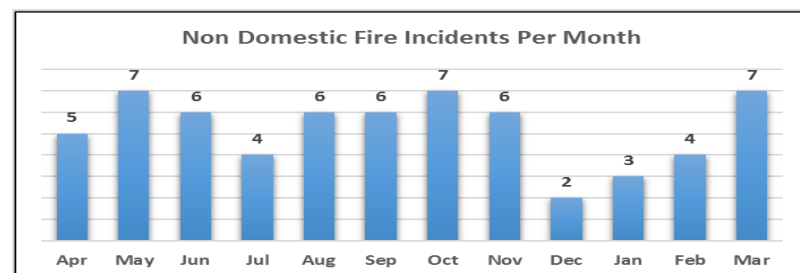
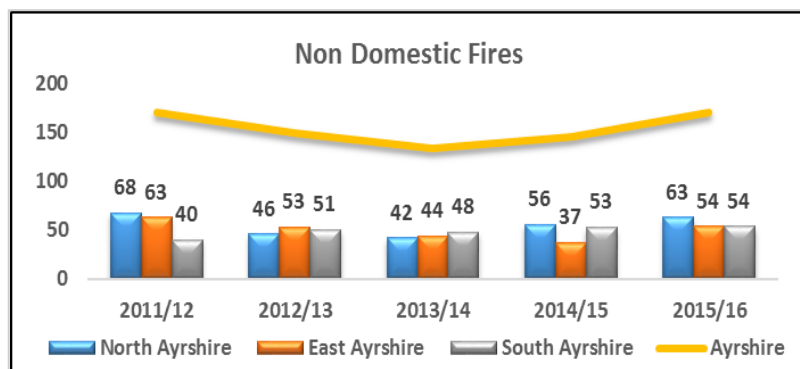


## Reduction of Fires in Non-Domestic Property by 5% each year

### North Ayrshire Non Domestic Fires

	Non Domestic Fires		2015/16 Targets		Incident Classification	
	All Incidents	3yr Average	Annual	Current	Accidental	Deliberate
2011/12	68	-	46	42	38	30
2012/13	46	-	Targets calculated based on preceding three year average		33	13
2013/14	42	52			31	11
2014/15	56	48			33	23
2015/16	63	54	RAG Status <span style="color: red;">♦</span>	12.5%	43	20

YTD ward ave. for North Ayrshire - 6	2011/12	2012/13	2013/14	2014/15	2015/16
Ward 1 - Irvine West	14	10	12	10	15
Ward 2 - Irvine East	4	2	3	5	6
Ward 3 - Kilwinning	6	5	3	6	6
Ward 4 - Saltcoats and Stevenston	10	11	5	11	13
Ward 5 - Ardrossan and Arran	10	9	6	5	4
Ward 6 - Dalry and West Kilbride	11	1	8	7	4
Ward 7 - Kilbirnie and Beith	5	4	1	5	10
Ward 8 - North Coast and Cumbraes	8	4	4	6	5



### Analysis

Activity levels in non-domestic fires has seen an increase of 12.5% from last year's corresponding review period and in the corresponding 3-year average

Non-domestic fires accounted for 2.8% of all operational activity

68% of all non-domestic incidents were accidental in origin

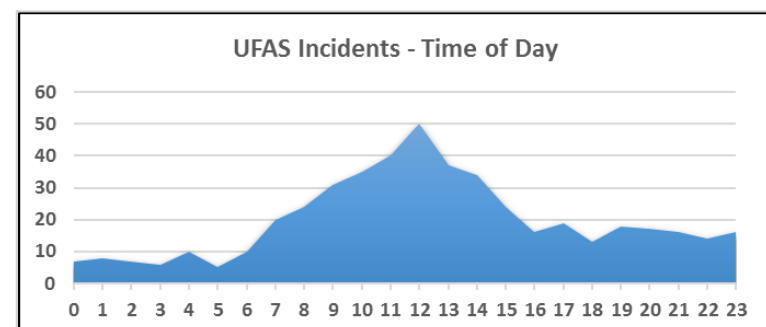
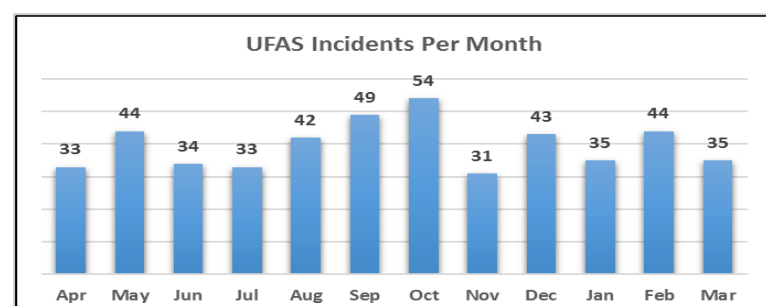
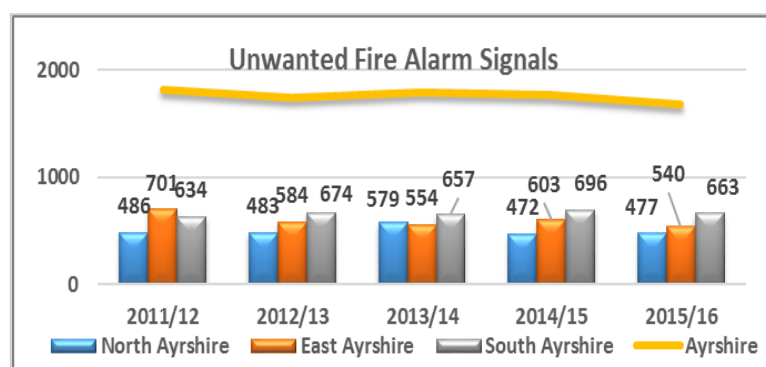
Private garages were the most common type of non-domestic fire across North Ayrshire and accounted for 9.5% of incidents

## Reduction of Unwanted Fire Alarm Signals by 5% each year

### North Ayrshire Unwanted Fire Alarm Signals

	Unwanted Fire Alarm Signals		2015/16 Targets		All False Alarms	
	Incidents	3yr Average	Annual	Current	Incidents	3yr Average
2011/12	486	-	481	441	1071	-
2012/13	483	-	Targets calculated based on preceding three year average		998	-
2013/14	579	516			1125	1065
2014/15	472	511			1054	1059
2015/16	477	509	RAG Status ▲	-0.4%	1140	1106

YTD ward ave. for North Ayrshire - 45	2011/12	2012/13	2013/14	2014/15	2015/16
Ward 1 - Irvine West	109	135	145	121	125
Ward 2 - Irvine East	37	53	69	47	55
Ward 3 - Kilwinning	42	39	30	44	38
Ward 4 - Saltcoats and Stevenston	90	92	85	53	71
Ward 5 - Ardrossan and Arran	66	52	100	65	63
Ward 6 - Dalry and West Kilbride	42	36	44	34	26
Ward 7 - Kilbirnie and Beith	36	28	41	39	23
Ward 8 - North Coast and Cumbraes	64	48	65	69	76



#### Analysis

Unwanted fire alarm signals (UFAS) have decreased by 0.4% on the preceding 3-year average and increased by 1% from the corresponding period last year

In terms of total activity, UFAS incidents accounted for 21% of all operational mobilisations across North Ayrshire

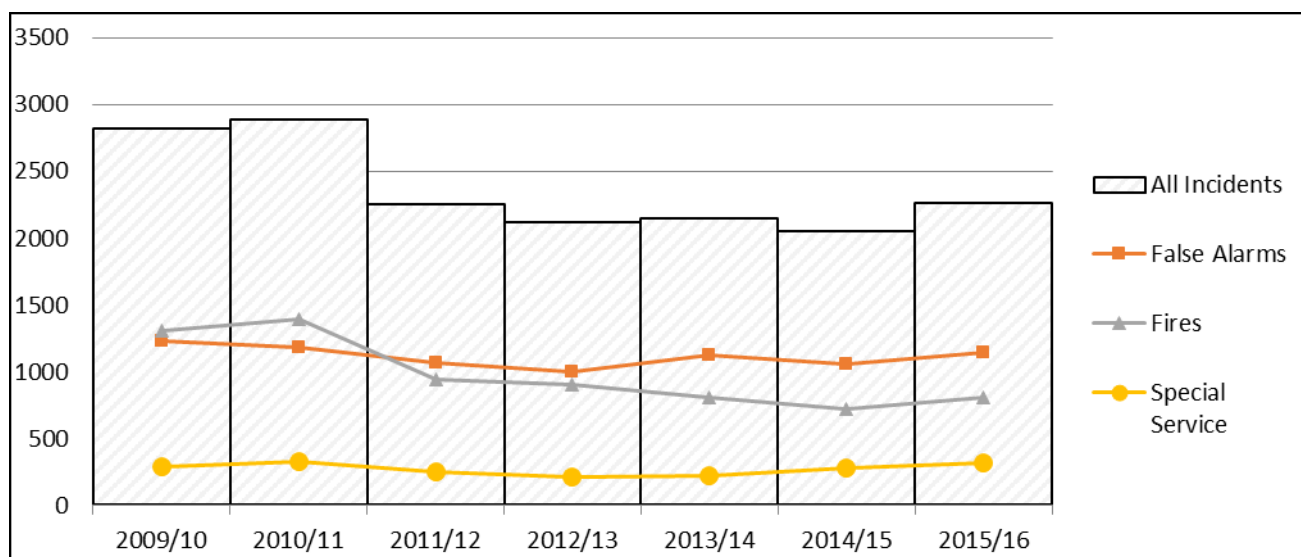
Unwanted fire alarm signals accounted for 42% of all false alarms attended by the Fire and Rescue Service

Residential care homes, hospitals and educational establishments generated 51% of all UFAS incidents across North Ayrshire

38% of all UFAS incidents were attributed to persons being responsible for the false alarm signal being generated

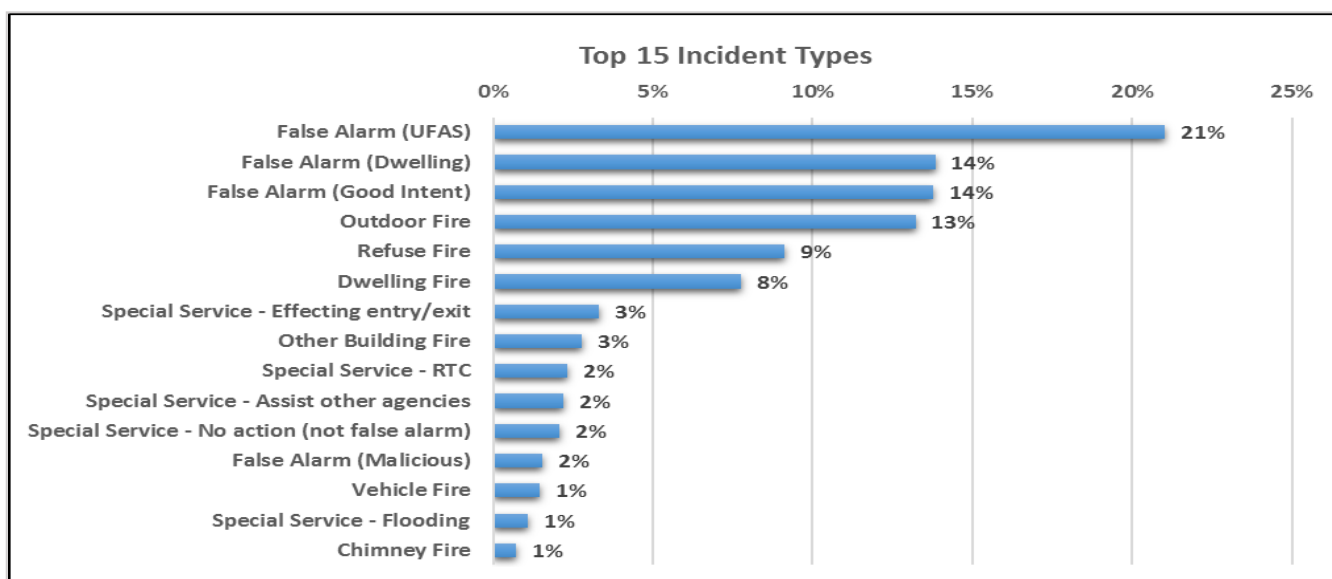
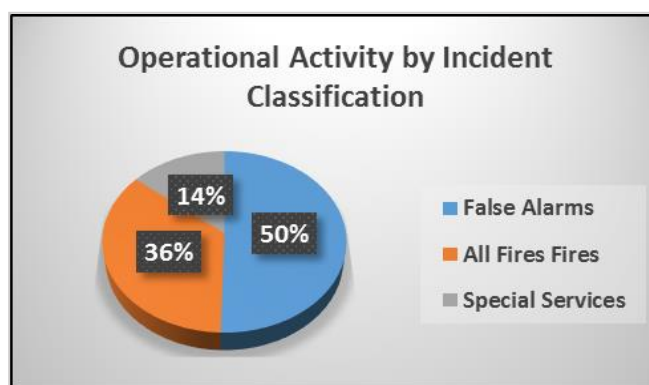
## Response and Resilience Update

### North Ayrshire Operational Summary



Review of operational responses within North Ayrshire at the Quarter 4 (annual review) review period has identified a 10% increase in activity levels across the local authority area from the corresponding review period 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015. In terms of the rolling three-year average, activity levels have increased by 2.2% overall. Mobilisations to all false alarms accounted for 50% of operational activity with fires and special services accounting for 36% and 14% respectively.

