



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Police and Fire and Rescue Committee

A Meeting of the **Police and Fire and Rescue Committee** of North Ayrshire Council will be held in the **Council Chambers, Ground Floor, Cunninghame House, Irvine, KA12 8EE** on **Monday, 15 August 2022** at **14:00** to consider the undernoted business.

- 1 Apologies**
- 2 Declarations of Interest**
Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.
- 3 Scottish Fire and Rescue Service Performance and Service Update**
Submit report by the Scottish Fire and Rescue Service on performance in relation to the North Ayrshire Local Fire and Rescue Plan (copy enclosed).
- 4 Police Scotland Performance Update**
Submit report by Police Scotland on performance in relation to the North Ayrshire Local Policing Plan (copy enclosed).
- 5 Scottish Fire and Rescue Service Strategic Plan 2022-2025 Consultation**
Submit report by the Head of Democratic Services on the response submitted in response to the consultation (copy enclosed).
- 6 Review of Joint Strategic Police Plan 2020-2023**
Submit report by the Head of Democratic Services on the review of the Joint Strategic Police Plan (copy enclosed).
- 7 Urgent Items**
Any other items which the Chair considers to be urgent.

Webcasting - All Meetings

Please note: this meeting may be recorded/live-streamed to the Council's internet site and available to view at <https://north-ayrshire.public-i.tv/core/portal/home>, where it will be capable of repeated viewing. At the start of the meeting, the Provost/Chair will confirm if all or part of the meeting is being recorded/live-streamed.

You should be aware that the Council is a Data Controller under the Data Protection Act 2018. Data collected during the webcast will be retained in accordance with the Council's published policy, including, but not limited to, for the purpose of keeping historical records and making those records available via the Council's internet site.

Generally, the press and public seating areas will not be filmed. However, by entering the Council Chambers, using the press or public seating area and participating in this meeting by invitation, you are consenting to being filmed and consenting to the use and storage of those images and sound recordings and any information pertaining to you contained in them for webcasting or training purposes and for the purpose of keeping historical records and making those records available to the public. If you do not wish to participate in a recording, you should leave the physical or virtual meetings at this point. This will constitute your revocation of consent.

If you have any queries regarding this and, in particular, if you believe that use and/or storage of any particular information would cause, or be likely to cause, substantial damage or distress to any individual, please contact dataprotectionofficer@north-ayrshire.gov.uk.

Police and Fire and Rescue Committee Sederunt

Donald Nairn	Reid McDonald	(Chair)	Chair:
Scott Davidson	(from 12 August 2022)	(Vice-Chair)	
Scott John		Gallacher	
Jean Davina		Glover	Apologies:
Donald Angela	L.	McClung	
John		McTiernan	
		Reid	
		Stephen Sweeney	Attending:

Police & Fire and Rescue Committee – 15 August 2022

Subject Performance Report and Service updates

Purpose To advise members of the Police and Fire Committee as to progress against North Ayrshire’s Local Fire and Rescue Plan and to provide committee members with other key Fire and Rescue Service updates

Recommendation For members to note the information contained within this report

1. Introduction

- 1.1 On the 1st October 2019, the Scottish Fire and Rescue Service (SFRS) laid before the Scottish Parliament its new Strategic Plan for the period 2019-22. As a result of this publication, the Service is legally obliged to review its existing Local Fire and Rescue Plans for all 32 local authorities across Scotland.
- 1.2 The priorities contained within the current North Ayrshire Local Fire and Rescue Plan were formally approved at the full Council. The continuation of these priorities has been agreed for the 2021/22 period, via the Police & Fire and Rescue Committee, and will be subject to ongoing monitoring via this forum.

2. Performance Summary

- 2.1 An analysis of operational responses within North Ayrshire for the period 1st April to 30th June 2022 identified a 10.9% decrease in activity levels across the local authority when compared to the corresponding period in 2021. A further review of the three years average indicated a 3% decrease in overall operational activity during a similar timeframe.
- 2.2 In reviewing operational activity on a broader level, false alarms accounted for 54.4% of all demand within North Ayrshire, with fire related and special service activity accounting for 32.2% and 13.4% respectively.
- 2.3 For the period 1st April to 30th June 2022, overall progress is being monitored across six indicators, utilising the three-year rolling average as basis of measuring performance. Year on year and the rolling three-year average figures are also used to review short and long terms changes in demand and trends.
- 2.4 Further analysis of this performance is provided within the associated performance report (Appendix A).

3. SFRS Updates

3.1 The consultation process for the draft SFRS Strategic Plan 2022-25 closed on the 10th July 2022. This will result in a review of the North Ayrshire Local Fire and Rescue Plan and its priorities on the publication of the new Strategic Plan.

3.2 The Local Senior Officer Area officially opened a Youth Volunteer Scheme at Kilwinning Community Fire Station on Thursday 28th April 2022. This programme contains young people from across the region, who will embark on a three-year programme until its completion or them reaching 18 years of age.

3.3 Managers from across the Local Senior Officer are continuing to participate in Carbon Literacy Training, via the North Ayrshire Community Planning Partnership.

This training will further support managers to closer align the principles contained within the [SFRS Climate Change Response Plan](#) to the environmental and sustainability objectives that are aligned to the Local Outcome Improvement Plan.

3.4 The Ayrshire Local Senior Officer Area has developed a post non-domestic approach to help reduce the number of fires occurring within non-domestic [relevant] premises. This process is designed to support the general principles of Community Wealth Building and further reduce the impact fire can have on the local economy.

3.5 Local teams from across the Ayrshire Local Senior Officer Area have participated in a series of national organisational Courageous Conversations on Race events.

These national development events were designed to enhance local teams understanding of the different needs of our diverse communities and to tailor service provisions more towards local needs; in line with the SFRS's decision making pathway for mainstreaming equalities.

These events were supported by representatives from Police Scotland, Ayrshire Division; who attended and actively enriched the conversations during the two-day event.

4. Proposal

It is proposed that members of the Police & Fire and Rescue Committee:

- a) Note the contents of the performance summary and associated report for the period 1st April to 30 June 2022.
- b) Note the SFRS updates.

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 Service activity is subject to regular monitoring and review and the local fire and rescue plan priorities identified within the Local Fire and Rescue Plan forms part of this reporting process.
- 6.2 Members of the Police & Fire and Rescue 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 Commander Ian McMeekin
Local Senior Officer
East Ayrshire, North Ayrshire and South Ayrshire
Scottish Fire and Rescue Service**

For further information please contact Area Commander Ian McMeekin 01294 606811



**North Ayrshire Performance Report
1st April 2022 - 30th June 2022**



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

**Working together
for a safer Scotland**



North Ayrshire Performance Report

Table of Contents

Local Fire and Rescue Service Plan Priorities	3
North Ayrshire Activity Summary	4
Domestic Safety - Accidental Dwelling Fires	5
Domestic Safety - Accidental Dwelling Fire Casualties	6
Unintentional Injury and Harm	7
Deliberate Fire Setting	8
Non-Domestic Fire Safety	9
Unwanted Fire Alarm Signals	10
Prevention & Protection	11
Retained Duty System	11

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 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 across North Ayrshire's Community Planning Partnership. Through effective and co-ordinated partnership working we will seek to deliver continuous improvement in our performance and effective service delivery in our area of operations.

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

	Accidental Dwelling Fires	Accidental Dwelling Fire Casualties	Unintentional Injury and Harm	Deliberate Fire Setting	Non-Domestic Fire Safety	Unwanted Fire Alarm Signals
Ardrossan & Arran	4	0	3	19	0	17
Dalry & West Kilbride	5	0	0	7	1	17
Irvine East	1	0	2	14	0	3
Irvine South	0	0	1	22	4	24
Irvine West	0	0	3	23	0	33
Kilbirnie & Beith	3	0	3	25	0	6
Kilwinning	2	2	0	27	2	15
North Coast & Cumbraes	5	1	2	5	0	13
Saltcoats	4	0	0	3	0	13
Stevenston	1	0	2	29	1	19
Total Incidents	25	3	16	174	8	160

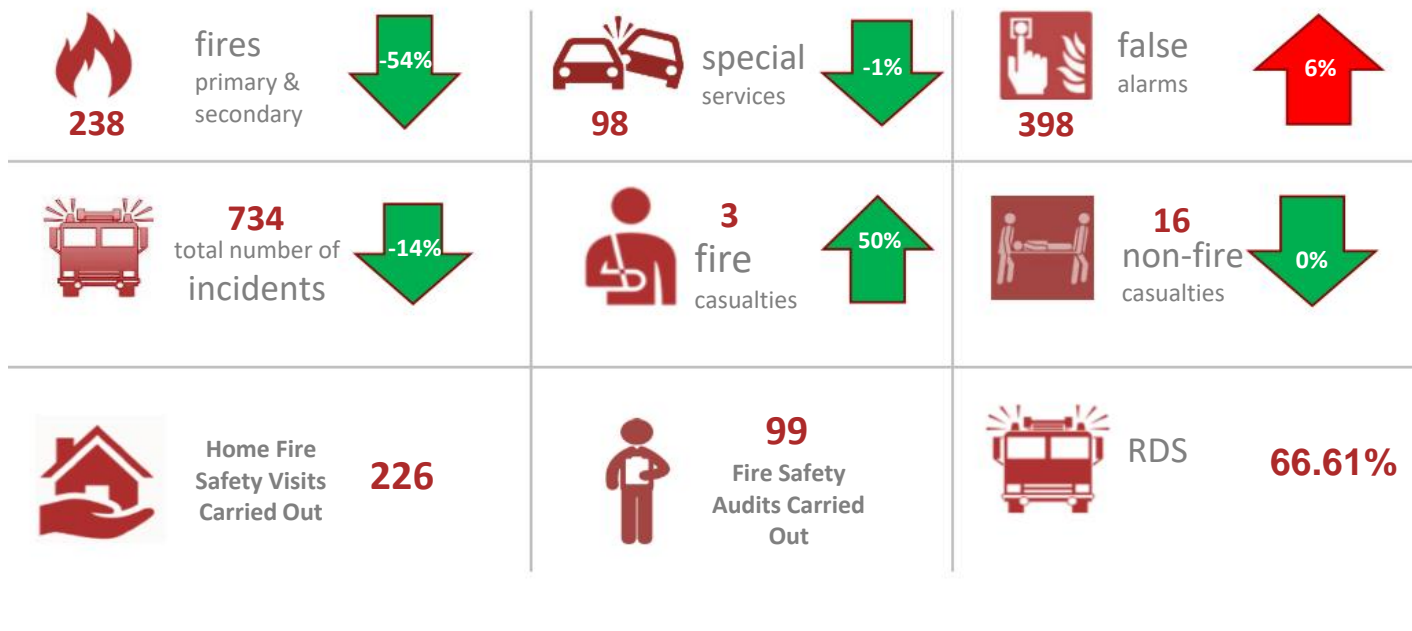
Year on Year Change	-32%	50%	0%	-34%	-11%	27%
3 Year Average Change	-12%	67%	-14%	-6%	-26%	-1%
5 Year Average Change	-6%	0%	-8%	-9%	4%	2%

About the statistics within this report

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

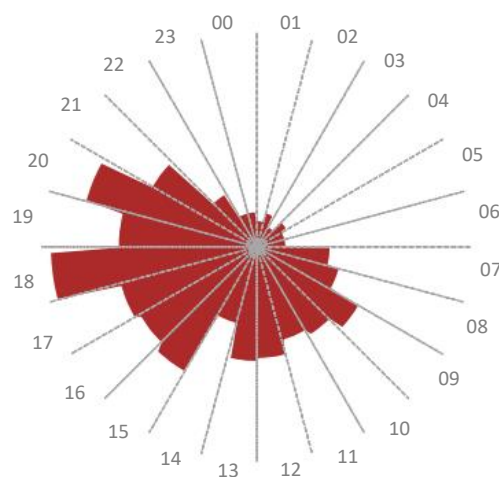
- Activity levels have reduced by more than 5%
- Activity levels have reduced by up to 5%
- Activity levels have increased overall

North Ayrshire Delivery Activity Summary

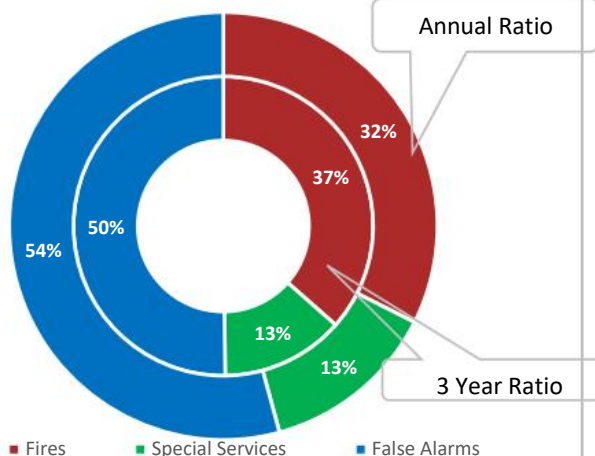


Activity by Time of Day

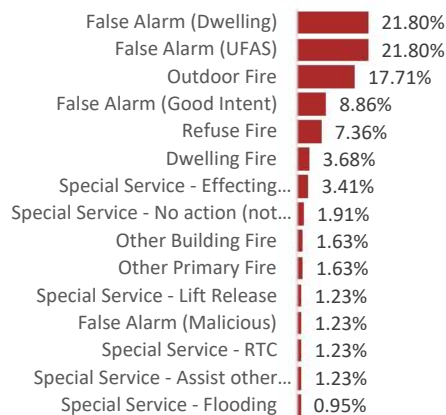
Hour (am)	Total	Hour (pm)	Total
Midnight	12	Mid-day	38
1am	9	1pm	39
2am	12	2pm	27
3am	8	3pm	49
4am	12	4pm	46
5am	10	5pm	48
6am	10	6pm	70
7am	25	7pm	47
8am	29	8pm	60
9am	40	9pm	41
10am	35	10pm	21
11am	33	11pm	12



Incidents by Classification



Top 15 Incident Types by % of Total Incidents



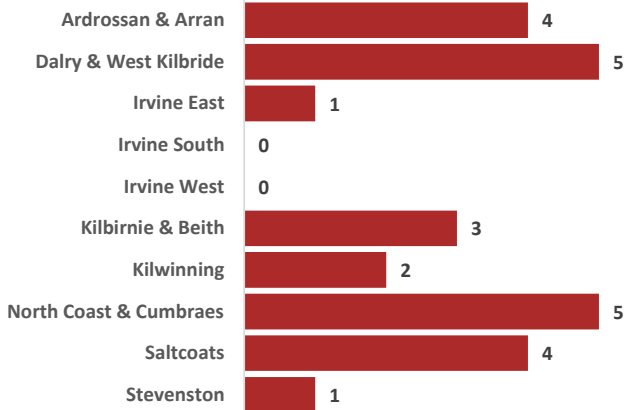
Domestic Safety - Accidental Dwelling Fires



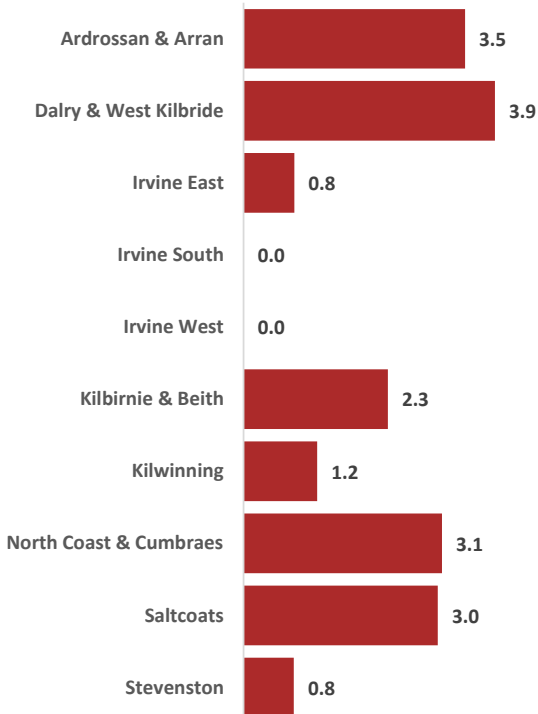
Performance Summary



Accidental Dwelling Fires by Ward Area



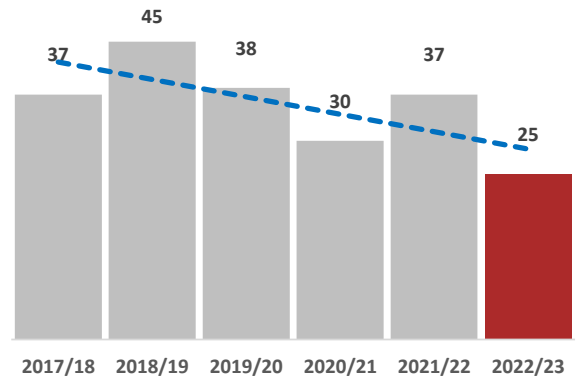
Incidents Per 10,000 Population - North Ayrshire



Incidents Per 10,000 Population - Ayrshire



Accidental Dwelling Fires to Date



Severity of Accidental Dwelling Fires



No Firefighting Action

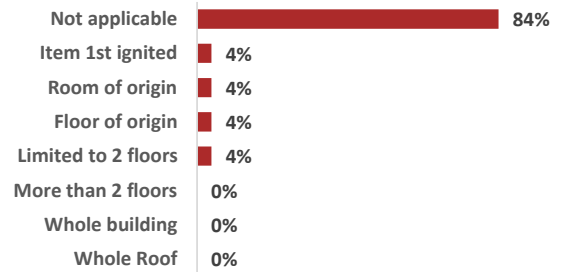
44%



Direct Firefighting

12%

Extent of Fire Damage



Automatic Detection & Actuation



Detection Present

80%



Detection Actuated

95%



Calls Made via Linked Alarms

16%

Human Factors



24%

Distraction



12%

Alcohol/Drug Impairment



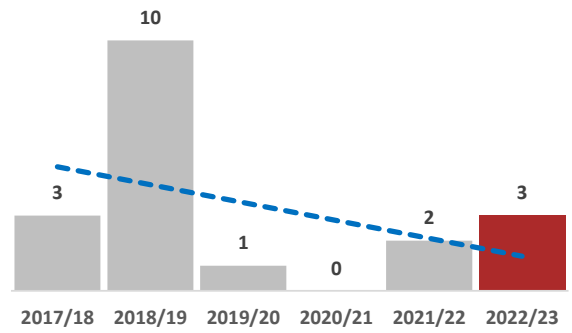
Domestic Safety - Accidental Dwelling Fire Casualties



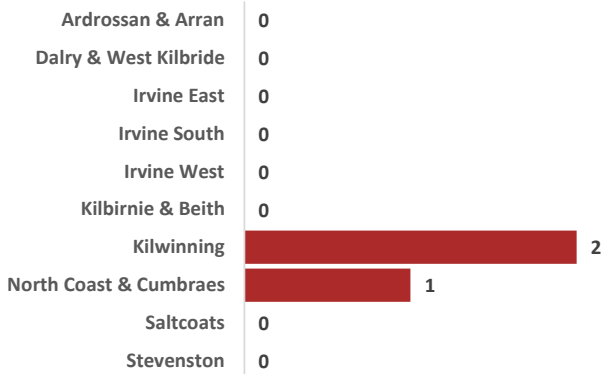
Performance Summary

Year on Year **50%** 3 Year Average **67%** 5 Year Average **0%**

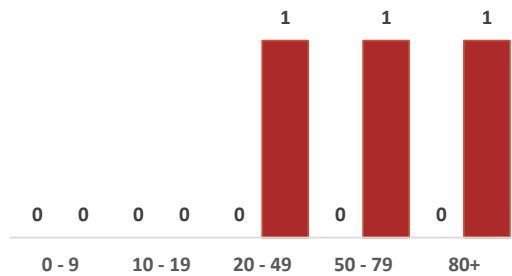
Accidental Dwelling Fire Casualties Year to Date



Fire Casualties by Ward Area



Age / Gender Profile



Casualties Per 10,000 Population - North Ayrshire



Extent of Harm



2

First Aid at Scene



Hospital Slight Injuries



Hospital Serious



0

Fatal Injuries

Casualties Per 10,000 Population - Ayrshire



Unintentional Injury or Harm



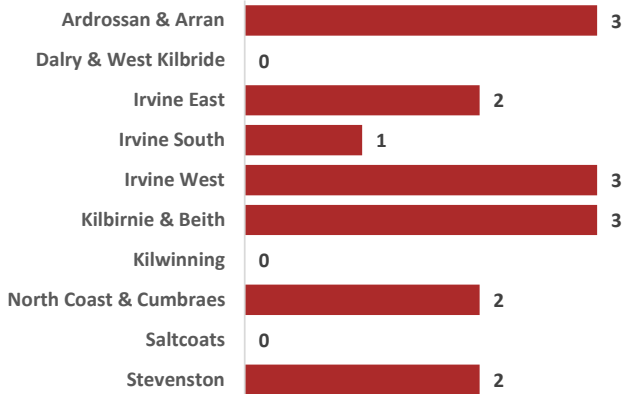
Performance Summary

Year on Year ▲ 0%

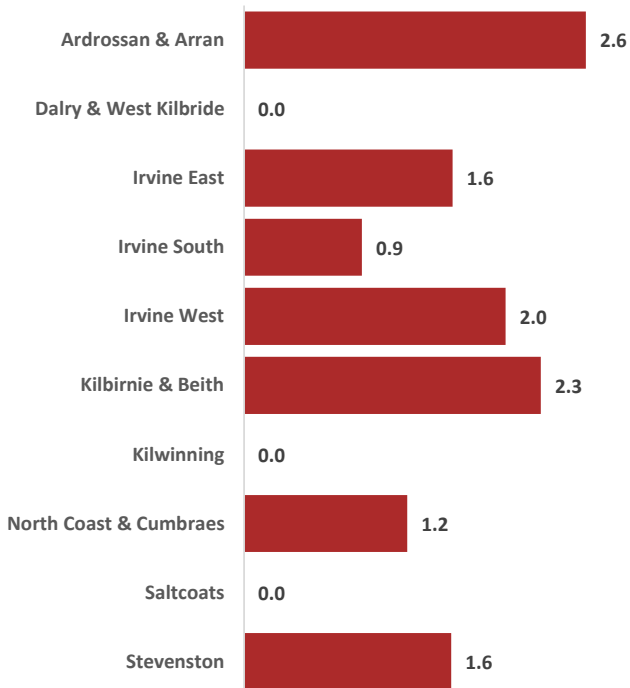
3 Year Average ● -14%

5 Year Average ● -8%

Non-Fire Casualties by Ward Area



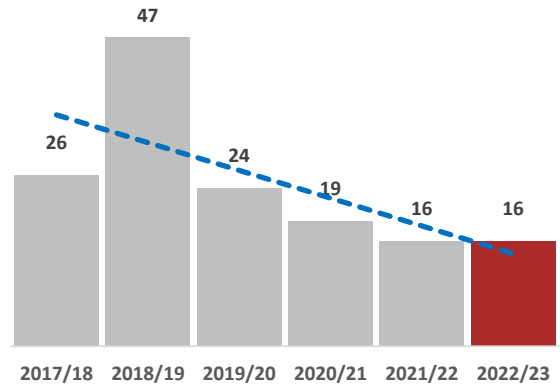
Casualties Per 10,000 Population - North Ayrshire



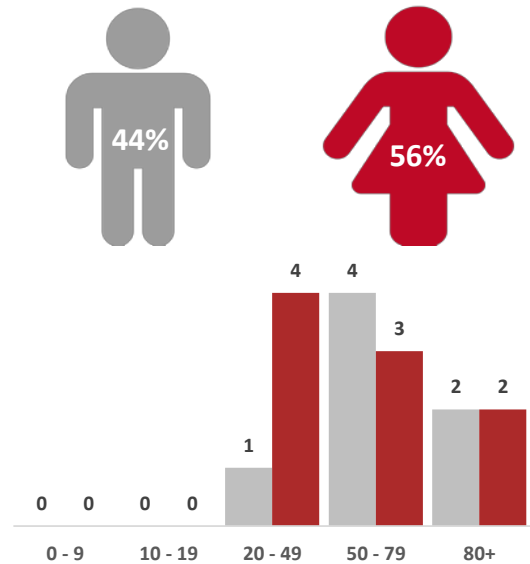
Non-Casualties Per 10,000 Population - Ayrshire