YTD	False Alarms	Fires	Special Services	Total Incidents
2009/10	1225	1306	285	2816
2010/11	1177	1391	322	2890
2011/12	1071	940	246	2257
2012/13	998	905	212	2115
2013/14	1125	804	219	2148
2014/15	1054	725	274	2053
2015/16	1140	802	318	2260



## Civil Contingencies

To support operational preparedness within North Ayrshire, the Scottish Fire and Rescue Service's Ayrshire Civil Contingencies team have been engaged in a range of activities which have included; Planning and training continues to take place at key sites across North Ayrshire which includes Hunterston and the Munitions Depot at Beith.

SFRS chairs the local events sub group, and this continues to benefit all partners by identifying public events which may have impact on service delivery or require input and support from the resilience partnership. The focus of the group in recent months has been on events taking place on Arran including work completed on the 'Deoch an Dorus' festival, and the forthcoming 'Arran Man' Triathlon and Arran 'Cycle Sportif' in June and September respectively. The work of the partnership group is intended to enhance and support the work of local authority licencing and support event organisers to host a safe community event.

The ALRP meeting on 10<sup>th</sup> March was held at SFRS HQ in Cambuslang. The partners were provided lunch and given a tour of the Incident Command Suite and the practical training facilities which received very positive feedback and offers from partners and ACCT to provide input on their roles on our ICL3 (Tactical Command Course)

The premises sharing arrangement at Kilbirnie Community Fire Station with the Scottish Ambulance Service (SAS) has concluded with completion of the ambulance station refurbishment. Discussions are ongoing with SAS in respect to access to Lamlash Community Fire Station and the provision of medevac support at Whiting Bay.

## Retained Resilience

<i>Station</i>	<i>Mon - Fri (08:00 - 18:00)</i>	<i>Mon - Thu (18:00 - 08:00)</i>	<i>Weekend (Fri 18:00 - Mon 08:00)</i>	<i>Total</i>	<i>Personnel</i>	<i>Contracts</i>
<b>Ardrossan</b>	87.24%	99.45%	99.47%	95.82%	11	875%
<b>Dreghorn</b>	89.55%	99.31%	99.02%	96.29%	14	1025%
<b>Dalry</b>	68.69%	98.27%	93.84%	87.82%	10	825%
<b>Beith</b>	75.02%	98.67%	97.73%	91.27%	11	925%
<b>Kilbirnie</b>	66.32%	96.46%	94.65%	86.81%	11	1000%
<b>Largs</b>	98.49%	99.98%	97.72%	98.71%	12	1000%
<b>Skelmorlie</b>	69.34%	99.54%	97.12%	89.65%	11	975%
<b>Millport 1</b>	100%	100%	100%	100%	14	1225%
<b>Millport 2</b>	70.52%	89.30%	48.43%	68.70%	-	-
<b>Brodick</b>	100%	100%	100%	100%	10	1000%
<b>Lamlash</b>	100%	100%	100%	100%	8	800%
<b>Ayrshire</b>	84.34%	98.69%	94.46%	92.86%		
<b>West SDA</b>	86.51%	98.34%	94.52%	93.41%		

RDS resilience levels are subject to regular monitoring. Whilst traditional establishment levels are currently +7, the contracts in place across the 10 RDS stations in North Ayrshire currently indicates a full time equivalent of -7.5 posts. Ongoing recruitment continues across the Scottish Fire and Rescue Service and targeted recruitment will take place in the near future to seek suitable candidates for those stations where vacancies currently exist.

## **Training and Development**

All Scottish Fire and Rescue Service training within East, North and South Ayrshire is delivered to meet the requirements of an annual Training and Employee Development (TED) training plan.

This TED plan is developed in line with the Scottish Fire and Rescue Service's Learning and Development Strategy, to support the Area in achieving the priorities of the three Local Fire and Rescue Plans relating to East Ayrshire, North Ayrshire and South Ayrshire and in turn the priorities of the Service's Strategic Plan.

A training needs analysis (TNA) for the Ayrshire area was carried out in order to identify compulsory training requirements, skills gaps and risk based training needs and therefore the overall training and development requirements of the Area. Based on the identified training and development requirements a Priority Planner was developed. This informs the Area's annual TED plan and an activity planner which records the training activities to be delivered and the Area TED team's responsibilities. This allows training to be delivered in line with the requirements of the Area whilst taking into account the capacity of the Area TED team.

Utilising this process, training related events that took during Jan/Feb/March 2016 included the following:

### **New Breathing Apparatus Set Training**

During January a national 'Breathing Apparatus Set Project' was completed. Prior to the introduction of this new set: the Dräger PSS 7000 SCBA, there were 4 different Breathing Apparatus sets in use across the Scottish Fire and Rescue Service and 8 independent service contracts in use. In line with the reform of the Scottish Fire and Rescue Service a decision was taken to have one Breathing Apparatus set and one maintenance contract across the service.

The project required all uniform personnel to receive technical and practical training relating to the new Breathing Apparatus set prior to them being utilised operationally. This saw the Area TED team delivering this training to approximately 450 operational personnel across the 3 local authority areas.

### **Breathing Apparatus (BA) Procedural Refresher Training**

February saw the completion of the delivery of a Breathing Apparatus training refresher programme that was delivered locally to all 22 retained Duty system (RDS) stations and 3 Volunteer units across the 3 local authority areas by the Area TED Team. This training consists of 2 technical sessions and 2 practical sessions and resulted in approximately 230 RDS and Volunteer personnel demonstrating competence in BA wearing, BA search procedures and BA guide line procedures.

### **Training for Operational Competence**

March saw the introduction of a new organisational training strategy: the Core Skills Competency Framework, which is designed to support Firefighter safety and deliver, equip and maintain the skills of all operational personnel. The framework consists of the Learning Content Management System (LCMS), a Maintenance Phase Development Planner (MPDP) and a Personal Development Recording (PDR).

The LCMS provides all operational personnel with a blended learning approach to training by providing a platform of learning materials which support and enhance practical training. Each subject also has a series of e-learning tools: case studies, interactive packages, and assessments, to support learning. A MPDP is assigned to each WDS, RDS and Volunteer member of staff and is relevant to their specific station risk profile. PDR provides an electronic recording system for the planning and recording of all training and development. This ensures that all training/development across the Service is recorded and audited to ensure training standards are being met. The roll out of this Framework was completed during March.

## Prevention and Protection Update

### Home Fire Safety Visits

During the period 1st April 2015 – 31<sup>st</sup> March 2016, Scottish Fire and Rescue Service personnel have conducted a total of 2069 Home Fire Safety Visits within North Ayrshire, with 15% of these visits provided to those considered to be at a high risk from fire. During this reporting period we have fitted 865 battery smoke detectors to domestic premises. As part of the home fire safety visit programme, the Service has developed its Post Domestic Incident Response (PDIR) policy. This policy is utilised to engage with those communities following a domestic incident to encourage the uptake of a free home fire safety visit. In the review period, 507 (25%) of the visits conducted during the review period were as a result of the PDIR approach.

Home Fire Safety Visits	High Risk	Medium	Low Risk	Total Visits
Ward 1 - Irvine West	49	152	162	363
Ward 2 - Irvine East	38	100	120	258
Ward 3 – Kilwinning	32	117	164	313
Ward 4 - Saltcoats and Stevenson	62	181	217	460
Ward 5 - Ardrossan and Arran	60	122	143	325
Ward 6 - Dalry and West Kilbride	16	45	52	113
Ward 7 - Kilbirnie and Beith	21	47	35	103
Ward 8 - North Coast and Cumbraes	35	46	53	134
<b>North Ayrshire Totals</b>	<b>313</b>	<b>810</b>	<b>946</b>	<b>2069</b>

### Community Safety Engagement & Partnership Working

During the Quarter 4 period, this Service concluded its 'Domestic Safety Campaign' which had a particular focus on:

- Ensuring the safety and welfare on vulnerable persons within the community
- Kitchen/cooking fire safety
- Highlighting the link between the consumption of alcohol and fire in the home
- Raising awareness of the risks of counterfeit cigarettes as smoking is still regarded as a key factor in fires and injuries occurring within the home

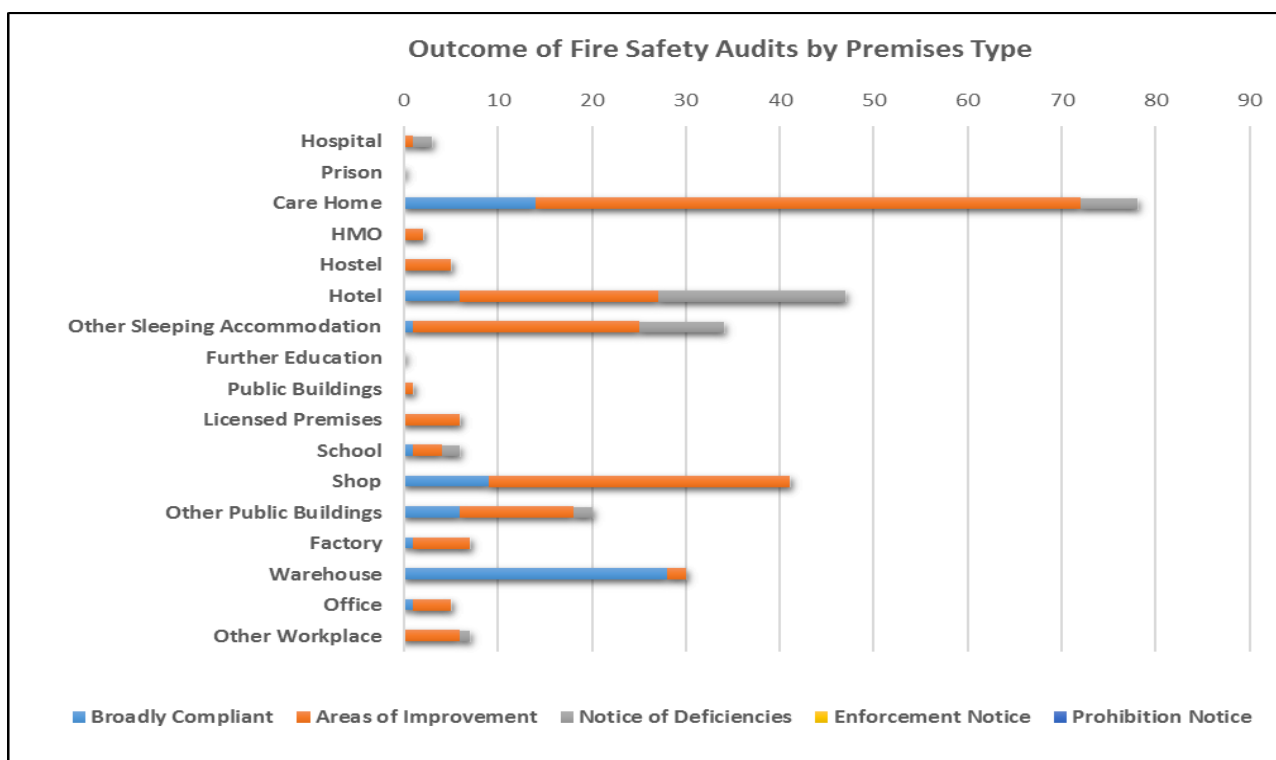
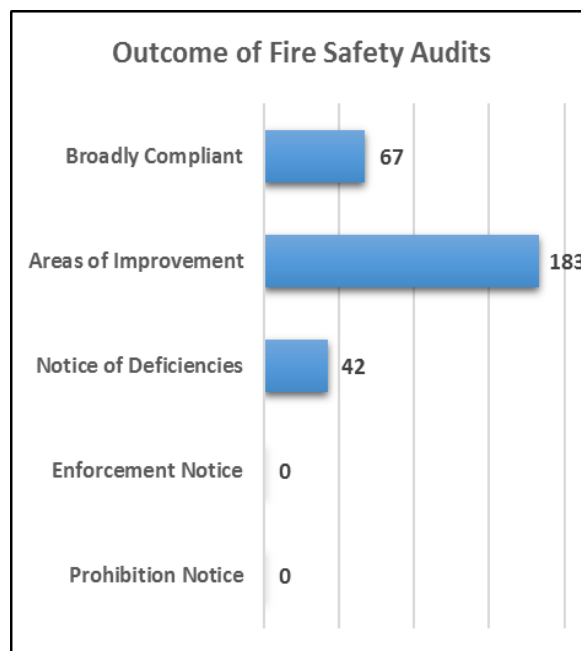
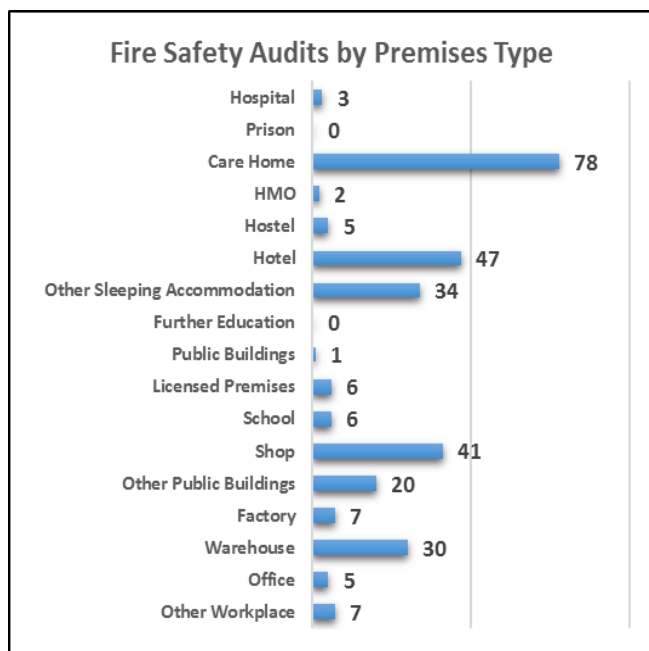
The Service also commenced its 'Spring Campaign' which includes a focus on deliberate fire reduction, in particular grass and refuse fires. As the spring season is an active period for outdoor fires additional information is available to the public in respect of the Muirburn Code which applies to controlled burning of heather within a permitted period.