Special Service Casualties Year to Date



Age / Gender Profile



Extent of Harm



1

First Aid at Scene



6

Hospital Slight Injuries



4

Hospital Serious



Fatal Injuries



Road Traffic Collision

31%



Water Rescue

6%



Assisting Other Agencies

50%



All Other Incidents

13%

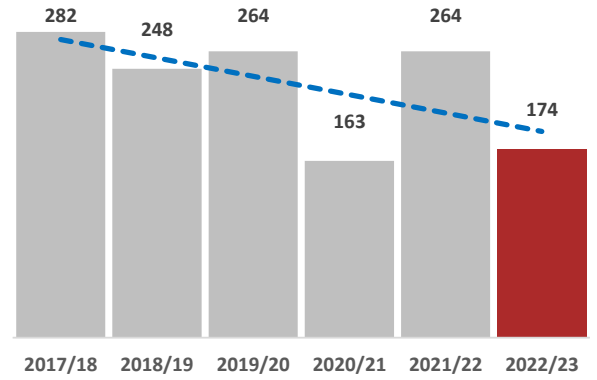
Deliberate Fire Setting



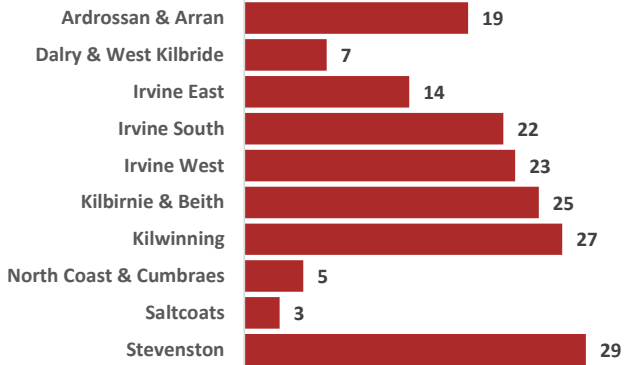
Performance Summary

Year on Year **-34%** 3 Year Average **-13%** 5 Year Average **-9%**

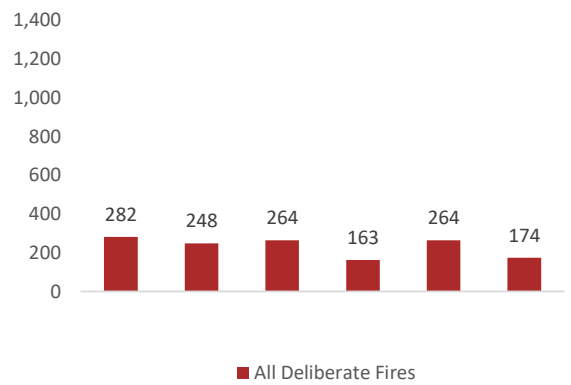
Deliberate Fires Year to Date



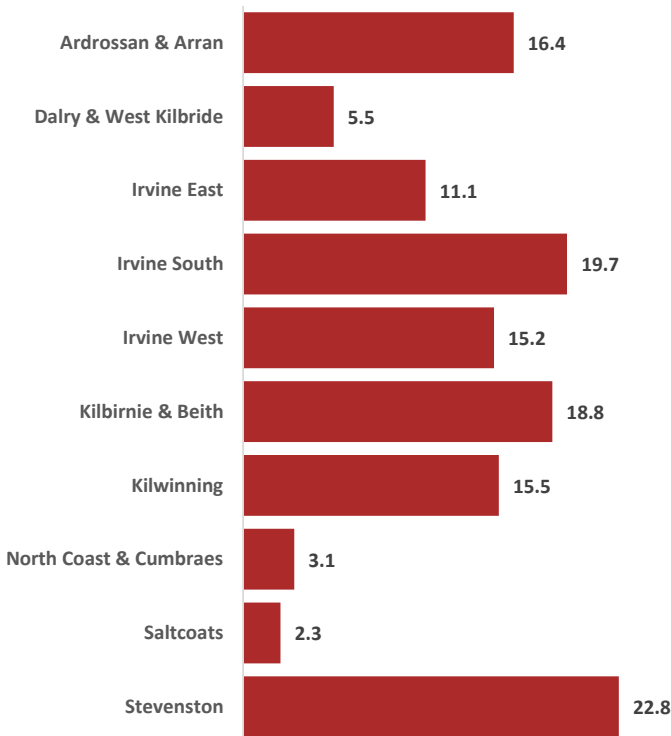
Deliberate Fires by Ward Area



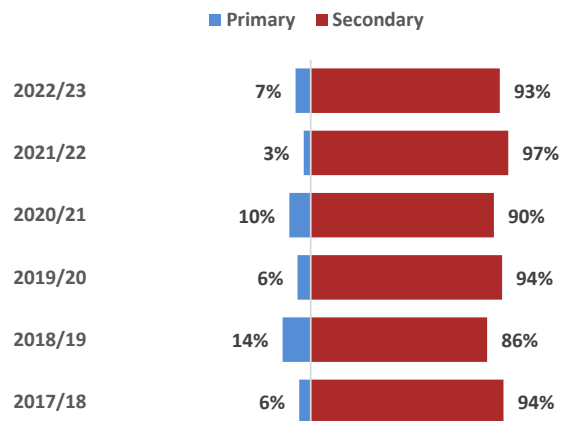
Deliberate Fires Compared to Operational Activity



Incidents Per 10,000 Population - North Ayrshire



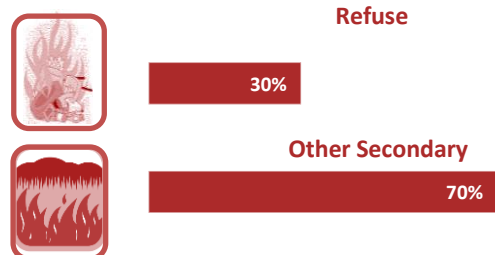
Deliberate Fires by Classification



Incidents Per 10,000 Population - Ayrshire



Secondary Fire Ratio by Activity Type



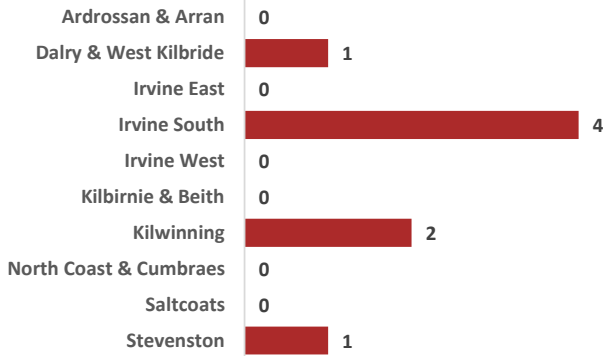
Non-Domestic Fire Safety



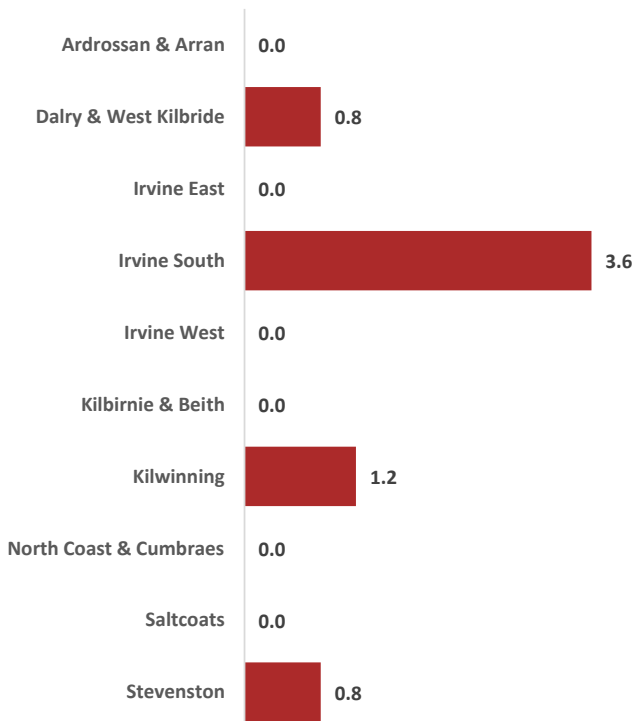
Performance Summary



Non-Domestic Fires by Ward Area



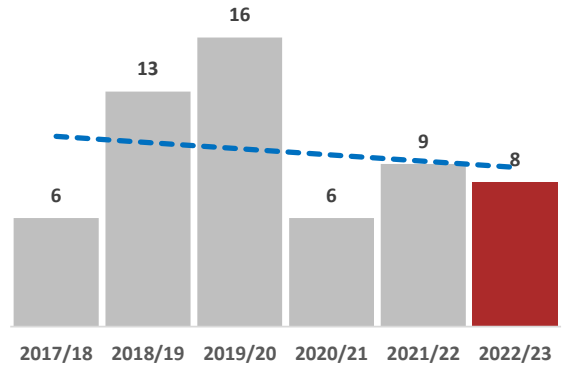
Incidents Per 10,000 Population - North Ayrshire



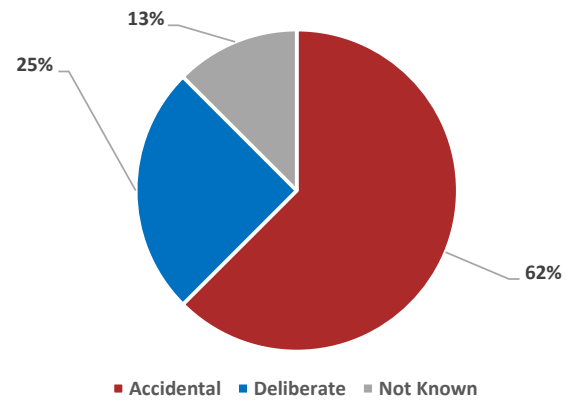
Incidents Per 10,000 Population - Ayrshire



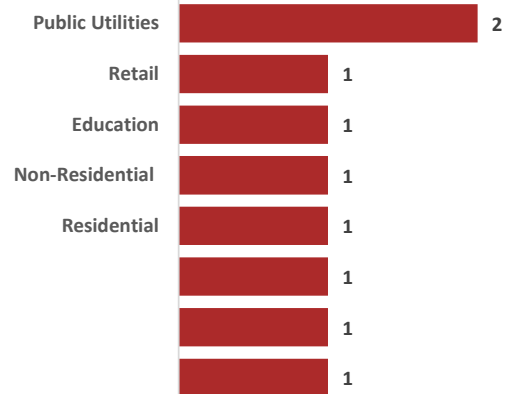
Non-Domestic Fires Year to Date



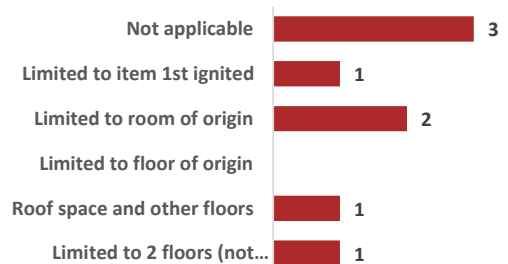
Non-Domestic Fires by Nature of Origin



Non-Domestic Fires by Premises Type



Extent of Fire Damage



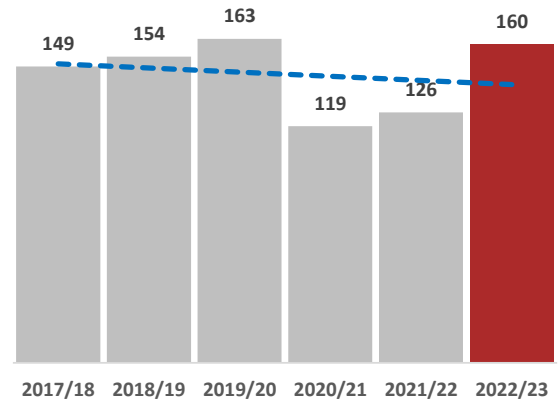
Unwanted Fire Alarm Signals



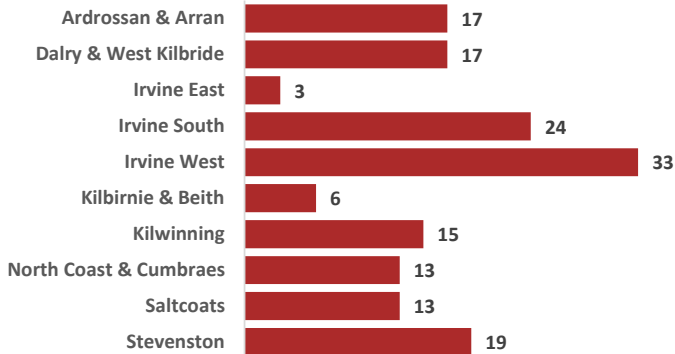
Performance Summary

Year on Year **27%** ◆ 3 Year Average **-1%** ▲ 5 Year Average **2%** ◆

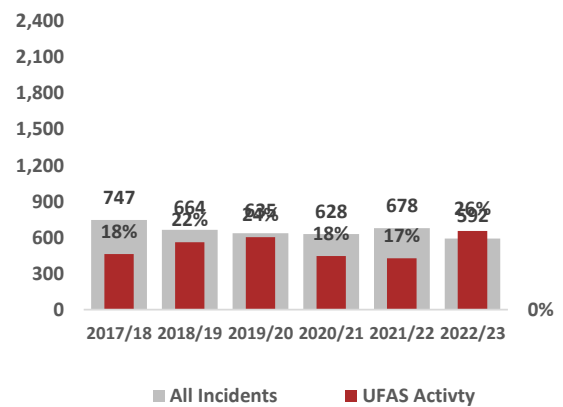
Unwanted Fire Alarm Signals Year to Date