The Schools Liaison initiative between North Ayrshire Council and the Scottish Fire and Rescue Service concluded on the 31st March 2016. This seen interaction over the last year with over 6,000 children receiving home safety advice, road safety advice and anti-social behaviour inputs along with 6 Firereach Programmes being delivered to local schools.

The Service has entered into a volunteering partnership programme called 'Positive Steps' that will allow people within North Ayrshire to volunteer with SFRS to gain knowledge and experience that will allow them to move along the employability pipeline. Working alongside Community Safety Advocates, the volunteers will have the opportunity to enhance their domestic fire safety knowledge and other fire safety related issues. The first volunteers will start with The Ayrshire Community Trust in May and will go through an 8-week induction programme before they are deployed to work with the Community Action Team.

## Fire Safety Enforcement

As an enforcing authority in respect of Part 3 of the Fire (Scotland) Act 2005, the Scottish Fire and Rescue Service conducts a programme of fire safety audits to verify duty holders' compliance with Part 3 of the Act. During the review period, fire safety enforcement and auditing officers' conducted 292 fire safety audits across North Ayrshire, 21 of these audits arising following a fire related incident occurring at premises to which the Act applies. As a result of these 292 fire safety audits, continued partnership working has resulted in no premises being subject to formal action through the serving of enforcement notice or prohibition notice. 183 area for improvement letters were issued to duty holders and 42 notification of deficiencies were issued requiring duty holders to devise an action plan to address the highlighted deficiencies in their respective fire safety arrangements.



## Glossary of Terms

<b>Term</b>	<b>What it means</b>
ADF	Accidental Dwelling Fire
CSET	Community Safety Engagement Toolkit is an internal IT system used to record home fire safety visits and community safety activities
FSET	Fire Safety Experiential Training is a bespoke training programme developed by the Scottish Fire and Rescue Service in Ayrshire and delivered to community planning partners to raise awareness of fire safety within the domestic environment
HFSV	Home Fire Safety Visit
PDIR	Post Domestic Incident Response, a term used by Prevention and Protection Directorate to indicate actions taken following attendance at a fire or other incident in the home. PDIRs include amongst things the offer of a free follow-up home fire safety visit
Primary Fires	These include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances
RDS	Retained Duty System. Professional on call firefighters who may have other primary employment responsibilities outside the Fire and Rescue Service but respond to emergency calls within their local area as and when required
RTC	Road Traffic Collision
Secondary Fires	These are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or fire or more appliances attend. They include fires in single derelict buildings
Special Service	Calls to incidents which are not fires or false alarms such as RTCs, rescues, flooding, incidents involving hazardous materials or the provision of assistance to other agencies
UFAS	Unwanted Fire Alarm Signals. When an automatic fire detection and alarm system is activated as a result of anything other than an actual fire the activation is classed as a false alarm. If an attendance is made to such an event by the Scottish Fire and Rescue Service, then the event is recorded as an UFAS incident



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## POLICE SCOTLAND

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### Agenda Item 4.2

Police and Fire and Rescue Committee

16 May 2016

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**Subject:** **Performance report**

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**Purpose** To provide the Committee with an update on performance in relation to the North Ayrshire Local Police Plan

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**Recommendation** It is recommended that the Committee notes the report

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#### 1. Introduction

Section 47 of the Police and Fire Reform (Scotland) Act 2012 provides the statutory basis for the preparation of local police plans (LPP) by Police Scotland. The North Ayrshire LPP sets out the local policing priorities and objectives for the area for 2014-2017.

The LPP is closely aligned with North Ayrshire Community Planning Partnership's Single Outcome Agreement and defines Police Scotland's commitment to local policing within the national planning framework. It is supported by eight Multi Member Ward Plans, which are focused on and respond directly to local needs and demands (these plans will shortly be developed into Locality Police Plans).

#### 2. Current Position

A performance update in relation to the priorities and objectives identified in the Local Police Plan is provided in Appendix 1. The appendix also includes information on additional matters previously requested by the Committee.

#### 3. Locality Policing

In addition to the performance information provided, I am delighted to confirm that, on Monday 18 April, Police Scotland introduced a revised Community Policing model in North Ayrshire, to complement and support the Community Planning Partnership's adoption of the 'Locality' approach.

We have re-configured our Community Policing resources to create a Locality Policing Team for each of the five mainland localities (Arran, by virtue of its island status, already has its own team of this nature). Each team of constables will be overseen by a Community Policing Inspector and a dedicated Sergeant. The majority of the constables on the teams will work a new shift pattern, which will facilitate strong partnership working in each Locality and allow the extension of the Prevention First model across North Ayrshire

The remaining constables will work more regular dayshift or office hours to ensure that we maintain strong relationships with schools and our town centre communities.

The CPP's Locality approach will offer opportunities to provide services that are locally influenced and influential and have a strong focus on prevention and reducing inequalities. I am confident that it will lead to more meaningful engagement with communities; enhanced

partnership working; and, ultimately, the delivery of better outcomes. The new Locality Policing model will support this approach and will also help to address concerns previously raised by Committee members regarding the perceived weakening of relationships between community representatives and police in recent years.

#### **4. Proposal**

I am pleased to present this very positive report for the information of the Committee. Good progress is being made in keeping people safe in North Ayrshire and this reflects the commitment and hard work of Police Scotland and our partner agencies. I trust that the Committee will find this report helpful and thank you for your continued support.

Gillian MacDonald  
Chief Superintendent  
Police Scotland

*For further information please contact Chief Inspector Tim Ross, Tel: 01294 404451*

## POLICE SCOTLAND: NORTH AYRSHIRE LOCAL POLICE PLAN 2014-17 PRIORITIES AND OBJECTIVES

### PRIORITY 1: DRUG DEALING AND MISUSE

Objective	Performance		
	April 2015 to March 2016	April 2014 to March 2015	Progress Assessment
Tackle drug supply and misuse by detecting drugs supply offences <sup>1</sup>	90	106	-16
Tackle misuse of drugs by detecting possession of drugs offences	574	656	-82
Deprive organised crime groups of resources by increasing seizures of assets through the use of relevant legislation (Proceeds of Crime Act 2002) <sup>2</sup>	£4,384,184	£4,313,707	+£70,477
<b>Comment:</b> The number of detections for drug supply offences has decreased this year, but this does not fully reflect the extent of police activity in this area. We worked hard to collate relevant information, often provided by communities, and completed 50% more intelligence-led search operations than the previous year. Whilst not all of these operations resulted in prosecution, they do help to disrupt the activities of those involved in the supply of drugs. The number of detections for drug possession fell too, which may, in some part, be attributable to changes in stop and search procedures, but we will maintain our efforts to target problematic drug users. The figures in relation to the seizure of assets are provisional end-of year results and I am delighted that organised crime groups have, once again, been deprived of very significant funds.			

#### Notes

1: The term "drug supply" includes detections for the statutory offences of being involved in the supply of drugs, drugs production or drugs cultivation:

2: Figure for seizure of assets relates to Ayrshire Division, i.e. North, East and South Ayrshire combined. The figure provided is for the period 1 April 2015 to 14 January 2016

## PRIORITY 2: VIOLENCE AND ANTISOCIAL BEHAVIOUR

Objective	Measure	Performance		
		April 2015 to March 2016	April 2014 to March 2015	Progress Assessment
Reduce the number of victims of violent crime	Murder	1	3	-2
	Attempted murder	6	8	-2
	Serious assault	87	104	-17
	Detection rate (%) – serious assault	87.4	77.9	+9.5
	Robbery	28	33	-5
	Detection rate (%) – robbery	78.6	81.8	-3.2
	Common assault	1512	1579	-67
	Detection rate (%) – common assault	76.1	75.2	+0.9
	<b>Total number of victims</b>	<b>1634</b>	<b>1727</b>	<b>-93</b>
<b>Comment: Violent Crime</b> These figures represent very good progress and I am delighted by the significant decrease in the number of victims of serious violent crime, particularly as this continues the trend of recent years and was achieved against very strong performance in this area last year. Our detection rates remain very strong too.				

Tackle domestic abuse by proactively targeting domestic abuse offenders	Where domestic abuse offenders are released from court with bail conditions imposed, ensure victims are visited and compliance with bail conditions is checked within 24hrs	<b>96.4%</b>		-
	Detections for breaches of bail related to domestic offences	<b>150</b>	141	<b>+ 9</b>
Additional information – Domestic Abuse	Total crimes and offences in domestic abuse incidents	<b>1307</b>	1375	<b>- 68</b>
Additional information – Domestic Abuse	Detection rate for total crimes and offences in domestic abuse incidents	<b>81.1%</b>	80.7%	<b>0.4%</b>
<b>Comment: Domestic Abuse</b> There has been a sustained reduction in domestic crimes and offences, which it is assessed is due to the MADART partnership working approach. That approach has undoubtedly paid dividends, not just in terms of reducing crime, but in terms of the quality of service provided to victims too. Tackling domestic abuse remains a priority for Police Scotland and we will continue to work hard, with partners, to maintain the downward trend.				
Tackle rowdy and drunken behaviour in public places	Number of complaints regarding disorder	<b>6819</b>	7395	<b>-576</b>
	Number of detections for consuming alcohol in a designated place	<b>237</b>	421	<b>- 184</b>
<b>Comment: Antisocial behaviour</b> The reduction in the number of complaints regarding disorder is sizeable and sustained. I hope that the even closer partnership working that will be engendered by the Locality approach will lead to further improvement in this area.				