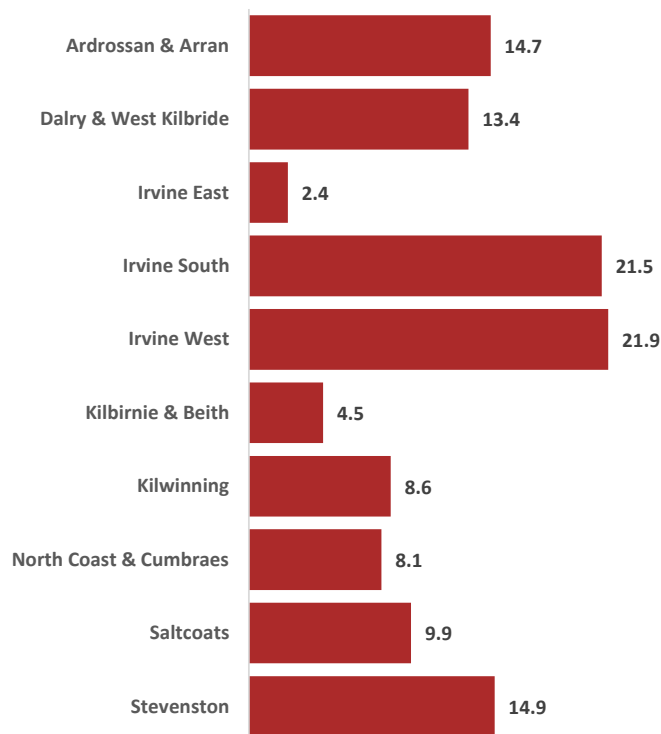
Unwanted Fire Alarms Signals by Ward Area



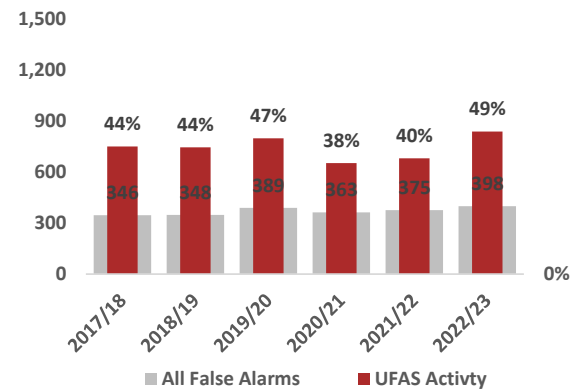
UFAS Percentage Against all Incidents



Incidents Per 10,000 Population - North Ayrshire



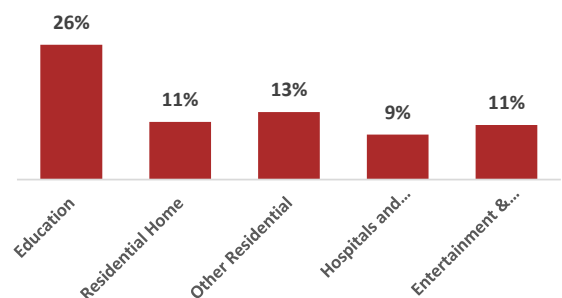
UFAS Percentage Against all False Alarms



Incidents Per 10,000 Population - Ayrshire



Unwanted Fire Alarm Signals - Top 5 Premises



Home Fire Safety Visits



226
Home Fire Safety Visits Carried Out

631

Smoke Detectors Fitted During Home Fire Safety Visits

Percentage of High Risk Home Fire Safety Visits Carried Out
29%

Percentage of Visits Carried Out Following Attendance at an Incident
39%

Fire Safety Audits



Fire Safety Audits Carried Out
99



New Audits
88%



Re-Audits
2%



Post Fire Audits
10%



Complaint Audits
0%



Broadly Compliant **2%**



Areas of Improvement **89%**



Notice of Deficiencies **8%**



Enforcement Notice **0%**



Prohibition Notice **2%**

Retained Duty System

Appliance Availability	Mon - Fri (08:00 - 18:00)	Mon - Thu (18:00 - 08:00)	Weekend (Fri 18:00 - Mon 08:00)	Total
Ardrossan	38.26%	93.06%	82.95%	73.01%
Dreghorn	17.63%	69.48%	58.37%	49.95%
Dalry	15.76%	71.90%	49.46%	46.91%
Beith	56.55%	70.25%	75.88%	68.24%
Kilbirnie	32.74%	21.13%	38.04%	30.81%
Largs	89.77%	91.02%	88.86%	89.85%
Skelmorlie	23.26%	41.96%	32.73%	32.99%
Millport - 1	92.84%	96.99%	87.66%	92.32%
Millport - 2	55.13%	76.85%	35.53%	55.17%
Brodick	98.29%	98.52%	97.82%	98.19%
Lamlash	95.61%	96.17%	94.15%	95.26%
North Ayrshire	55.99%	85.33%	67.40%	66.61%
Ayrshire	70.18%	96.28%	90.41%	86.36%

Total Mobilisations	Total Time Deployed	No. of Personnel	Contracts
43	25:07:23	8	600%
84	44:15:21	11	900%
45	22:31:56	8	625%
86	51:58:36	12	1050%
65	33:00:01	7	600%
78	44:44:42	11	850%
17	6:59:40	7	525%
4	2:16:20	13	1250%
13	8:09:28	8	800%
10	7:41:11	10	950%

Glossary of Terms

Term - What it means

ADF

Accidental Dwelling Fire

CSET

Community Safety Engagement Toolkit is a 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

North Ayrshire Performance Summary Report - Q1 2022/23

Reporting Period: 01/04/2022 - 30/06/2022



**POLICE
SCOTLAND**
Keeping people safe

Total Crime



-1.3%



2,848 Crimes

Incidents
Recorded

Violence/Homicide

Drug Supply

Sexual Crime

Hate Crime

ASB

-20.8%*

-0.3%

-52.8%

-15.6%

2.6%*

-29.7%*



8,955

397

10

68

32

1,968

Domestic Abuse

Housebreaking

Robbery

Fraud

Speeding

Drink/Drug Driving

-21.7%*

-19.6%

-15.3%

62.7%

-2.4%

32.7%



214

27

10

82

141

56

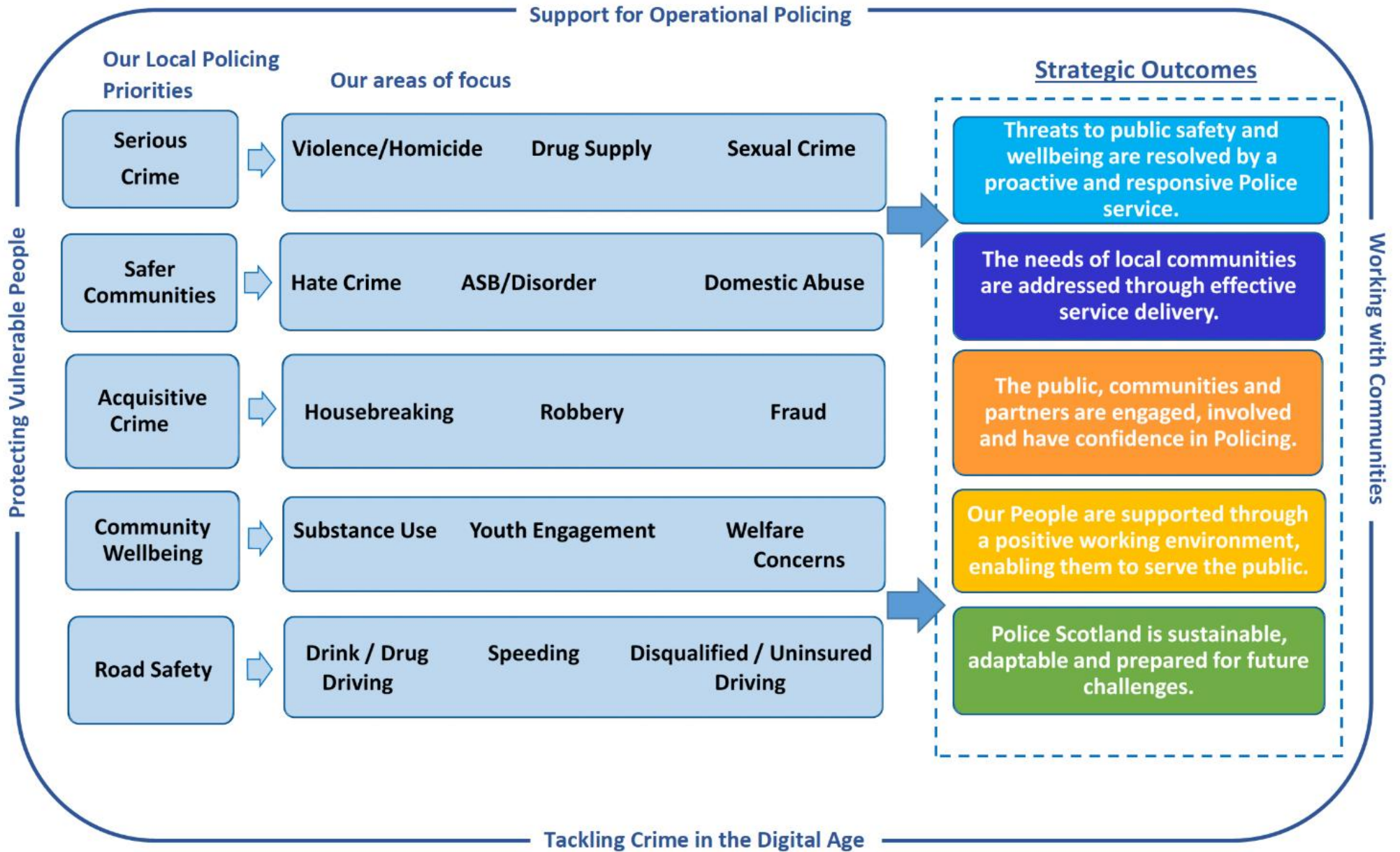
Note: All percentage figures are based on the 5-year average with all data based on Management Information which may be subject to change. *5-yr Average is locally produced and not MI

Introduction

This document has been compiled to look at the quarterly data available for North Ayrshire. The report will be based on the areas of focus identified within the Local Policing Plan agreed with the Local Authority. The 'Plan on a Page' document is available on Page 4, this provides details of the areas Police Scotland have agreed to report on.

This document will provide an overview of crime and incidents based on the requirements of the LPP. However there will be areas where reporting will be on a rotational/exceptions basis particularly within the Safer Communities and Community Wellbeing Priorities. The following list of contents provides an overview of the items included in this report:

TOPIC	SECTION	PAGE
Local Policing Plan	Plan on a Page	3
Serious Crime	Violence/Homicide	5
	Drug Supply	6
	Sexual Crimes	7
Safer Communities	Domestic Abuse	8
	Hate Crime	9
	Antisocial Behaviour	10
Acquisitive Crime	Housebreaking/Fraud	11
	Robberies	12
Community Wellbeing		13
Road Safety -	Drink/Drug Driving	14
	Speeding	15
Public Confidence	User Satisfaction Survey	16
	Complaints	17



North Ayrshire Performance Summary Report - Year End 2021/22

Reporting Period: 01/04/2021 - 31/03/2022



**POLICE
SCOTLAND**
Keeping people safe

Total Crime



-9.0%



10,915 Crimes

Incidents
Recorded

Violence/Homicide

Drug Supply

Sexual Crime

Hate Crime

ASB

-13.3%*

5.0%

0.6%

17.0%

17.0%*

-12.2%



37,102

1,626

95

322

143

8,377

Domestic Abuse

Housebreaking

Robbery

Fraud

Speeding

Drink/Drug Driving

-4.1%*

-36.4%

-25.4%

62.3%

-9.5%

23.1%



1,022

197

30

295

427

207

Note: All percentage figures are based on the 5-year average with all data based on Management Information which may be subject to change. *5-yr Average is locally produced and not MI

SERIOUS CRIME—Violence/Homicide

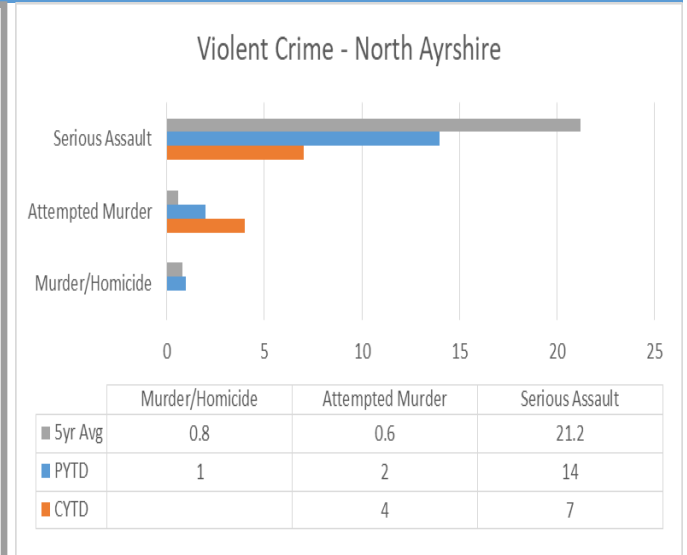
Analytical Context:

Violent crime is currently down 0.3% on the 5-year average.

Serious Assaults have reduced markedly with just 7 crimes recorded in the first quarter compared with 14 last year and a 5-year average of 21.2. Detection rates are currently lower at 57.1% compared to 85.7% last year, however work is ongoing to investigate the outstanding crimes. Four of these crimes have taken place within the home with one being domestic related. 5 of the crimes have noted alcohol consumption as a potential factor. Five of the victims were male and three have taken place in Kilwinning.

There have been no Murders in the reporting period, however there have been four Attempted Murders, all of which have been detected. Three involved a bladed weapon and one involved a vehicle driven at the victim.

Minor Assaults on members of the public continue to show increased numbers, compared with both last year and the 5-year average (see chart below). Notably 7 assaults on retail workers have been recorded in Q1 and these are included in these figures. April currently shows the greatest volume of crimes reported, however 65 crimes have been reported during the Q1 period which did not take place during these three months. Of these 44 are considered non-recent. The current detection rate is 60.3% which is above the figure last year (53.5%) but lower than the 5-year average (63.9%).



Source: Taken from Police Scotland Business Intelligence Portal

Local Action/Context:

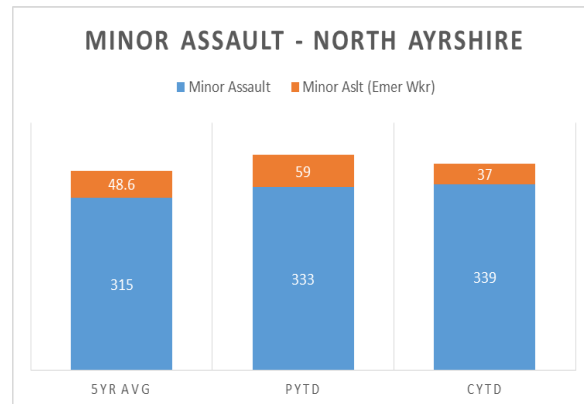
There continues to be proactivity by staff in terms of identifying any repeat victims, offenders and locations which allow measures to be introduced to prevent any further escalations. The Community Wellbeing Unit have undertaken some successful diversionary work with a previous violent offender who is now engaging with services and pursuing an Army career.

Local officers continue to be proactively deployed to any repeat locations and a number of successful action plans have resulted in the recovery of offensive weapons and bladed items. The night time economy continues to expand and there has been a significant increase in visits to licensed premises with 1070 inspections completed during this reporting period, compared to only 139 reported incidents.

Common assault reports are subject of daily management review and scrutiny and any evidential opportunities are swiftly and fully exploited and this is evidenced in the rise in detections. This review extends to specialist departments who support local officers in the identification and apprehension of offenders.

There continues to be proactive engagement with retailers, a focused poster campaign highlighting that violence against retail workers is unacceptable.

A non recent enquiry continues to successfully focus on identification of historic offending and offenders and it is anticipated as the Major enquiry develops a number of these common assault offences will be detected.



Source: Taken from Police Scotland Business Intelligence Portal

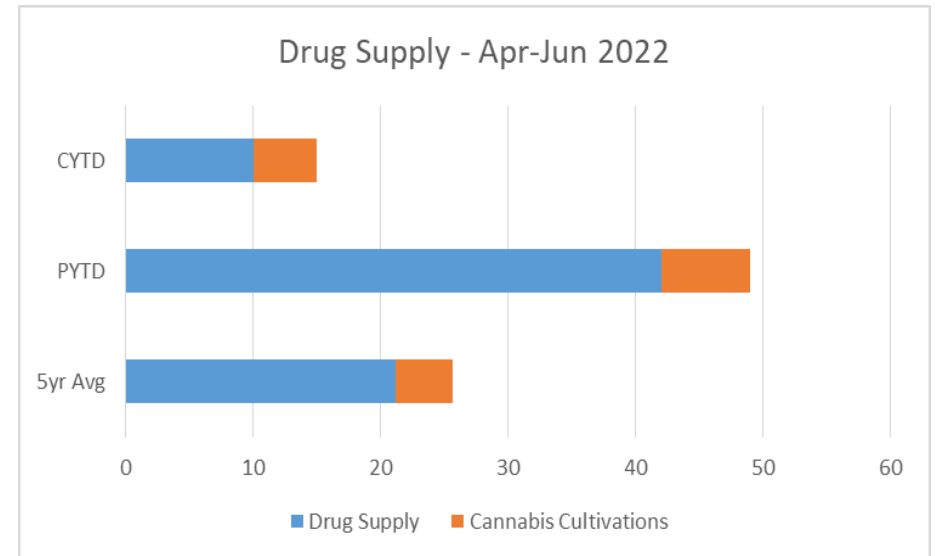
SERIOUS CRIME—Drug Supply

Analytical Context:

Drug Supply charges are currently down 52.8% on the 5-year average.

In Q1 there has been a marked reduction (n= 10) in the number of charges being brought compared with both last year (n=42) and the 5-year average (n=21.2). Cannabis cultivations have also recorded a decrease this year with 5 being identified compared with 7 last year.

Proactivity remains the main focus and means by which these charges are obtained, however identifying any real patterns to where these crimes are taking place is often difficult. As stated previously, identifying potential suppliers is more likely to be the result of combined work with local officers and Divisional staff, building on the Community Intelligence provided by North Ayrshire residents, Community groups, etc.



Source: Taken from Police Scotland Business Intelligence Portal

Local Action/Context:

Ayrshire Division continues to benefit from a dedicated Proactive Crime Team (PACT) and within North Ayrshire officers continue to be supported by our Priority Policing Team (PPT). The teams continue to proactively target those who are concerned in the supply of controlled drugs, develop local intelligence and progress issues identified by members of the community.

During this reporting period, significant results with regards to restraining of criminal assets have been made, targeting those involved in Serious and Organised Crime (SOC), particularly targeting those individuals who continue to engage in serious and organised crime.

In the reporting period North Ayrshire have seized £65,915.30 from those engaged in SOC.

North Ayrshire continue to focus on the threats and risks associated with county lines crimes and work with partners to raise awareness in community and educational settings of the warning signs. Local Campus officers continue to raise awareness of the issues within the education setting.

Preventions and Interventions Officers have been promoting Crimestoppers as a means to report anonymously. The new online Neighbourhood Watch scheme utilised by Preventions officers.

SERIOUS CRIME—Sexual Crime

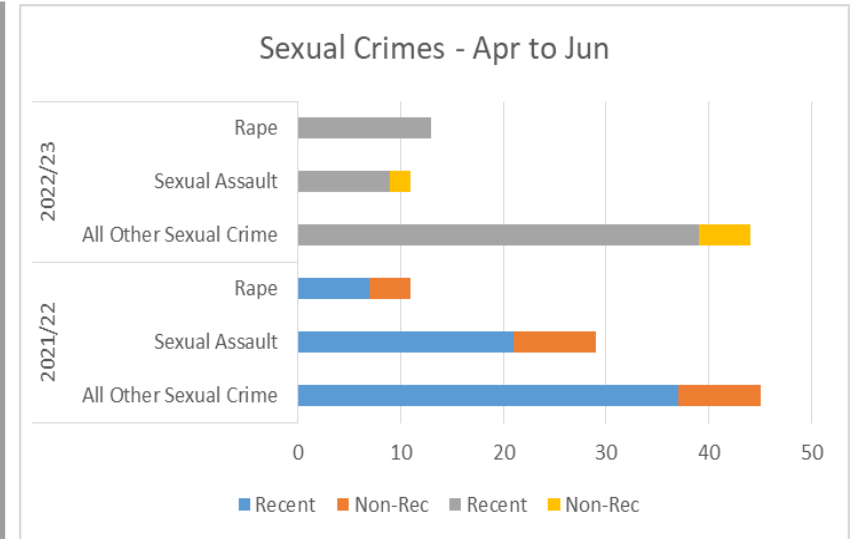
Analytical Context:

Sexual crime is currently down 15.6% on the 5-year average. Q1 has noted a decrease in Sexual Assaults while crimes of Rape have increased slightly.

Non-recent crimes have reduced markedly on those being reported last year. In total there have been 68 Sexual crimes reported in the first quarter this year of which 7 are non-recent, this compares with 85 crimes in the same period last year of which 20 were non-recent.

Detection rates currently sit at 86.8%, significantly above last year (43.5%) and the 5-year average (54.1%). This is reflected in Rape detections which is currently 84.6% and Sexual Assault detections at 100%.

Police Scotland has made a concerted effort to raise awareness and encourage survivors of sexual abuse to report incidents regardless of when they occurred. Every report is investigated thoroughly, albeit there can be challenges with tracing witnesses or securing forensic opportunities.



Source: Taken from Crime Management through ScOMIS

Local Action/Context:

It remains unacceptable that these violent and abhorrent crimes are still taking place and North Ayrshire Police remains committed to education, working with partners and challenging behaviours.

Campus officers are continuing to work proactively with young persons to highlight reporting mechanisms and danger signs from those who wish to cause them sexual harm.

Police Scotland continues to promote the multiple award winning “That Guy” campaign and its positive approach in changing and challenging unacceptable male behaviours, not the actions of victims.

It is gratifying that evidence continues to show increased confidence in reporting sexual crime to Police Scotland. In addition an increase has been noted in reports from our partner agencies such as Rape Crisis and Women’s Aid as counselling and support services return to normal levels of service.

Feedback generated by victims to Rape Crisis describing and evaluating their experience with our trained officers in Ayrshire has been overwhelmingly positive this year and shows our continued commitment to support and provide the best service to victims of sexual crime.

North Ayrshire police and partners continue to work together to raise awareness of reporting mechanisms, support measures and to encourage survivors of abuse to come forward and engage with services.

Campus officers are continuing to work proactively with young persons to highlight reporting mechanisms and danger signs from those who wish to cause them sexual harm.

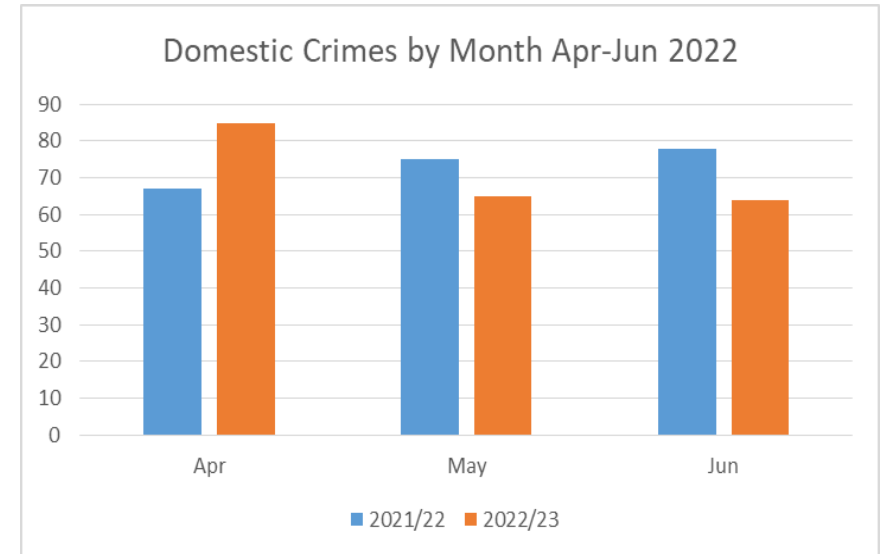
SAFER COMMUNITIES—Domestic Abuse

Analytical Context:

Domestic Abuse crimes are currently down 21.7% on the 5-year average.