### PRIORITY 3: DISHONESTY

Objective	Performance		
	April 2015 to March 2016	April 2014 to March 2015	Progress Assessment
Increase our detection rate for crimes of housebreaking	26.1%	18.4%	+7.7
<b>Comment:</b> We have achieved a very welcome increase in the detection rate for thefts by housebreaking, which is accompanied and linked to a significant decrease in the numbers of crimes committed (498 crimes, compared to 637 the previous year: a drop of 139 crimes or 21.8%). The table below provides a breakdown of these crimes by Council ward, as of 20 March 2016.			

Ward	Crimes	Detected	Dwelling house	Non-dwelling, domestic	Other	Crimes 2014-15
Irvine West	78	13	36	15	27	99
Irvine East	42	13	17	11	14	59
Kilwinning	54	19	19	11	24	74
Saltcoats and Stevenston	95	33	45	23	27	136
Ardrossan and Arran	42	10	18	16	8	61
Dalry and West Kilbride	69	12	21	23	25	54
Kilbirnie and Beith	56	10	25	11	20	87
North Coast and Cumbraes	56	13	23	17	16	66
<b>Total</b>	<b>492</b>	<b>123</b>	<b>204</b>	<b>127</b>	<b>161</b>	<b>636</b>

#### PRIORITY 4: ROAD SAFETY

Objective	Performance		
	April 2015 to March 2016	April 2014 to March 2015	Progress Assessment
Reduce the number of persons killed on our roads	5	6	-1
Reduce the number of persons seriously injured on our roads	47	59	+12
Drink and drug driving offences	112	119	-7
<b>Comment:</b>  There has been a slight decrease in the number of people killed in the roads on North Ayrshire, but a disappointing rise in the number of people seriously injured. The reasons for this rise are not readily discernible, although there have been two serious collisions involving passenger carrying vehicles this year, both of which resulted in multiple casualties. The positive information behind the statistics is that there were no children killed or seriously injured on the roads this year.			

## ADDITIONAL INFORMATION: COMPLAINTS AGAINST THE POLICE

Complaints received about the Police	Number of Complaints about the Police	Number of Complaints per 10,000 Police Incidents
	157	38.1

Total Allegations Recorded	On Duty	Off Duty	Quality of Service	Total
	151	1	57	209

### Comment:

The Professional Standards Department (PSD) provided the following additional information.

Total number of complaints	157
Number resolved by front line resolution	106 (67.5%)
Criminal Complaints	6 (3.8%)
Non-criminal complaints requiring further investigation	45 (28.7%)

This shows that a significant majority of complaints are resolved by explanation and discussion, without the need for further enquiry.





## Briefing Paper for North Ayrshire Council Police and Fire & Rescue Committee

<b>FOR INFORMATION</b>			
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Date Created	<b>06/05/16</b>	Telephone	<b>01563 505002</b>

## POLICE SCOTLAND - UPDATE ON NATIONAL / LOCAL POLICING MATTERS

### 1. Purpose

1.1 The purpose of this paper is to update the Committee on relevant local and national policing matters which fall outwith the Local Policing Plan progress update.

1.2 Updates on the following matters are contained herein;

- Innkeeper National Licensing System
- Open Golf Planning
- Death Investigations – revised process
- Governance in Policing
- Annual Review of Policing
- Stop/Search Public Consultation
- National Speeding Campaign
- National Doorstep Crime Campaign – Operation Monarda
- HOPE Project

### 2. Innkeeper National Licensing System

2.1 Innkeeper is a liquor licensing IT system which was launched in Ayrshire on 4 March 2016. It has been implemented across all 13 Local Policing Divisions of Police Scotland and incorporates Civic Licensing and includes all matters relating to taxis and private hire

cars. The system will replace all existing electronic and paper based systems currently in use within Police Scotland, delivering consistency and improvements in approach across the country.

- 2.2 Innkeeper allows all licensing enquiries to be managed, tasked and carried out through one system and creates a complete working resource tool.
- 2.3 The system will record details including all licensed premises, personal licence holder details, civic licensing as well as all associated documentation.
- 2.4 In addition, any inspections of licensed premises can be recorded on the system by operational police officers.
- 2.5 Innkeeper will allow information to be shared across divisional boundaries and improve efficiencies, ensure consistency and provide scrutiny of licensing enquiries.

### **3. Open Golf Planning**

- 3.1 Planning is well underway for the 145<sup>th</sup> Open Championship which will be held at Royal Troon from the 10<sup>th</sup> to the 17<sup>th</sup> July 2016.
- 3.2 This global event returns to Ayrshire for the first time since Turnberry in 2009 and to Troon for the first time since 2004.
- 3.3 Officers across Ayrshire will play a vital role in the safety and success of the event and will have an opportunity to be involved in one of the biggest annual sporting events in the world.
- 3.4 Policing such a high-profile event places a considerable demand on Ayrshire division, with detailed plans and extensive multi-agency planning required to ensure the event is both safe and secure for the hundreds of thousands of visitors who will attend to enjoy it. High numbers of visitors are expected, particularly to the towns of Troon, Prestwick and Ayr and plans are also being developed to mitigate disruption to local communities, whilst keeping visitors and residents safe.

### **4. Death Investigations - revised process**

- 4.1 Following a multi-agency review of the way police and partners manage incidents involving a death in the community, a new protocol has been agreed which sets out each organisations roles and responsibilities in the event of a death.
- 4.2 The new procedures do not change how suspicious or police reportable deaths are investigated but clarify the initial police response and the process around establishing the category of death

and action to be taken by partners where the death is deemed to be a medical death.

- 4.3 Initial Response – The priority at this stage is always to preserve life. Urgent medical assistance must be sought.
- 4.4 Police Assessment – Where death is confirmed, the police will establish the appropriate category of death i.e. Medical Death, where an appropriate medical practitioner will issue a Medical Certificate of Cause of Death (MCCD) or report the matter to COPFS.
- 4.5 Where a death is deemed to be a Medical Death, a doctor will take responsibility for managing and reporting the death to the Procurator Fiscal, with assistance from police officers where necessary.
- 4.6 This new procedure minimises the requirement for police involvement in the deaths which are due to medical issues, reducing the distress and intrusion on families at this difficult time. The new approach was implemented on 29 February 2016 and operating well thus far.

## **5 Review of Governance in Policing**

- 5.1 The Chair of the Scottish Police Authority (SPA), recently concluded his review of governance on policing, having been tasked to carry out this piece of work by the Cabinet Secretary for Justice, Mr. Michael Matheson. Mr. Flanagan's report contains 30 recommendations for improvement in the practice of governance arrangements for policing in Scotland.
- 5.2 The report recommends improvements to ensure representatives of local communities feel sufficiently listened to regarding local policing, are able to input effectively into the development of national policy issues, and have a way of recording their 'voice' on the quality and effectiveness of Police Scotland's engagement with them.
- 5.3 Other main findings include:
  - SPA to strengthen its governance procedures and review with the Scottish Government and Police Scotland how working arrangements and protocols reinforce the positioning and authority of the SPA.
  - Clearer definition of the SPA's areas of responsibilities and how it conducts its business.
  - Review of the underlying systems and processes used by Police Scotland to provide information with a view to improving clarity and enhancing the quality of analysis and benchmarking.
- 5.4 Commenting as he published his review, Mr. Flanagan said: "I have found that after three years of operation much has been achieved and I acknowledge the work undertaken by both the SPA and Police Scotland in setting up both organisations. Local authorities have also

had to adapt to the new arrangements and a lot of effort has been undertaken to establish Local Scrutiny and Engagement Committees. There is now the opportunity to build on lessons learned from experiences to date, listening to wide ranging feedback from stakeholders, and recognising the respective roles and responsibilities of the statutory bodies which make up the governance landscape. I am satisfied that the SPA is an appropriate model for governing a national police service. However, there are a number of recommendations in this report for the SPA, Police Scotland and other stakeholders which together can improve the effectiveness of this model”.

5.5 Upon these recommendations being accepted by the Cabinet Secretary for Justice, these are work streams, which will continue across different organisations, and at a pace which depends on the availability of resources, and competing priorities.

5.6 Mr. Flanagan has confirmed his intention to re-visit this report and its recommendations in 12 months’ time to ensure they have progressed at a sufficient rate and remain relevant and will include a commentary on this work as part of the annual reporting of the SPA’s performance.

## **6 Annual Review of Policing**

6.1 The annual review of policing 2015/16 will capture the third year of the new policing arrangements since the transition to Police Scotland and will be presented to the Scottish Parliament in June 2016.

6.2 The Scottish Police Authority (SPA) has invited local scrutiny committees to offer their views on local engagement with police during the 2015/16 period which will form the basis of the annual review.

6.3 Feedback requests include:

- Level of satisfaction surrounding engagement on local priority setting during 2015-16.
- Effectiveness of local reporting against local priorities in support of scrutiny of local policing
- Effectiveness of engagement with scrutiny committees in support of scrutiny processes.
- Provision of examples of good practice.

6.4 Responses are required by 18 May and further updates will be provided on completion of the review.

## **7 Stop/Search Public Consultation**

7.1 On 21 March 2016, the Scottish Government launched public consultations on the introduction of a Code of Practice for stop and

search and potentially new powers to search children and young people under 18 for alcohol. These are significant developments which will provide a legal framework for the use of stop and search and potentially introduce new powers to assist officers in safeguarding children and young people from the dangers associated with alcohol.

7.2 The public consultation, which can be accessed via the Police Scotland website, will run until 15 July 2016 with officers and staff also able to provide their views on the matter.

7.3 Police Scotland will also provide a formal response to the consultation.

## **8 National Speeding Campaign**

8.1 A week long national speeding campaign took place from 2-9 May 2016. During this week, officers were tackling speeding drivers as well as enforcing speed limits and taking every opportunity to interact with drivers and other road users, particularly those from vulnerable groups (such as pedestrians, cyclists and motorcyclists), to educate them about dangers associated with speeding.

8.2 Head of Road Policing Chief Superintendent Andy Edmonston, said: "Police Scotland is committed to making our country's roads safer. Communities across the country continually tell us that road safety and speeding are issues of concern for them, that is why reducing road casualties and fatalities remains one of our top policing priorities. Vulnerable road users accounted for nearly half (95) of all road fatalities in 2014 and a further 3348 suffered injury. We want people to realise the potentially devastating effects their driving can have on others, especially vulnerable road users. We are committed to achieving the Scottish Government's 2020 casualty reduction targets. By driving at an appropriate speed and being aware of road conditions, you can help us reduce the number of casualties on Scotland's roads and make the roads safe."

8.3 Ayrshire Division Road Policing Unit are fully committed to the campaign and through prevention, enforcement and engagement, hope to reduce the number of injuries caused on roads throughout Ayrshire.

## **9 National Doorstep Crime Campaign – Operation Monarda**

9.1 Operation Monarda is a national doorstep crime campaign led by Police Scotland. This year, Operation Monarda commenced on 26 April bringing together public, private and third sector organisations to help minimise risk and prevent harm to vulnerable and older people from criminals who commit doorstep crime.

- 9.2 Doorstep crime affects some of the most vulnerable within our society and communities, with victims being targeted due to their perceived vulnerability (age, gender, disability) with many becoming repeat victims. Anecdotal evidence has shown that an individual's quality of life can deteriorate significantly after such incidents, impacting on any subsequent investigations and the individual's ability to access the criminal justice system.
- 9.3 Many perpetrators of doorstep crime have significant connections with organised crime groups throughout the country and are known to pass victim details on to others, contributing to repeat victimization.
- 9.4 The police operation was conducted with the aim of reducing and preventing doorstep crime and detecting those who commit it, with a view to reducing the number of victims of doorstep crime, empowering local communities and raising awareness of these types of crime through local and National media. Further information on local enforcement activity regarding doorstep crime in East Ayrshire is included within the Local Policing Plan Progress Committee Update presented to the committee.

## **10 Hope Project**

- 10.1 The Hope Project aims to prevent and reduce violent crime and victimisation in our communities, by positively impacting on the criminal behaviour of violent offenders via opportunities to divert them onto more positive pathways.
- 10.2 This Ayrshire-wide initiative aims to engage violent offenders, encouraging their participation in a new approach to reducing and preventing violent offending, with a view to breaking the cycle of offending and reducing re-offending in our communities.
- 10.3 Community Planning Partners and Community based projects have been engaged to become involved in the HOPE Project with referral pathways identified for these offenders who currently present a risk of re-offending and who it is assessed may benefit from the approach.
- 10.4 Successful partnership working will be key to the success of the Project and Police Scotland is collaborating with a wide range of stakeholders to ensure maximum impact.
- 10.5 Lessons learned from the project will be shared through Justice Sector and partners' channels, in order that they may be considered elsewhere as appropriate.

## 12. Conclusion

- 12.1 This report is submitted for information of Committee members. Members are invited to advise me of any matters they would like included in future updates.

Gillian MacDonald  
Chief Superintendent  
Divisional Commander





# **Fire and Rescue Framework for Scotland 2016**

**March 2016**

## Introduction and Context

The **Fire and Rescue Framework for Scotland 2016** ('the Framework') sets out Scottish Ministers' expectations of the Scottish Fire and Rescue Service. The Framework provides the SFRS with strategic priorities and objectives, together with guidance on how the delivery of its functions should contribute to the Scottish Government's purpose.

### Legislative basis

The Scottish Fire and Rescue Service (SFRS) was established as a single national organisation by the Police and Fire Reform (Scotland) Act 2012<sup>1</sup> ('the 2012 Act') to provide Fire and Rescue Services across Scotland. The 2012 Act also amended the Fire (Scotland) Act 2005<sup>2</sup> ('the 2005 Act') to take account of fire reform and further modernise and update the functions of the SFRS<sup>3</sup>.

Scottish Ministers have a statutory duty<sup>4</sup> to prepare a Fire and Rescue Framework for Scotland setting priorities and objectives and providing guidance to the SFRS on the execution of its functions. The SFRS has a statutory duty<sup>5</sup> to have regard to the Framework when preparing its Strategic Plan which sets out how it will deliver its functions as well as setting out the outcomes which will be used to measure its performance in doing so. The outcome measures set out in the SFRS's Strategic Plan will be accompanied by specific targets linked to the delivery of the strategic priorities and objectives specified in this Framework.

### Strategic Priority 1: Performance Measures

The SFRS must, in discussion with the Scottish Government, specify appropriate performance measures, to support its Strategic Plan, for the delivery of outcomes relating to the strategic priorities and objectives set out in this Framework.

### Contribution to the Scottish Government's Purpose and National Outcomes

The Scottish Government's purpose is "to focus public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth". The SFRS has a vital role in securing this priority and is expected to work together with other public services to contribute towards it.

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<sup>1</sup> <http://www.legislation.gov.uk/asp/2012/8>

<sup>2</sup> <http://www.legislation.gov.uk/asp/2005/5>

<sup>3</sup> Further functions of SFRS are set out in the Fire (Additional Function) Scotland Order 2005  
<http://www.legislation.gov.uk/cy/ssi/2005/342/made>

<sup>4</sup> Section 40 of the 2005 Act –  
<http://www.legislation.gov.uk/asp/2005/5/part/2/chapter/8/crossheading/fire-and-rescue-framework-for-scotland>

<sup>5</sup> Section 41A of the 2005 Act, as amended by the 2012 Act –  
<http://www.legislation.gov.uk/asp/2012/8/section/114>

The SFRS's delivery of the priorities and objectives set out in this Framework will also help to achieve the Scottish Government's purpose by contributing to the delivery of the National Outcomes<sup>6</sup>, including:

- we live longer, healthier lives (National Outcome 6);
- we live our lives safe from crime, disorder and danger (National Outcome 9);
- we have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others (National Outcome 11); and
- our public services are high quality, continually improving, efficient and responsive to local people's needs (National Outcome 16).

### **SFRS purpose**

It is no longer the case that the SFRS simply responds to fires when they arise, although that remains a vital element in keeping people safe. Its role has expanded over time and that expansion is reflected in the purpose of the SFRS, which was set as part of the Police and Fire Reform process in 2013:

**The main purpose of the Scottish Fire and Rescue Service is to work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland<sup>7</sup>.**

The SFRS's purpose embodies the Scottish Government's aspirations for the Service to achieve better outcomes for the people of Scotland. In carrying out its purpose the SFRS should increasingly work with its partners to identify and focus on mitigating risks facing communities, including, but not exclusively, risks from fire, in order to keep communities and citizens safe and promote their well-being.

### **Embedding the benefits of reform and ensuring continuous improvement**

Audit Scotland's 2015 review of Fire Reform<sup>8</sup> concluded that the Scottish Government and the SFRS managed the merger of the eight fire and rescue services effectively. Audit Scotland also concluded that the performance of the SFRS is improving and that the move from eight local fire and rescue services to a national organisation has enhanced the scrutiny and challenge of the SFRS.

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<sup>6</sup> <http://www.gov.scot/About/Performance/scotPerforms/outcome>

<sup>7</sup> The Fire and Rescue Framework for Scotland 2013 – <http://www.gov.scot/Resource/0041/00416181.pdf>

<sup>8</sup> The Scottish Fire and Rescue Service (May 2015), Audit Scotland – [http://www.audit-scotland.gov.uk/docs/central/2015/nr\\_150521\\_fire\\_rescue.pdf](http://www.audit-scotland.gov.uk/docs/central/2015/nr_150521_fire_rescue.pdf)

The creation of a single national fire and rescue service was merely the start of a journey. The reform process and the improvement in outcomes that it is delivering is on-going. The SFRS has already achieved almost all of what was asked of it as a consequence of Fire Reform, and remains on track to deliver the remaining demands and savings expectations from the reform process. While continuing to embed those achievements in its internal operations, and in how it works with partners, the SFRS needs to continually evolve, adapt and transform in order to keep achieving success.

This on-going reform should build on the four pillars of Christie<sup>9</sup>:

- prioritising **Prevention**, building on the preventative focus of existing fire and rescue activities;
- grounding activity in **Partnership** working, strengthening connections with communities;
- focusing on **People**, ensuring workforce development, health and well-being, and harmonious industrial relations remain priorities; and
- emphasising continuous improvement, with ambitious targets and a robust **Performance** Framework.

The SFRS should increasingly adopt an evidence led approach and explore how it will continue to change what it does; how it operates; how it works with communities and partners in achieving success and in how it will further develop its people to fully engage in making further organisational changes that drive better outcomes for the people and communities of Scotland.

### **The changing context for the SFRS**

All organisations need to continually adapt to their operating context which continually shifts around them, creating new and ever more complex demands on them. The contribution which the SFRS and its legacy Services have made to improving safety across Scotland's communities is clear and stands in testimony to the people who have worked in all of the Services over the years.

This Framework advocates further evolution because the context in which the SFRS operates and the challenges that it faces are continuing to evolve. In particular Scotland is facing changes in our population, our climate and in the expectations the public holds for all public services. The result is that Scotland is facing ever more complex challenges, the consequences of which are having profound impacts at community level.

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<sup>9</sup> <http://www.gov.scot/resource/doc/352649/0118638.pdf>

We are confident that the SFRS will evolve and adapt to meet these challenges and requirements including:

- **Public service reform** – the Scottish Government has placed the joint planning and sharing of resources between public services, coupled with better engagement with communities at the core of public service reform. This includes the Community Empowerment (Scotland) Act 2015<sup>10</sup> together with reforms to Health and Social Care<sup>11</sup> and Community Justice<sup>12</sup>. The SFRS should continue to work with partners to ensure it continues to contribute to the progress of this agenda.
- **Realising efficiencies and improving productivity** – the current public sector financial climate further reinforces the need to reduce costs by preventing, rather than responding to fires and other emergency incidents. This will in turn call for maximum and sustained effort in generating efficiencies and working collaboratively with others, while maintaining the high standards of delivery, governance and transparency that the SFRS has already achieved.
- **Social and economic inequality** – the Scottish Government has made the reduction of inequality in our society a priority. Much of the operational demand facing the SFRS has its origins in the consequences and impacts of social and economic inequality. In responding to inequality, all public services, including the SFRS, will be expected to work together, share their resources and jointly target services and work with those communities who experience the highest levels of inequality.
- **Scotland's population is changing** – over the next 20 years we will see a significant rise in the proportion of over 65's within the Scottish population and a decline in the proportion of working age adults. This shift will generate new demands within our communities as we seek to keep an ageing population safe and healthy. The change in the population will be accompanied by a sustained shift towards home-based care, away from care in institutional settings. These trends will increase the number of people who are at risk of fire and other forms of preventable harm, such as trips and falls, within the home environment. This will increase the drive for the SFRS to work with partners to focus on prevention to minimise people's exposure to harm.
- **Building community resilience** – as our climate changes, more communities across Scotland will face greater risks from flooding than ever before. Moreover, our evidence indicates that the impact of such events has increased in financial terms as well as in human terms. There is therefore a need for the SFRS to have an increasing focus on building resilience in relation to flood risk as well as other threats, and major and potentially catastrophic events impacting on national infrastructure such as terrorism. A

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<sup>10</sup> <http://www.legislation.gov.uk/asp/2015/6/contents/enacted>

<sup>11</sup> <http://www.gov.scot/Topics/Health/Policy/Adult-Health-SocialCare-Integration>

<sup>12</sup> <http://www.scottish.parliament.uk/parliamentarybusiness/CurrentCommittees/89548.aspx>

key factor in managing such incidents and in keeping communities safer in general is the resilience of communities themselves. Resilient communities can better withstand risks and the SFRS should work together with other public services to enable and support communities to develop and enhance their own resilience.

Many of these challenges are clearly interlinked. Collectively they present the SFRS with the need to continue with the change programme that began with Fire Reform in 2013. The past three years has largely focussed on the consolidation and integration of the legacy Fire Service organisations and their practices and processes. The next phase of change will focus on genuine transformation and will challenge the SFRS to consider further how it designs and delivers services, how it operates in partnership with other public services and with communities themselves and how it will meet the financial challenges that lie ahead.

The SFRS should also pursue its purpose by adopting new ways of working and embrace new technologies that help keep firefighters and communities safer. In so doing the SFRS will continue to be held in the highest regard by the public communities and by the Scottish Government. Meeting these challenges calls for clear and coherent leadership and action from the SFRS to ensure that it continues to deliver its functions effectively to keep communities safe.

## **Setting the Strategic Priorities**

This Framework sets out Strategic Priorities for the SFRS for the period starting from 2016. These priorities are outcome focused, set within the context of the Scottish Government's purpose, and the on-going need for public sector reform. These priorities form the basis for the narrative of the following chapters of the Framework. Many of these priorities are overarching and are relevant to several aspects of the SFRS's role. The Strategic Priorities for the SFRS are summarised at **Annex A** and appear in greater detail in the following chapters of the Framework.

- **Chapter 1 – Protecting Communities: Risk, Prevention and Response**

This chapter provides context on the current functions of the Service, which includes contributing to improving the safety and well-being of Scotland's communities and the delivery of functions such as; prevention and protection; response and resilience; community planning and partnership working. This chapter also explains how the Framework advocates further change in how the Service operates and the complex challenges that it faces.

- **Chapter 2 – Evolving Role of the Scottish Fire and Rescue Service**

This chapter looks at realising the benefits of fire reform and managing the change from the eight previous Services into a single organisation. The chapter also looks to the future role of the firefighter; modernising emergency response; and how the Service should utilise resources to deliver a more holistic, creative and preventative service to, and with, communities.

- **Chapter 3 – Governance, Accountability and Performance**

This chapter focuses on the SFRS's role as a public body and how it should have systems in place to ensure an effective approach to performance management to support robust scrutiny of the Service at national and local levels. Areas such as Equality and Diversity; Human Rights; Climate Change; Building on our National Digital Public Service Strategy and how the SFRS should aim to be an employer of choice is also covered in this chapter.

## Chapter 1: Protecting Communities: Risk, Prevention and Response

### Protecting communities

The overriding purpose of the SFRS remains to work in partnership with communities and with others in the public, private and third sectors to improve the safety and well-being of communities.

The SFRS's delivery of its functions is focused on **prevention** (reducing the risk of and changing people's perception and behaviour towards fire and other risk factors within communities), **protection** (mitigating the effects of those risks) and developing a flexible **response** (dealing effectively with different types of incidents in different communities across Scotland).

Underpinning all the work the SFRS undertakes in relation to prevention, protection and response are overarching principles of **managing risk; evidence based decision making; working with others**, and **local flexibility** and this chapter also sets out key priorities for the SFRS in these areas.

### Prevention and protection

Keeping communities safe from harm is at the core of the SFRS's work. Fire prevention and protection activity over recent years has been key to reducing the number of fires, casualties and losses in Scotland, thus minimising loss of life and the economic and social impact of fire on communities. In 2014-15 there was an 11% drop in the total number of fires attended by the SFRS – the lowest annual total in the last decade. This focus on prevention, working collaboratively with other partners, must continue in order to deliver improved outcomes for the communities of Scotland.