Crimes in Q1 are down slightly compared to last year (214 this year compared with 220 last year) however the trend across the quarter is noticeably different as shown in the chart opposite. In 2021/22 crimes increased month on month while this year crimes showed a peak in April but the figures for May and June have decreased below those noted last year.

Examination of the types of domestic abuse committed during these first three months indicates that the majority of crimes continue to be minor assaults however there has been one Serious Assault, 8 Rapes and 7 Domestic Abuse Act crimes (examples include Stalking and/or Coercive behaviour).



Source: Data taken from iVPD through ScOMIS

Local Action/Context:

2022 will see the start of a major new collaboration project between Police Scotland and its partners in Ayrshire in the setting up of the MARAC (Multi Agency Risk Assessment Conference). MARAC is set to provide additional safeguarding to the highest risk victims of domestic violence across the region. Monthly conferences will be chaired by Police Scotland and with representation from Social Work and all involved agencies, local authority and third sector. The outcome will be a swift, pro-active and joined up approach to ensure the best possible outcome for victims within realistic timescales and with minimal delay.

Ayrshire Division has committed to the continued investigation of domestic crime and the provision of the best services to victims, with the introduction of a new team who will work alongside the existing Domestic Abuse Investigation Unit. From July 2022 the Domestic Abuse Safeguarding Team (DAST) will provide a victim centred approach to creating better outcomes for those affected by domestic violence as well as focussing on prevention through the DSDAS process.

North Ayrshire continues to benefit from the now well established Womens Aid premises in Saltcoats, I have reached out to them regarding some additional police funding available which will hopefully secure additional alarms for victims.

The highly successful Ask for Angela campaign continues to be supported by Police Scotland in licensed premises across North Ayrshire.

The 16 days Violence against Woman Campaign continues to be successful and promoted by North Ayrshire Police.

SAFER COMMUNITIES—Hate Crime

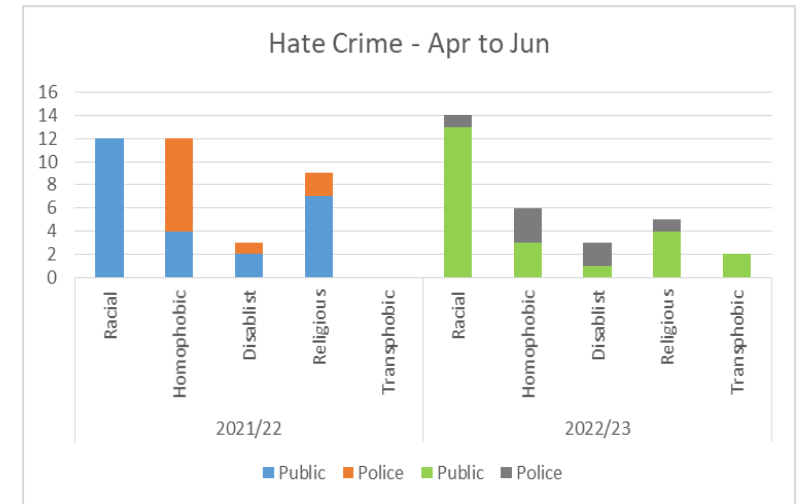
Analytical Context:

Hate crimes is currently 2.6% above the 5-year average.

However in Q1 there has been a decrease noted when compared to last year (30 this year down from 36). Note that a single crime can have more than one hate crime type, for example one incident could feature homophobic and sectarian language.

The chart opposite provides a breakdown of the different types of hate related crimes and highlights an increase in both Racial and Transphobic crimes but decreases in Homophobic and Religious crimes.

At this stage in the year there are no repeat victims.



Source: Taken from the iVPD database through ScOMIS

Local Action/Context:

Each hate crime victim receives a letter containing details of the enquiry officer and the investigations that are taking place to apprehend offenders.

There continues to be proactivity by staff in terms of identifying any repeat victims, offenders and locations which allow measures to be introduced to prevent any further escalations. All evidential opportunities are taken to identify offenders and Community Wellbeing Unit colleagues routinely engage with offenders to divert them from further criminality.

North Ayrshire Police continues to work closely with Community Wellbeing Unit and partners to engage with vulnerable victims and provide any additional partnership support.

Campus officers continue to work closely with schools to raise awareness around the impact and effect of hate crimes.

Staff at Barony House have been trained on the “Keep Safe Scotland” course. Refresher and new training has been provided to staff at Irvine Library and visited every Keep Safe Premises in North Ayrshire to confirm their compliance and continued interest in remaining on the I Am Me website.

In June 2022 a #DontTolerateHate campaign was conducted across North Ayrshire via Facebook and Twitter mediums. Officers attended at Irvine Beat FM and a further inputs were provided on the campaign at community centres and local surgeries.

SAFER COMMUNITIES—Antisocial Behaviour

Analytical Context:

ASB Incidents are currently down 29.7% on the 5-year average.

All three months of this year so far are recording much lower figures compared with last year and the 5-year average as detailed in the second chart below. Around 21.8% of incidents this quarter have resulted in a crime report being raised. It is assessed that approximately 14% of ASB incidents are youth related.

There has also been a decrease in the number of ASB fixed penalty tickets issued during Q1 this year (n=23) compared with last year (n=35). However the reason for tickets being issued remains the same with the majority being issued for Breach of the Peace.

Local Action/Context:

Joint working has continued between British Transport Police (BTP), Police, Scotrail and local officers at train stations throughout Ayrshire (Operation Simplifier). This is a BTP operation designed to curb anti social behaviour in and around railway platforms.

A number of Safer Shores initiatives have been held at Irvine Beach where officers from local and specialist departments as well as partners from a range of agencies have worked together to promote public safety on North Ayrshire beaches. Working closely with Scotrail and BTP significant seizures of alcohol were made, reducing the risk of anti social behaviour for all residents and visitors to have fun and enjoy their visit to the coast.

North Ayrshire have been working closely with partners regarding the regeneration of Bourtreehill Park, Irvine, where the community have highlighted anti social behaviour as a barrier for visiting this area.

An action plan was implemented to target peak days and times of youths using this park for drinking and to enhance public confidence. High visibility patrols and the use of social media received positive community feedback. There was an immediate reduction in anti social behaviour and youths attending to consume alcohol.

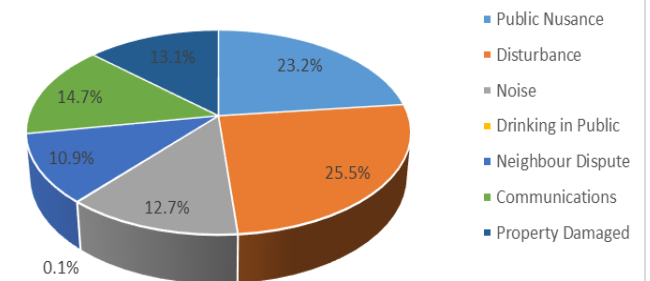
Largs officers have undertaken extensive consultations with children via youth groups and local schools and feedback was that local children wanted access to sporting facilities. Through community engagements and partners area has been made available for use throughout the summer period. Early indications are that the scheme is effective with no issues or incidents being reported.

Local Irvine and Kilwinning officers continue to work closely with Eglington Park and engage in proactive patrols in response to concerns of anti social behaviour.

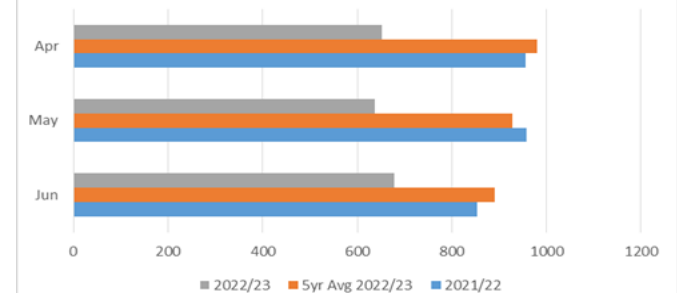
Officers continue to work closely with North Ayrshire Council and Scottish Fire and Rescue Service in relation to concerns around disused buildings, including Arran Brewery in Dreghorn and North Ayrshire Central Hospital in Irvine.

Work is ongoing with Historic Environment Scotland and North Ayrshire Council to identify and ASB issues at known historical buildings and monuments.

ASB Incident Breakdown Apr-Jun 2022



ASB - Apr to Jun (Incl. 5yr Avg and PYTD)



Source: Taken from STORM data extracted through ScOMIS

ACQUISITIVE CRIME—Housebreaking / Fraud

Analytical Context:

Housebreakings are currently down 19.6% on the 5-year average.

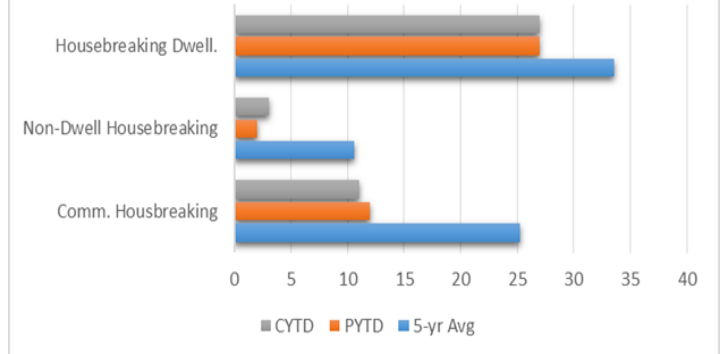
The picture in Q1 this year shows very similar numbers to those recorded last year with domestic properties recording the same number of crimes and non-dwelling property recording one more whilst commercial premises recording one less. The detection rate is currently 17.1% which is below both last year (19.5%) and the 5-year average (25.9%).

Examination of the commercial housebreakings shows no repeat locations so far, however two schools have been targeted and one pharmacy.

Frauds are currently up 62.7% on the 5-year average.

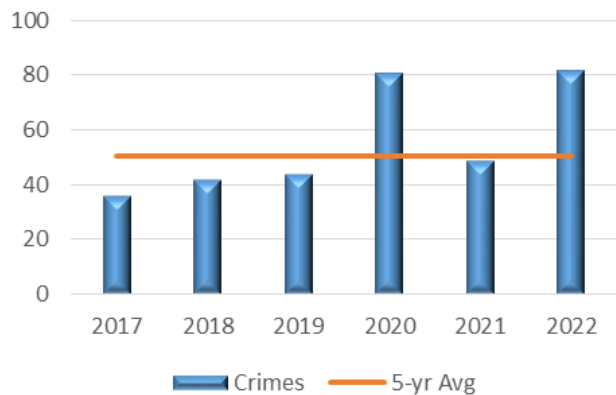
Q1 indicates that the upward trend of Frauds is continuing with crimes showing an increase of 67.3% on the figure from last year. However as can be seen from the chart below, Q1 in 2021 was significantly lower compared to 2020. The current detection rate is 14.6% which is below both last year (20.4%) and the 5-year average (27.8%).

Housebreaking Crimes - Apr to Jun 2022



Source: Taken from Police Scotland Business Intelligence Portal

Fraud - Apr to Jun 2022



Source: Taken from Police Scotland Business Intelligence Portal

Local Action/Context:

The majority of recorded crimes appear to both spontaneous and opportunistic with the majority occurring during the day. Analytical work is ongoing to support a renewed focus and governance around the issue to improve the detections rates which are increasing during quarter 1.

All housebreaking crime reports are subject to rigorous review and scrutiny to identify all evidential opportunities. It is anticipated that when forensic updates are received a number of other opportunities to apprehend offenders will be available.

All victims in North Ayrshire are contacted by the Preventions and Interventions Officer to provide safety advice and support to protect their properties

All victims of fraud in North Ayrshire receive safety and support advice from the dedicated Crime Prevention Officer. This officer also proactively engages with banks and building societies in terms of modus operandi of offenders and any vulnerable victims, often resulting in victims being reimbursed.

Bespoke Police Scotland anti fraud leaflets have been secured and distributed around banks, building societies, retail premises and medical establishments. In addition regular social media updates are provided around frauds and preventative measures can be taken.

ACQUISITIVE CRIME—Robberies

Analytical Context:

Robberies are currently down 15.3% on the 5-year average.