The SFRS should build on the successes already achieved in community fire safety activity through partnership working, and should take into account the specific and unique risks facing Scotland, including those that are out with the SFRS's direct control. It must also ensure that there are clear processes and systems for working with partners to identify the most vulnerable communities, and most vulnerable individuals within communities, to target activity where it is most needed and to make an effective contribution to tackling inequalities.

The SFRS should continue to fulfil its statutory duty to promote fire safety, including providing advice, information, publicity and encouragement to prevent fires and death or injury from fires. In doing so, the SFRS should work with partners to ensure properly integrated public safety campaigns for raising awareness of fire safety and other relevant areas of activity, thereby maximising the effectiveness and targeting of the campaigns.

The SFRS also has a role in enforcing fire safety legislation in the majority of the non-domestic sector, including carrying out fire safety audits of premises, providing advice and carrying out enforcement action when necessary. These fire safety enforcement activities should be informed by risk and thus targeted at those premises where the risk to life is greatest.



The aim of enforcement is to offer support and check that employers and other duty holders are ensuring the safety of persons in the event of fire. Whilst the main focus of fire safety promotion is rightly targeted on activity to prevent dwelling fires and related casualties; work enabling duty holders to comply with fire safety legislation, along with enforcement, is also important and the SFRS should undertake promotion and education activities targeted at the non-domestic sector. By reducing the number, or severity, of fires in business premises the SFRS can contribute to the Scottish Government priority of growing the economy.

## **Strategic Priority 2: Safety, Well-being and Prevention**

The SFRS should fully contribute to improving the safety and well-being of Scotland's communities and embed a prevention focus within the Service. It should ensure that there is a clear process for working with partners to identify the risks faced by communities and individuals so that the SFRS can target activity where it can most effectively contribute to addressing inequalities within and between communities.

### **Responding to incidents**

Providing an effective emergency response to fires and other incidents is central to the purpose of the SFRS. An increasing focus on prevention and risk reduction does not change the need for the SFRS to ensure that it has the necessary resources able to respond appropriately to fires and other emergencies across Scotland.

The SFRS has a statutory duty, under the 2005 Act<sup>13</sup>, to make provisions in relation to fire fighting and a range of other emergencies including road traffic accidents, flooding, search and rescue, chemical, biological, radiological and nuclear incidents, as well as having the power to respond to other incidents at its discretion. The SFRS should plan its operational response to these incidents in a way which reflects national and local risk across Scotland and in doing so ensure that its arrangements for operational command are designed in the most efficient way. As part of this operational response, the SFRS must continue to make sure that specialist equipment, resources and skills will be made available where and when they are needed across Scotland.

The SFRS should continue to ensure that it has a robust IT system in place to accurately determine the availability of its appliances, retained and whole-time workforce, and other resources at all times. It is important that live information to Operations Control on whether an appliance is available or not prior to selection for mobilisation, is maintained. The SFRS should compile and maintain data on the availability/turn out of its appliances in order to inform evidence based decision making. Consideration should also be given as to whether this data should be captured within the organisational statistics which are published annually by the SFRS.

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<sup>13</sup> [And under the Fire \(Additional Function\) Scotland Order 2005 Order](#)

The SFRS will continue to play a key role in the wider resilience agenda. The Civil Contingencies Act 2004<sup>14</sup> requires the SFRS to work with the Government as well as other emergency services and responders in producing comprehensive plans for major and catastrophic incidents. This close partnership working is particularly important in planning for and responding to widespread threats and incidents involving, for example, environmental disasters and terrorism, as well as protecting critical infrastructure assets. The role of the SFRS within this is especially important in maintaining people's safety, rescuing them from harm and containing damage to Scotland's economic infrastructure. The SFRS will ensure that it continues to deliver these responsibilities to a high standard in order to enhance Scotland's resilience and ensure communities are protected.

### **Strategic Priority 3: Response and Resilience**

The SFRS should work with other public service partners to evolve a holistic and dynamic process of identification, evaluation and assessment of community risk and Best Value in order to prioritise and target its use of resources to ensure an appropriate response to incidents across Scotland and support improved outcomes for communities. As part of this approach, the SFRS should promote optimal command, control, communication and tri-service co-operation in response to incidents.

### **Managing risk**

The SFRS has a statutory duty to reduce the risks to our communities; assessing and managing risks with and on behalf of communities is at the core of what the SFRS does.

One of the major challenges facing the SFRS is managing the constantly changing risk profiles due to changes in our society, our built environment and our climate. The national approach to risk management should be to prioritise and target resources based on an on-going process of identification and evaluation of community risk and assessment of Best Value. This strategic management of risk will enable a consistent approach to achieving an optimal balance between prevention and response and should inform all the operational policies and decisions of the SFRS.

The continued evolution of public services in Scotland mean that how the SFRS is structured – for example, where its people, appliances and buildings are configured and located – needs to be kept under review to ensure it remains 'fit for purpose' now and into the future. The SFRS should make effective use of its risk assessments and other relevant data to inform the strategic distribution of all personnel, premises and equipment in order to ensure that the people and resources required to attend incidents are in the optimum locations to deploy to incidents

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<sup>14</sup> <http://www.legislation.gov.uk/ukpga/2004/36/contents>

across Scotland in anticipation of identified risks. Having an appropriate organisational design that is capable of responding to future demands as well as current priorities will be fundamentally important in ensuring that the Service is capable of continuing to meet its purpose and deliver its outcomes, objectives and goals.

The SFRS should also maintain close links with other agencies to ensure that analysis of its own and partner organisations' intelligence informs local and national risk management and responders are provided with appropriate, relevant and timely risk information and support. Risk information should be effectively managed and coordinated through all community partners including voluntary organisations, encouraging appropriate information/data sharing and joint analytical work in order to ensure community and firefighter safety.

Assessment of information on communities and individuals most at risk will also enable the SFRS to allocate community safety engagement resources where they are most needed. This will inform not only national awareness campaigns, but also the locations and/or target audience for local safety awareness activities. The principles of risk management should also be used to ensure that the SFRS's programme of home visits is specifically targeted at individuals who are at the most risk of fire in their homes. Similarly the SFRS enforcement activity should be informed by risk and targeted at those premises where risk to life is greatest.

#### **Strategic Priority 4: Response and Resilience**

The SFRS should support effective multi-agency emergency planning and response including contributing fully to the work of Regional Resilience Partnerships in assessing risk, preparing and planning for, responding to and recovering from major and catastrophic incidents and threats. When working with other emergency responders, the SFRS should play a key role in building community resilience and protecting both Scottish and UK critical infrastructure assets.

#### **Evidence based decision making**

The collection, production and analysis of data is vital to identify and assess risks and to improve safety, efficiency and performance. The SFRS should make use of intelligence from a range of sources to inform its own policies, to facilitate evidence based decision making, and to assist planning, evaluation and reporting of activity, both at a national level and of local activity.

The SFRS should ensure that data captured, including comprehensive incident data, is consistent and quality assured. As the SFRS now has responsibility for producing national fire statistics for Scotland it should work towards securing 'National Statistics' accreditation from the UK Statistics Authority.

The findings from fire investigations should continue to be used to enhance community and firefighter safety, to influence community safety engagement initiatives, fire safety enforcement strategies and to engage in criminal justice

processes where required. The collection and analysis of fire safety enforcement audit data should be used by the SFRS to gauge fire safety legislation compliance and inform robust fire safety enforcement policies.

Barriers to information and data sharing can be an obstacle to collaborative working and the SFRS should continue to work with partners to foster a common-sense approach to inter-agency data and information sharing, address any inconsistency in practice and actively seek to remove barriers to joint working and information sharing.

The SFRS should evaluate the effectiveness of its national and local policies, its community safety engagement and its fire safety enforcement strategies on an on-going basis, identifying where improvements and efficiencies might be made, and taking action to achieve this. The SFRS should also have in place its own process for considering operational intelligence from external sources, including relevant research, reports and examples of best practice from other Fire and Rescue Services. This intelligence should be utilised when developing the SFRS's own operational policies and procedures.

The SFRS should give priority to consideration of the findings and recommendations of the reports of Her Majesty's Fire Service Inspectorate (HMFSI) in accordance with Section 43E of the 2005 Act, and respond according to existing protocols.

## **Working with others**

The establishment, maintenance and development of engagement with partners including local authorities, emergency responders, other community planning agencies, voluntary organisations and businesses is key to the successful delivery of the SFRS's objectives and priorities.

Public service reform is founded on the benefits of working collaboratively, across organisational boundaries, towards shared outcomes to ensure that services are shaped around the needs and demands of individuals and communities – with a clear focus on prevention and early intervention. The SFRS has a statutory duty to work with others to participate in the community planning process under section 16 of the Local Government in Scotland Act 2003<sup>15</sup> (as amended by the 2012 Act). The SFRS also has a statutory duty to work with partners to prepare for and respond to and recover from emergencies under the Civil Contingencies Act 2004<sup>16</sup> and associated regulations. The SFRS is listed as a public authority in relation to the Community Empowerment Act 2015<sup>17</sup> and as such, will play its part in improving outcomes for communities by enhancing the process of community planning and ensuring that local service providers work together even more closely with communities to meet the needs of the people who use its services.

Partnership working towards shared outcomes can help drive down risks in the community, and tackle inequality by focusing on the vulnerable and most at risk, thus improving the outcomes for the communities of Scotland. The SFRS should

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<sup>15</sup> <http://www.legislation.gov.uk/asp/2003/1/section/16>

<sup>16</sup> <http://www.legislation.gov.uk/ukpga/2004/36/contents>

<sup>17</sup> <http://www.legislation.gov.uk/asp/2015/6/contents/enacted>

continue to build on the strong links it has developed with its partners in order to identify and tackle national and local risk-based priorities. The SFRS should also continue its collaborative work, including its participation in and contribution to the Scottish Government's Building Safer Communities<sup>18</sup> initiative – which is focused on reducing unintentional physical and psychological harm that could have been predicted or prevented. The SFRS should continue to investigate options for sharing premises, assets and services with partners, including Police Scotland and the Scottish Ambulance Service where it could help protect public service provision within a community or contribute to better local or national outcomes.

The SFRS should also seek to develop a shared understanding with both local and national partners of their relative roles, responsibilities and capabilities, to ensure that when emergencies do occur, they are responded to and concluded as effectively and efficiently as possible, and in an interoperable manner. Community Planning arrangements and local scrutiny Boards should be seen as the forum for such discussions and the process should ensure that decisions are informed by local engagement.

### **Strategic Priority 5: Partnership**

Community planning and partnership working with other services and communities should be embedded throughout the SFRS. Building on its existing Engagement Strategy, the SFRS should proactively seek collaborative opportunities and innovative ways of working in partnership with other blue light services/key stakeholders to improve outcomes for communities and should ensure effective stakeholder engagement in its approach to all its work including partnership working.

### **Local flexibility**

Whilst the SFRS is a national service, its delivery model must be flexible to reflect the differing needs of local communities.

The SFRS is under a statutory duty to ensure effective arrangements for Fire and Rescue Services in all 32 of Scotland's local authority areas, and in accordance with the 2012 Act, must produce a local fire and rescue plan for each local authority area. These local plans should present profiles which reflect the risks to the specific local authority area, as well as setting out local solutions to local issues and detail local activity.

Close engagement with local communities remains fundamental to service improvements in responding effectively to incidents, integrating risk management processes, building resilience, or enhancing prevention and protection activities. The

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<sup>18</sup> <http://www.safercommunitiesscotland.org/knowledge-hub/briefing-papers/bp18-project-a-bsc-programme.pdf>

SFRS must be transparent and accountable to communities for the services it delivers.

The SFRS should continue to maintain and develop good working relationships with the Convention of Scottish Local Authorities (COSLA) and all 32 local authorities in order to achieve better integration with community planning partnerships. This should build on the important role already played by Local Senior Officers in developing local plans and engaging with Local Scrutiny Committees to help ensure delivery of services which meet the needs of local people, and underpin more meaningful engagement with community issues.

## **Chapter 2: Evolving Role of the Scottish Fire and Rescue Service**

### **Improving Scotland's public services**

The Scottish Government is pursuing a comprehensive and transformative programme of reform to protect and improve public services. Services must be consistently well designed, based on the best available evidence and delivered by the right people to the right people at the right time. The SFRS is an integral part of the public sector landscape and the move to a single, national organisation in 2013 provided the opportunity to establish a greater synergy between the SFRS and an integrated public sector model of delivery.

As well as its traditional roles of tackling fires and responding to other major incidents – such as flooding and road traffic accidents – the SFRS also has a role in promoting the wider safety and well-being of communities in Scotland. The SFRS's capability and expertise has contributed to a significant and sustained reduction in the incidence of fires in Scotland and their severity in terms of deaths and injuries and that success has meant there is capacity for the role of the Service to change because the number of fire related incidences has declined. The capacity and the skills of the SFRS will be increasingly used to improve outcomes by promoting the broader safety and well-being of individuals and communities, as well as continuing to improve fire safety and promote fire prevention.

The SFRS is already utilising its capacity to deliver positive outcomes in areas not traditionally associated with the role of a firefighter. For example, the Service is delivering on its eight commitments within the Scottish Government's strategy on Out-of-Hospital Cardiac Arrest (OHCA). This strategy, which has been jointly produced by a broad coalition of stakeholders, sets out our commitment to improve outcomes after OHCA and an ambition that by 2020 Scotland will be an international leader in the management of OHCA. A pilot exercise is underway on a limited geographical basis, with the support of the Fire Brigades Union (FBU) and this will inform future work in this area.

Advances in technology mean that new and innovative solutions are being developed which greatly improve firefighting and rescue operations and help the whole Service pursue improved levels of efficiency and productivity. The SFRS should explore, and where feasible introduce new technology, that improves firefighter and public safety. This might include greater use of fire suppression systems, where the SFRS could work with communities to widen the appropriate installation of such systems.

## Driving improvement and realising the benefits of fire reform

### Strategic Priority 6: Service Transformation

The SFRS should continue to ensure that the benefits of Fire Reform are fully realised, evidenced and tracked, and it should explore through Service redesign new and innovative ways in which it can improve the safety and well-being of communities throughout Scotland by building on the traditional roles carried out by the Service.

The SFRS 'Transformation Programme', which was set up to manage the change from the eight previous services into a single organisation, was the driver for the SFRS to realise and maintain the benefits of Fire Reform. Some projects include efficiency initiatives to be taken forward up to 2020 and it is essential that the SFRS maintains momentum on those projects which have yet to be delivered. This includes the transition to future governance arrangements, the application of lessons learned and the continued realisation of benefits.

The principles and methodologies adopted by the 'Transformation Programme' should be utilised in setting the approach and standards for the SFRS to manage its on-going business and continuous improvement programme. Future business planning should continue to place emphasis on benefits realisation and consideration of whether it should become the rationale for investment or policy direction rather than just a dimension of a project.

### The future role of the firefighter: optimum use of capacity

The success of the SFRS in delivering its traditional operational activity – for example, the total number of fires attended by the SFRS in 2014-15 was the lowest in a decade – provides an opportunity to explore where the SFRS can add further value to the broader public service outcomes that we are working to deliver across Scotland.

One of the SFRS's key attributes is that it has unique and well-established resources across the whole of Scotland. The SFRS should ensure that these resources are utilised effectively to deliver a more holistic, creative and preventative set of services to and with communities. Assets such as Community Fire Stations should be used by the SFRS and other public services as locations where the development of community skills (Cardiopulmonary resuscitation (CPR) training for example) and capacities can be supported in order to help those communities become more resilient and self-supporting in future. There are already some good examples of such work at a local level and the SFRS should explore with local partners, including those in the third sector, how its asset base could appropriately be utilised in support of better local outcomes.

The SFRS should be innovative in its thinking and should consider new approaches to improving the safety of communities and should work closely with individuals and communities to understand their needs, maximise talents and resources, support



self-reliance and build resilience. When considering how the role of the firefighter could evolve, the SFRS should maintain effective relationships with trade unions and a partnership approach with employees, negotiating bodies and the Scottish Government.

The SFRS should adopt an outcomes based approach when formulating proposals on the future role of the firefighter and should place particular emphasis on following the Christie principles of reform.

The SFRS should work with other public services to build community capacity to respond to the changing risk profiles of communities, drawing on the good work already underway for traditional safety purposes. It should further explore the support it already offers to local Health and Social Care Partners in addressing wider home safety issues such as reporting signs of potential physical or financial harm when undertaking home fire safety visits.

By focussing capacity, planning and the deployment of local resources and assets with partners, the Service can make a contribution to agendas such as the prevention of slips, trips and falls among vulnerable people in their own home – reducing both the burden on the NHS and incidences of unintentional harm. The reform agenda recognises the importance of working across boundaries to ensure there are no barriers between bodies that prevent more effective delivery of services to communities and the SFRS needs to work with partners in a constructive manner to achieve this.

The SFRS should also give consideration to integrating emergency response provision, including medical response, in a holistic way taking into account the broader aims and aspirations of the Scottish Government to integrate public service provision. As mentioned above the Service is already carrying out positive work in this regard and the changing role of the firefighter is exemplified by the commitment made by the SFRS to contribute to the delivery of the Scottish Government's strategy on OHCA by running four trials where the Service responds to cardiac arrest incidents in conjunction with the Scottish Ambulance Service.

The primary aims of the OHCA strategy, launched in 2015, are:

- to increase survival rates after OHCA by 10% across the country within five years; and
- to equip an additional 500,000 people with CPR skills by 2020.

The SFRS should evaluate the effectiveness of its contribution in this area with a view to identifying scope for wider implementation across Scotland. The SFRS should examine its own role in emergency response generally and determine whether this could be widened further in conjunction with supporting partner organisations such as Scottish Ambulance Service and Police Scotland.

## Modernising emergency response

### Strategic Priority 7: Modernising Response

The SFRS should develop and implement dynamic, innovative and sustainable operating systems throughout Scotland which are fit for purpose and meet local needs (covering both the Retained Duty System and whole-time firefighter work patterns).

The SFRS should ensure that future arrangements for responding to fires and other emergencies in terms of the siting of fire stations, the resources located within those stations and the crewing models at these stations are tailored to local risk and fit for purpose for the communities which it serves.

The SFRS should ensure it is operating crewing systems for firefighters that are flexible, cost effective and reflect local risk profiles and demand patterns. This should allow the Service to maximise efficiency in terms of how it deploys its resources to fully meet the different needs of communities across Scotland. These such systems must have firefighter and community safety at its core.

The SFRS should ensure that the current Retained Duty System (RDS) is on a stable and standardised platform in preparation for any future modifications to service delivery which emerge from the RDS Future Options Project. The recruitment and retention of volunteer and retained firefighters remains a significant challenge in some parts of Scotland and the SFRS should set out detailed plans about how it proposes to resolve relevant issues, including training, for the retained and volunteer Service. As part of this process, the SFRS should consider whether training for RDS and volunteer firefighters should be tailored to local risk and geography.

Changes to the way people live and work have been happening for some time; many more people now commute considerable distances from their homes to work, and many young people move from the communities they grew up in to find work in our cities. This presents a major challenge in the recruitment of RDS firefighters, and could also present a potential obstacle in the recruitment of younger whole-time firefighters. The SFRS should continue to develop its approach to recruitment to take account of this, and take steps to address these challenges working with employers and other stakeholders to promote the value to employers of releasing employees for RDS duties.

Any changes to the retained or volunteer services, including proposals to adopt alternative operating systems, should be progressed in conjunction with the communities which they impact. The approach should meet the requirements of the SFRS 'Engagement Framework', the National Standards for Community Engagement<sup>19</sup> and the Community Empowerment (Scotland) Act 2015<sup>20</sup> and deliver real opportunities to the communities of Scotland.

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<sup>19</sup> <http://www.scdc.org.uk/what/national-standards/>

## **Telecommunications systems: current and future use**

The ability to mobilise and communicate with resources effectively, in even the most remote areas of Scotland, is vital to keeping communities and firefighters safe from harm. Effective communications systems also allow firefighters dealing with an incident to call for additional support if needed.

The SFRS, in common with Fire Rescue Services in England and Wales, currently use the Firelink system (provided by Airwave). Police and Ambulance Services in Scotland, England and Wales also use Airwave systems, meaning that the three emergency Services can communicate easily with each other via radio.

Firelink is provided via a GB-wide contract between the UK Government (who act as agents for the Scottish Ministers in relation to Scotland) and Airwave. Although mainly managed at a GB level, it is vital that the SFRS has the appropriate skills, knowledge and relationships with Firelink Management Team and Airwave to ensure that Scotland-specific issues can be identified, managed and resolved without negatively impacting on Firelink and, therefore, the ability to mobilise appliances. The SFRS should continue to look to use Firelink in the most efficient way – both in terms of use of the network and in terms of mobilising appliances.

As the Firelink contract ends towards the end of this decade, along with other Airwave contracts, work is already underway to procure and implement future communications capacity through a GB-wide programme – the Emergency Services Mobile Communications Programme (ESMCP) – led by the Home Office. During the mobilisation and transition phases of the programme it is vital that the SFRS is fully engaged in the work that is on-going to understand how the new system will operate and is involved in the work necessary to implement the solution within the fire Service (e.g. control rooms, vehicle installations and training) to ensure it is used to best effect.

## **Unwanted Fire Alarm Signals**

### **Strategic Priority 8: Unwanted Fire Alarm Signals**

The SFRS should develop a process for recording the number of blue light journeys made in response to unwanted fire alarm signals (UFAS). The SFRS should also take steps to reduce the overall number of blue light vehicle journeys made in response to UFAS – including identifying the main sources of false alarms, and taking all reasonable and practical steps to reduce their incidence.

Responding to automatic fire alarms which turn out to be ‘false’ alarms (UFAS) incurs significant costs, both for the SFRS and building occupiers. In 2014-15 UFAS accounted for 58% of all incidents attended by the SFRS – more than all other incident types.

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<sup>20</sup> <http://www.legislation.gov.uk/asp/2015/6/contents/enacted>

Automatic Fire Alarm (AFA) systems offer potential benefits providing an early alarm of fire, but this needs to be balanced against the low probability that an AFA call is an actual emergency incident, and the risks and costs associated with responding. Emergency response under blue lights and sirens can heighten the risk to firefighter and public safety due to the increased likelihood of vehicle accidents occurring.

A report by HMFSI in 2015 noted the Service's ambitions to reduce the number of false alarms in Scotland, but that the rate of UFAS has been broadly constant in recent years. The SFRS will have to work in partnership with those who use, manage, install and maintain automatic fire systems to drive down the number of UFAS. While some of the responsibility for UFAS lies with building owners and occupiers, there is a clear role for the SFRS, in striving for continuous improvement, to reassess its approach to reducing UFAS and associated blue light vehicle journeys.

A marked reduction in UFAS could release significant resources to deploy on more productive and beneficial tasks, including the broader range of prevention and fire safety work noted in Chapter One, and the more innovative intervention work, such as OHCA, covered earlier in this Chapter.

## Chapter 3: Governance, Accountability and Performance

Effective governance, strong accountability and resilient performance are at the heart of good public services and contribute to the achievement of National Outcome 16 – ‘our public services are high quality, continually improving, efficient and responsive to local people’s needs’.

The SFRS must ensure that it meets the requirements of its governance and accountability arrangements and that it effectively monitors and evaluates its performance in delivering the strategic priorities set out in this Framework. A key factor in achieving that delivery will be continued investment in maintaining the health, safety and well-being and improving the capabilities, capacity and performance of its workforce.

### Managing performance

#### **Strategic Priority 9: Effective Governance and Performance**

The SFRS should ensure it has an effective approach to performance management to support robust scrutiny of the Service at national and local levels – this approach should be regularly reviewed and evaluated in pursuit of continuous improvement. It should also collect, produce and analyse data and other intelligence to promote the safety and well-being of communities, support operational efficiency and performance improvements (including its partnership contributions) and enable effective public reporting of performance.

Good service performance and effective accountability is reliant on the ability to demonstrate the delivery of continuous improvement through comprehensive, timely performance reporting arrangements and a robust approach to analysis and evaluation. The SFRS should continue to develop robust performance systems to enable it to report publicly on a regular basis. Reports should provide the Scottish Government and key stakeholders with accurate, timely and consistent data and information, from which they can assess whether the SFRS’s management arrangements are effective in ensuring it is performing well, providing value for money and delivering across Scotland as a whole.

Performance management systems should play a critical role in driving improvement across the organisation. The SFRS should continue to develop methodologies and systems to collate and analyse data in order to understand future trends and enable resources to be targeted where they are needed most and where they can add the greatest value. The SFRS should ensure that it makes appropriate use of comparable data from other sources to identify improvement opportunities.