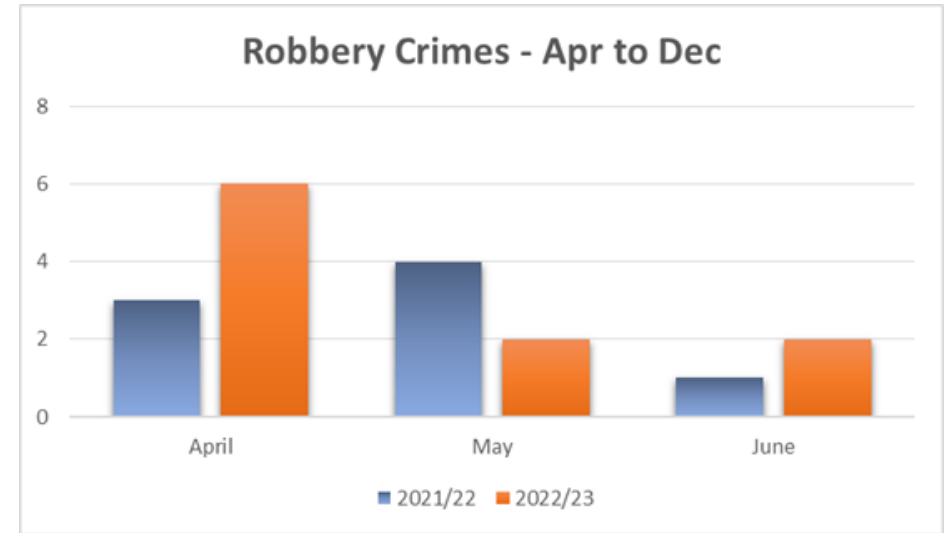
Notably Q1 has recorded a slight increase in robberies compared to last year (10 compared with 8 last year) however this was primarily due to a spike in April.

The current detection rate is 80% which is above the 5-year average (74.6%).

At this stage it is noted that half of the crimes have taken place within the home, two in a shop and the remainder in an outdoor public location. Five have involved the use/threat of a knife or bladed weapon.

There are no repeat victims or offenders at this stage.

The items most commonly being taken are mobile phones and cash.



Source: Taken from Police Scotland Business Intelligence Portal

Local Action/Context:

Robberies remain a key priority and daily focus for North Ayrshire, enhanced governance and scrutiny demonstrate that all crimes are thoroughly investigated and any offenders are identified and apprehended at the earliest opportunity.

In the vast majority of reported crimes YTD the perpetrator and victim/witnesses are assessed to know each other however in most instances those involved are largely uncooperative or actively hostile with Police investigations. Of those currently undetected one is now marked for “No Crime” whilst another 3 are actively getting investigated. Only one has occurred at a commercial premise (again still currently under investigation) and there are no repeat or vulnerable victims or loci.

Dedicated town centre officers proactively engage with retailers regarding preventative measure and raising awareness around repeat offenders.

CCTV liaison is ongoing regarding upgrading of CCTV cameras and locations and our Local Authority Liaison Officer is proactively engaging with the Local Authority.

Preventative measures continue, including those known offenders subject to bail conditions are subject to routine checks to ensure they are complying with their conditions, any issues identified during these checks can be escalated to the relevant agency.

We remain committed to tackling the factors that could lead to offenders committing such crimes, and continue to work closely with partners to ensure appropriate support is in place reducing the likelihood of offending.

COMMUNITY WELLBEING

Local Action/Context:

Substance Misuse

CWU officers engaged with a vulnerable female from, Irvine after various concern for calls regarding mental health and long term addiction issues. Female supported and signposted to services and into local 12 step fellowship CA programme. Officers maintaining contact/support.

In response to a concern for person call from social work services where a 19 year old female residing in, Irvine was suicidal and suffering from ongoing addiction issues, CWU officers have engaged. This female is now a regular recipient of all partner services and steps are now being taken to support her ongoing wellbeing issues.

Youth Engagement

There is ongoing engagement with looked after and accommodated children in Irvine and Kilwinning which has seen a reduction in them being reported as missing person.

CWU officers engaging with the Street League Team who are delivering 10 week youth engagement programme in North Ayrshire, officers will now link in with this ongoing programme and support efforts to divert participants and encourage/link into employment opportunities.

Welfare Concerns

CWU officers engagement with a repeat high risk missing person twice who attempted suicide. Male and family engaged, support provided to address marital issues and employment matters. Male subject who had suicidal ideation now seeking additional support from health partners.

CWU officers identified a repeat concern for a vulnerable male in Dalry. Following multiple joint support visits with Adult Support and Protection, an emergency place of safety was found and subject is now housed within a full time local authority care home.

Partners

Positive engagement with KA Leisure and local partners who are collectively seeking to set up a Hub Approach involving multi-service involvement to address emerging community issues which cut across all services. Funding is being applied for via Scottish Government's Cashback For Communities Fund to set up a community wellbeing programme to address ASB within the 10-25 year old age group in North Ayrshire. This will be linked into supporting those age appropriate individuals involved, to gain access to identified employment vacancies within local partner agencies.

Development of Information Sharing Agreement between, NHS, Local Authority and Police Scotland to allow details of those in the community who have suffered a Near Fatal Drugs Overdose to be passed to CWU officers.

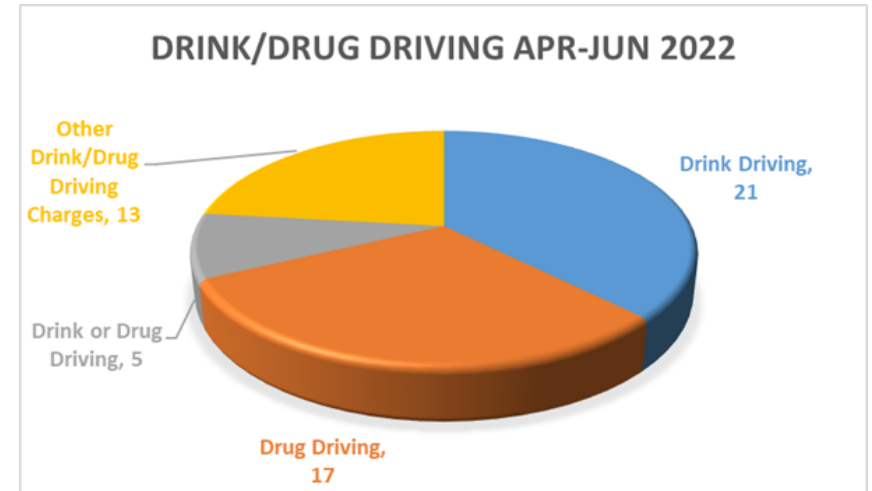
Ongoing work between, National Health Service, Local Authority to develop an Information Sharing Protocol to allow those in our communities who have suffered a near fatal drugs overdose to be passed to CWU officers to allow early engagement and intervention.

ROAD SAFETY—Drink/Drug Driving

Analytical Context:

Drink/Drug driving offences are currently up 32.7% on the 5-year average. It should be noted that new legislation around drug driving came into effect in October 2019.

So far this year there have been a total of 56 offences recorded which is a decrease on last year (n=63). Solely Drink Driving remains the most perpetrated offence followed by solely Drug Driving, however both are currently recording lower numbers than those reported last year.



Source: Taken from Police Scotland Business Intelligence Portal

Local Action/Context:

Road Safety remains a key priority in North Ayrshire with activity of both Road Policing and Divisional resources targeted towards the outcomes set in the Scottish Government Road Safety Framework – 2020 – 2030.

Within the parameters of this is the ongoing determination to reduce casualties on the road and impact and disrupt those who use the road illegally in respect of criminal activities, and whilst disqualified and under the influence of drink and drugs. Underpinning the efforts of police in North Ayrshire is the PSOS Road Policing Division, National Calendar of Activity which allocates specific periods to target areas such as Speeding, Insurance and Drink and Drug offending.

In addition, officers have been encouraged to engage with vulnerable groups such as cyclists, pedestrian and older drivers to educate against the dangers of using roads whilst not always equipped to do so. Campaigns such as these are supported by Safer Scotland Media Campaigns, literature and other forms of messaging.

In terms of the 1st quarter of 2022, the number of persons caught either impaired through the consumption of controlled substances, or intake of alcohol is slightly below the previous year but remains at a level that is unacceptable for those using the roads. Driving whilst impaired causes an unnecessary danger to road users. The impact of the Section 5A drug driving legislation has seen a number of cases delayed by Laboratory back-logs and therefore those using the roads can continue to do so when disqualifications would be the most likely disposal. Officers from Ayrshire Road Policing will continue to target drivers who use the roads under the influence of drink or drugs and utilise the Medacx drug wipes that detect cannabis and cocaine users.

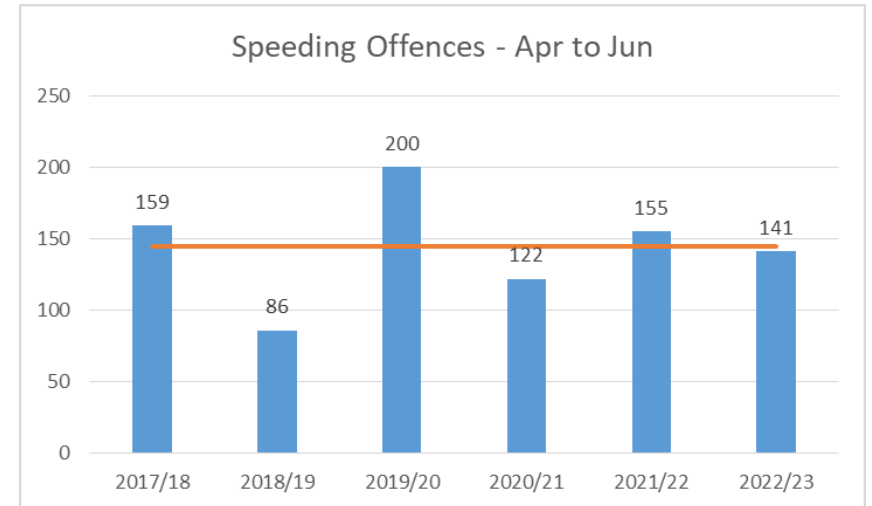
ROAD SAFETY—Speeding

Analytical Context:

Speeding offences are currently down 2.4% on the 5-year average.

The start of this year has also noted a slight decrease on the figures recorded last year (see chart opposite).

The Road Policing Unit continue to carry out initiatives in specific areas based on information from local communities and Elected Members, which may influence where offences occur.



Source: Taken from Crime Management through ScOMIS

Local Action/Context:

Road Safety remains a key priority in North Ayrshire with activity of both Road Policing and Divisional resources targeted towards the outcomes set in the Scottish Government Road Safety Framework – 2020 – 2030.

Speeding remains a key community concern with complaints of excessive speed present within areas of most communities. In North Ayrshire, Road Policing Units and Locality Policing Officers with specialist training in the operation of speed detection devices routinely deploy in those areas, roads and routes that generate the most concern.

Locally, officers have listened to the community and spent time in areas such as Greenock Road, Largs, Fairlie Village, the A737 passing through Kilwinning and targeted speeding drivers and HGV's using these routes without due care and attention. North Ayrshire Towns such as Ardrossan, Saltcoats and Burnhouse, all with historical speeding issues, remain very much on the radar for Road Policing Officers and attention has been given to the town centre of Irvine to enforce restrictions to protect pedestrians.

In the first Quarter of 2022, a slight reduction in speeding detections has been recorded and Road Policing Officers remain vigilant at many locations to ensure those who do continue to speed are stopped and dealt with accordingly through direct measures.

In the Summer months of 2022, a Islands Road Safety Action Plan remains ongoing with Road Policing Officers deploying to Millport and Arran to support local officers with a view to promoting safe driving on the islands to preserve the safety of vulnerable groups such as cyclists, walkers and tourists.

PUBLIC CONFIDENCE—Survey Information

User Experience - Current Position

The information on the table below is from data gathered in the April to June 2022 period for the whole of Ayrshire and is not specific to North Ayrshire. It should also be noted that the ‘Feeling adequately informed’ question has changed this year and only applies to those who stated they expected to be kept informed.

Questions	YTD	Force YTD	Female	Male	Blank/Other
Number of Respondents	251	3752	103	68	80
Ease of Contact? (% Easy and Very Easy)	67%	72%	74%	76%	50%
Being provided with the appropriate response? (% Yes)	55%	63%	63%	61%	40%
Feeling adequately informed about progress made with your report	48%	49%	49%	54%	43%
Overall Satisfaction? (% Satisfied or Very Satisfied)	63%	67%	71%	72%	46%

Your Survey

The following information is based on data from April and May—June data currently unavailable.