Good performance management arrangements will ensure that the SFRS will support the attainment of the National Outcomes as well as operational and corporate service improvements including improved efficiency and productivity. The SFRS should be clear which data and evidence is being drawn upon for these purposes and ensure that its reports contain appropriate outcome measures and

performance indicators in relation to service delivery and quality, both locally and nationally.

## **Best Value**

The 2005 Act (as amended by the 2012 Act<sup>21</sup>) sets out the duties of the SFRS in securing Best Value for the people of Scotland. The delivery of an effective and efficient service is set within the context of establishing appropriate governance structures by which the organisation is directed and controlled to achieve objectives. The SFRS 'Governance and Accountability Framework'<sup>22</sup> sets out the governance structures within which the SFRS will operate and defines the key roles and responsibilities for the SFRS and the Scottish Government.

To respond effectively to the changing public sector environment in Scotland and to meet the expectations set out in this Framework the SFRS should maintain its strong commitment to strategic and financial planning to assure the long term sustainability of the functions it delivers. The SFRS should clearly communicate to internal and external stakeholders the outcomes it is working towards, what the intended objectives and goals of those outcomes are and how its resources will be used to achieve those outcomes.

## **The SFRS's role as a public body**

As a public body, there are expectations and requirements placed on the SFRS in a range of areas.

The SFRS Board will provide strategic leadership for the SFRS, which will include ensuring the highest standards of governance are complied, that the SFRS complies with all Ministerial guidance, its Framework document and legislation, and that a Framework of prudent and effective controls is in place to enable risks to be assessed and managed. The Chief Officer role is to provide operational leadership to the SFRS and ensure that the Board's aims and objectives are met and its objectives are delivered.

The SFRS's planning should ensure clear alignment of priorities and objectives while being flexible enough to respond to differing local needs across Scotland and the changing demands of its operating environment. The SFRS should ensure employees fully understand their contribution to objectives and know what is expected of them as part of its planning and operational delivery processes.

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<sup>21</sup> Section 39A of the 2005 Act; inserted by section 113 of the 2012 Act.  
<http://www.legislation.gov.uk/asp/2012/8/section/113>

<sup>22</sup> Scottish Fire and Rescue Service Governance and Accountability Framework Document 2013  
<http://www.gov.scot/Publications/2013/03/2213>

## Developing capacity

### Strategic Priority 10: People

The SFRS should aim to be an employer of choice – maximising the effectiveness of its approach to workforce planning; promoting the safety, health and well-being of all staff; and being a learning organisation with opportunities for all. The SFRS should also seek to be an organisation that is more representative of the people and communities of Scotland that it serves.

The SFRS should aim to have in place an appropriate workforce structure as well as systems which will prepare its employees, through robust and tailored development programmes, to develop their capability to meet current and future needs. In order to do this, the SFRS must invest in its current workforce and plan for the type of workforce it will need in the future.

The SFRS must consider what skills its workforce may need to acquire or develop further in order to maximise their contribution to the Service's transformation and to meet the changing needs of local communities. The SFRS must ensure that the competence of the workforce to deliver core duties is maintained at the same time as developing skills to meet the changing requirements of the services it delivers, thus maximising its ability to contribute to improved outcomes for the communities and people of Scotland.

As a learning organisation, the SFRS must identify opportunities for learning from its past actions, including operational incidents, and ensure that lessons learned become embedded in future behaviour. The SFRS should also work with other organisations to maximise learning and sharing of best practice, including joint multi-agency training for responding to a range of incidents.

The SFRS should continue to give the highest priority to the safety, health and well-being of its staff and those they serve and protect by encouraging a culture of health and well-being; and providing and maintaining systems to support and enhance well-being and safety at work. The SFRS ensure that it takes a collaborative approach to participation and involvement of employees and their representatives is undertaken when identifying, resolving and improving policy and related practice. This should ensure that workforce development, promoting health and well-being and harmonious industrial relations remain priorities.

### Equalities and Human Rights

The SFRS must, in terms of its obligations under the Human Rights Act (1998)<sup>23</sup> act in accordance with the European Convention for Human Rights. The SFRS must also comply with the Equality Act 2010<sup>24</sup> and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012<sup>25</sup>. Under the general duty within the 2010 Act, the

<sup>23</sup> <http://www.legislation.gov.uk/ukpga/1998/42/section/6>

<sup>24</sup> <http://www.legislation.gov.uk/ukpga/2010/15/part/11/chapter/1>

<sup>25</sup> <http://www.legislation.gov.uk/sdsi/2012/9780111016718/contents>

SFRS must have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between different groups. The regulations further specify the actions public bodies are expected to take in aiming to meet this duty. The SFRS will ensure that its decision making and reporting demonstrates how equality issues are considered, including as an element of the SFRS's improvement processes.

The SFRS must ensure that equality issues have been mainstreamed across all functions of the Service. The SFRS must set, review and report on progress against equality outcomes designed to meet these aims of workforce diversity and mainstreaming of equality issues. Information on the profile of personnel across the protected characteristics must be monitored and reported on, together with other relevant information such as the gender pay gap and adherence to equal pay legislation. The SFRS should also continue to develop systems and processes that will ensure that the equality performance of suppliers is assessed through the procurement process. As part of its work to address equality issues, the SFRS should demonstrate progress on becoming a recognised Living Wage Employer and encourage the uptake of Modern Apprentices across the organisation in recognition of wider Scottish Government aspirations.

Building on the SFRS Equality and Diversity Charter, the SFRS should work towards achieving the Scottish Government's ambition of a fairer society with a more gender balanced operational workforce. The SFRS should promote workforce diversity through inclusive recruitment and retention practices and initiatives, including those which support youth employment and address gender balance, particularly in terms of senior management and Board roles.

There is clear consensus that increasing diversity in the Boardroom and in senior leadership encourages new and innovative thinking, maximises use of talent and leads to better business decisions and governance. The Scottish Government encourages public, private and third sector organisations to sign up to the Partnership for Change<sup>26</sup> and to set a voluntary commitment for gender balance on its Boards of 50/50 by 2020.

Succession planning is critical to ensure that Boards have the skills and diversity of contribution they need to address future challenges and priorities. A key challenge for the SFRS is to identify its Board's skills and diversity requirements over the medium and long-term as part of its corporate planning process, and develop a strategy for meeting these. Aligning the profile of skills of the Board members with the Strategic Plan will ensure that the Board has the right skills to deal with planned business as the work of the Service evolves; and importantly how the Service plans to ensure that happens. This may be through establishing a Nominations Committee to drive the succession planning work, or through a range of initiatives including mentoring, outreach, and establishing diversity champions.

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<sup>26</sup> <http://onescotland.org/equality-themes/5050-by-2020/>



## **Community Empowerment and Community Planning**

The Community Empowerment (Scotland) Act 2015 promotes and encourages community empowerment and participation, by creating new rights for community bodies and placing new duties on public authorities.

The Act places specific duties on statutory partner bodies, including to:

- prepare and publish a local outcomes improvement plan which sets out the local outcomes prioritised for improvement. participate with each other in carrying out community planning;
- take account of local outcomes improvement plans when carrying out their own functions; and
- contribute such funds, staff and other resources as the Community Planning Partnership (CPP) considers appropriate to improve local outcomes in the plan and to secure the participation of community bodies in community planning.

Community planning is a key driver for public service reform at local level. It brings together local public services and the communities they serve. It provides a focus for joint working, driven by strong shared leadership, directed towards distinctive local circumstances. This focused joint working provides powerful potential both to improve the lives of local people and address often deep-rooted causes of inequalities, and to use preventative approaches to manage future demands on crisis intervention services. The voices of communities themselves are integral to successful community planning.

The SFRS should view community planning as an opportunity to engage with a range of partners and pool collective resources in order to drive improvements in outcomes in which it has interests which may be both shared and interdependent.

## **Climate Change**

Under section 44 of the Climate Change (Scotland) Act 2009, public bodies are required to: carry out their activities and operations in ways which help contribute to the Scottish Government's headline emissions reduction targets; contribute to climate change adaptation; and act sustainably.

More recently, under section 46 of the Act, the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015, listed the SFRS as a public body major player. This Order came into force on 23 November 2015 following public consultation and parliamentary scrutiny.

As a result, the SFRS is required to submit a report on compliance with the climate change duties annually. The first mandatory SFRS's report for the period 1 April 2015 to 31 March 2016 should be submitted to Scottish Ministers by 30 November 2016, and each reporting year thereafter. Responsibility for enabling and reporting compliance with the climate change duties rests with the SFRS.

In this context, public bodies are expected to lead by example in combatting the impacts of climate change and contribute to Scotland's ambitious emission reduction targets. It is therefore important that responsibility for driving forward the SFRS climate change action is allocated to a senior Board member to deliver through specific objectives in the corporate business plan to effectively manage overall business performance and compliance with the climate change duties.

## **Digital Strategy**

Digital technology is a key enabler of improved, user-centric public services. Building on our national digital public services strategy<sup>27</sup>, the Scottish Government is committed to increasing the pace of digital transformation of public services. Central to this is the development of a national digital ecosystem of shared infrastructure, services and standards, which will enable service improvements and operating efficiencies, allowing the public sector to focus their resources on improving front-line services. The SFRS should consider the Scottish Government's national digital public service strategy when taking forward any digital transformation plans within the Service.

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<sup>27</sup> <http://www.gov.scot/Publications/2012/09/6272>

### STRATEGIC PRIORITIES

#### Performance Measures

1. The SFRS must, in discussion with the Scottish Government, specify appropriate performance measures, to support its Strategic Plan, for the delivery of outcomes relating to the strategic priorities and objectives set out in this Framework.

#### Safety, Well-being and Prevention

2. The SFRS should fully contribute to improving the safety and well-being of Scotland's communities and embed a prevention focus within the Service. It should ensure that there is a clear process for working with partners to identify the risks faced by communities and individuals so that the SFRS can target activity where it can most effectively contribute to addressing inequalities within and between communities.

#### Response and Resilience

3. The SFRS should work with other public service partners to evolve a holistic and dynamic process of identification, evaluation and assessment of community risk and Best Value in order to prioritise and target its use of resources to ensure an appropriate response to incidents across Scotland and support improved outcomes for communities. As part of this approach, the SFRS should promote optimal command, control, communication and tri-service co-operation in response to incidents.

4. The SFRS should support effective multi-agency emergency planning and response including contributing fully to the work of Regional Resilience Partnerships (RRPs) in assessing risk, preparing and planning for, responding to and recovering from major and catastrophic incidents and threats. When working with other emergency responders, the SFRS should play a key role in building community resilience and protecting both Scottish and UK critical infrastructure assets.

#### Partnership

5. Community planning and partnership working with other services and communities should be embedded throughout the SFRS. Building on its existing 'Engagement Strategy', the SFRS should proactively seek collaborative opportunities and innovative ways of working in partnership with other blue light services/key stakeholders to improve outcomes for communities and should ensure effective stakeholder engagement in its approach to all its work including partnership working.

## **Service Transformation**

6. The SFRS should continue to ensure that the benefits of Fire Reform are fully realised, evidenced and tracked, and it should explore through service redesign new and innovative ways in which it can improve the safety and well-being of communities throughout Scotland by building on the traditional roles carried out by the Service.

## **Modernising Response**

7. The SFRS should develop and implement dynamic, innovative and sustainable operating systems throughout Scotland which are fit for purpose and meet local needs (covering both the RDS and whole-time firefighter work patterns).

## **Unwanted Fire Alarm Signals (UFAS)**

8. The SFRS should develop a process for recording the number of blue light journeys made in response to UFAS. The SFRS should also take steps to reduce the overall number of blue light vehicle journeys made in response to UFAS – including identifying the main sources of false alarms, and taking all reasonable and practical steps to reduce their incidence.

## **Effective Governance and Performance**

9. The SFRS should ensure it has an effective approach to performance management to support robust scrutiny of the service at national and local levels – this approach should be regularly reviewed and evaluated in pursuit of continuous improvement. It should also collect, produce and analyse data and other intelligence to promote the safety and well-being of communities, support operational efficiency and performance improvements (including its partnership contributions) and enable effective public reporting of performance.

## **People**

10. The SFRS should aim to be an employer of choice – maximising the effectiveness of its approach to workforce planning; promoting the safety, health and well-being of all staff; and being a learning organisation with opportunities for all. The SFRS should also seek to be an organisation that is more representative of the people and communities of Scotland that it serves.



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