How Safe do you feel in your local area?				Male		Female		Total Respondents
	Very Safe	Safe	Total	Very Safe	Safe	Very Safe	Safe	
North	11.54%	65.38%	76.92%	15.38%	53.85%	7.69%	76.92%	26

Concern About Crime				Male		Female		Total Respondents
	Inc. a Little	Inc. a Lot	Total	Inc. a Little	Inc. a Lot	Inc. a Little	Inc. a Lot	
North	34.62%	30.77%	65.39%	30.77%	46.15%	38.46%	15.38%	26

Local Action/Context:

The Your Police Survey remains open for all police and members of the public to provide their views on Policing in the Local Community.

The data currently available covers April – June 2022 and members may not that the number of responders is currently low however feedback is relatively positive.

Local officers continue to promote engagement with Your Police Survey at all events and community engagements.

PUBLIC CONFIDENCE—Complaints Against the Police

Complaints

DIVISION TOTAL	YTD	LYTD	% CHANGE
TOTAL	48	68	-29.4%
North Ayrshire	13	24	-45.8%

Breakdown of complaint allegations

	Criminal Complaint	Non Criminal Complaint	FLR Combined	Abandoned / Withdrawn	Ongoing NCARU
U DIVISION	5	8	22	2	11
North Ayrshire Council	1	3	8	0	1

Breakdown of complaint allegations

	Assault	Excess Force	Incivility	Irreg in Proc	Discrim Behav	Opp Conduct / Harass	Other Non-Crim	Unlawful Arrest
U DIVISION	4	2	8	14	0	2	0	0
North Ayrshire Council	1	1	3	3	0	0	0	0

NORTH AYRSHIRE COUNCIL

15 August 2022

Police and Fire and Rescue Committee Meeting

Title: **Scottish Fire and Rescue Service Strategic Plan 2022- 2025 Consultation**

Purpose: **To advise the Committee of the response submitted in response to the consultation.**

Recommendation: **That the Committee notes the response submitted.**

1. Executive Summary

- 1.1 The Scottish Fire and Rescue Service (“SFRS”) issued a request for responses to a consultation on the Scottish Fire and Rescue Service’s strategic plan over the next three years.
- 1.2 The response required to be lodged by 10th July 2022 prior to the next meeting of the Committee. The purpose of this report is to advise the Committee of the response that was submitted.

2. Background

- 2.1 The Scottish Fire and Rescue Service were undertaking a consultation on the draft Strategic Plan 2022-2025 and looking for responses from the public and strategic partners on shaping the plan for the SFRS for the next three years.

The plan wishes to deliver on the following broad outcomes that complement the strategic priorities of the Fire and Rescue Framework for Scotland, and are as narrated in the draft plan as:-

1. Community safety and wellbeing improves as the SFRS deploy targeted initiatives to prevent emergencies and harm.
2. Communities are safer and more resilient as the SFRS respond effectively to changing risks.
3. That the SFRS value and demonstrate innovation across all areas of their work.
4. That the SFRS respond to the impacts of climate change in Scotland and reduce their carbon emissions.

5. That the SFRS are a thriving organisation, that use their resources responsibly and provide value for money to the public.
6. That the experience of those who work for SFRS improves as they aim to be the best employer that they can be.
7. Community safety and wellbeing improves as the SFRS work effectively with their partners.

2.2 As the response required to be submitted prior to the next meeting of the Committee, a high level and general response was submitted by officers. A copy of the response is included at Appendix 1.

2.3 In summary, the priorities highlighted by the SFRS reflect the direction of travel required to provide a modern, comprehensive, proactive and responsive Fire and Rescue Service . The Council welcomed the priorities suggested by the SFRS and confirmed that the Council looks forward to working in partnership with the SFRS to improve outcomes for our communities.

3. Proposals

3.1 That the Committee notes the response submitted to the Scottish Fire and Rescue Service.

4. Implications/Socio-economic Duty

Financial

4.1 There are no Financial Implications arising from this report.

Human Resources

4.2 There are no Human Resources Implications arising from this report.

Legal

4.3 There are no Legal Implications arising from this report.

Equality/Socio-economic

4.4 The SFRS will assess the outcomes of the survey and consultation exercise for equality, diversity and socio-economic outcomes. Children and Young People: The consultation exercise and its outcome will benefit children and young people by leading to safer environments and communities for children and young people.

Climate Change and Carbon

4.5 There is a specific strategic action plan in the draft plan that the SFRS is committed to responding to the impacts of climate change in Scotland and reducing their carbon emissions.

Key Priorities

4.6 The response to the consultation contributes to the Council priorities of working together to develop stronger communities and supporting all of our people to stay, safe healthy and active.

Community Wealth Building

4.7 N/A

5. Consultation

5.1 The SFRS will take into account the response to the consultation responses received on their draft plan from members of the public and strategic partners. The finalised version of the plan will be brought back to this Committee for information.

Aileen Craig
Head of Democratic Services

For further information please contact **Raymond Lynch, Senior Legal Manager**, on Email: **raymondlynch@north-ayrshire.gov.uk**.

Background Papers

Appendix 1

Scottish Fire and Rescue Service Consultation Draft Strategic Plan 2022-2025 Response from North Ayrshire Council

Background

The Scottish Fire and Rescue Service (SFRS) is undertaking a Consultation on the draft Strategic Plan for 2022 - 2025 that outlines proposals for the forthcoming years to deliver a fire and rescue service that work towards the overall purpose, as outlined in the Fire and Rescue Framework for Scotland 2022:

'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 wellbeing of people throughout Scotland.'

The Fire and Rescue Framework for Scotland 2022 sets out seven strategic priorities which the SFRS have a statutory duty to have regard to these when developing their Strategic Plan:

- Prevention and Protection
- Response
- Innovation and Modernisation
- Climate Change
- Effective Governance and Performance
- Partnership
- People

Consultation Request

SFRS have asked for our views on the proposed strategic plan. Due to the summer recess and the Committee timetabling, this response has not yet been put to Elected Members on the Police and Fire and Rescue Committee. Accordingly, there may be additional matters that are submitted in this regard.

This draft Strategic Plan 2022-2025 sets out what our broad ambitions will be over the next three years. The plan wishes to deliver the following broad outcomes that complement the strategic priorities of the referred to Fire and Rescue Framework for Scotland and are as narrated in the draft plan as:-

1. Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

2. Communities are safer and more resilient as we respond effectively to changing risks.
3. We value and demonstrate innovation across all areas of our work.
4. We respond to the impacts of climate change in Scotland and reduce our carbon emissions.
5. We are a thriving organisation, use our resources responsibly and provide value for money to the public.
6. The experience of those who work for SFRS improves as we are the best employer we can be.
7. Community safety and wellbeing improves as we work effectively with our partners.

Response

The Council recognises that all public services need to ensure that they are fit to serve and meet the needs of local communities in accordance with the principles of the Christie Commission. The Council therefore welcomes the general proposals contained in the consultation document and would make the further following comments:-

- The contribution of SFRS to Community Planning should continue and resources should be made available to deliver local outcomes and improvement plans. The Council welcomes the renewed commitment and focus on partnership working.
- The preventative strategy is welcomed to improve outcomes for communities and protect people from harm. It is recognised that this is an increased area of demand with our aging population and the work being done by SFRS in assisting to keep people safe and prevent them from coming to harm is a valuable contributor to public service delivery. The Council fully supports the commitment to working with communities, partners and stakeholders to produce and disseminate safety advice and information effectively. Working in collaboration in this regard makes good sense.
- Recognising the diversity of local areas and the specific needs of communities is vital. The Council welcomes that SFRS is building upon our knowledge of and responding to the changing risks and inequalities faced by our communities. This is further to the learning experiences from the COVID-19 pandemic.
- SFRS should continue to engage with local communities to build confidence in the service and establish and foster relationships with a view to the prevention agenda and supporting communities. The SFRS is a well-respected emergency service.
- The objective of early intervention is welcomed as this will not only lead to reduction in demand but will build community capacity and responsibility for individual safety and property
- It is noted that there is an objective of responding more efficiently responding to false fire alarm calls and improving road safety by reducing the number of

blue light journeys that are required to be made. This is welcomed given that this diverts the availability of services from other areas of potential need. The Council welcomes actions to tackle this issue on an ongoing basis.

- The people strategy is welcomed. The contribution of SFRS as an employer in the local area makes a difference in the local economy and community as a whole and the continued availability and retention of quality local jobs should be a priority as a contributor to the area. The Council notes the commitment to paying the living wage for employees and developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of staff.
- Governance and accountability should form a key part of monitoring the implementation of the strategic plan to ensure that outcomes are met.
- Investment in IT and digital solutions is recognised as key in developing a modern fire and rescue service which is fit for purpose. The innovative use of technology, data and information to change how the organisation works is welcomed and is crucial in service delivery post Covid pandemic and beyond.
- It is noted that the draft plan refers to strategically placing specialist resources in areas where there is a greater risk of flooding. This is something that was raised and considered in the previous response by this Council to the 2019-2022 plan, and it is beneficial to see its inclusion again within the plan for the benefit of local communities that are affected by such.
- The Council notes OUTCOME FOUR: Respond to the impacts of climate change in Scotland and reduce our carbon emissions. This is an important outcome in the context of the national and worldwide position. Accordingly, the commitment to investing further in the greening of fleet by acquiring zero emission vehicles where appropriate and supporting staff to adopt changes and behaviour to support more environmentally friendly working practices is welcomed. This is something that will be of interest to Elected Members on the Committee on an ongoing basis as to the progress thereon at a local and national level.

Comments on current service provision

We have an excellent working relationship with the Local Area Commander and his officers both at strategic and operational level. The positive level of engagement of SFRS at the Police Fire and Rescue Committee has been most welcome.

The approach of localism is vital with local commanders being empowered to deliver services according to local needs and demands. In North Ayrshire we have excellent working relationships with SFRS which delivers well for our communities.

Raymond Lynch
Senior Manager Legal Services
North Ayrshire Council



Scottish Fire and Rescue Service
Strategic Plan
2022-2025

1. INTRODUCTION

We are delighted to introduce the Scottish Fire and Rescue Service (SFRS) Strategic Plan 2022-2025

As we approach our 10th anniversary in 2023, this is our fourth Strategic Plan and the first one that aligns to our *Long-Term Vision* for the Service which we published in 2021. In our Vision we set out our ambitions to be a progressive organisation, centred around people's needs, inclusive of all and better connected to our communities. This Plan marks the next steps towards realising that Vision. It also builds on our organisational *Values*, demonstrates our commitment to further modernising the Service by doing more for our communities and changing how we work. It further strengthens our approach to prevention while maintaining an excellent emergency response and addressing the repair and replacement challenges within our estate.

This Plan will deliver against the strategic priorities set out for the Service by the Scottish Government in the *Fire and Rescue Framework for Scotland 2022*. It comes at an important time for Scotland as we recover and learn lessons from COVID-19. In response to the pandemic and to help Scotland recover from its impacts, the Scottish Government has committed to:

- Developing a progressive, wellbeing economy for Scotland
- Building public services on a person-centred basis
- Addressing issues of systemic social and economic inequality
- Strengthening partnership working across public services

As a Service committed to the Christie reform principles, we will play our part in achieving these wider ambitions for Scotland. In producing this plan, we have ensured that our actions will support these priorities for Scotland as we work to improve the safety and wellbeing of our communities.

Although we pride ourselves on our ability to plan our services for a future Scotland, the pandemic has shown it is impossible to fully predict the future. As such, we have set out what we need to achieve over the next three years within this Plan. We also highlight some of the challenges we are faced with and the barriers we will need to overcome to achieve more for Scotland. We must address the problems of an ageing estate and operating systems that need upgraded.

We also need to maintain an extensive fleet of vehicles and equipment that supports what we do, whilst taking steps to reduce our carbon consumption. We will have to achieve this by working more flexibly across the whole country. But to do so, we will require significant investment and sustained commitment over the next three years and beyond.

Finally, the commitments within this Plan are only possible because of the excellent work of all our people. They are truly inspirational and we would like to thank them all for everything they do for each other and the people of Scotland. We would also like to thank our partners and communities who we proudly serve and who support us in what we do.

2. WHAT IS THE STRATEGIC PLAN 2022-25?

The SFRS was established in April 2013. Since then we have produced strategic plans every three years to detail the activities we undertake to contribute to the safety and wellbeing of Scotland's communities, whilst keeping our firefighters safe.

This Strategic Plan outlines the high-level outcomes through which we will continually work towards our overall purpose, as outlined in the Fire and Rescue Framework for Scotland 2022: **'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 wellbeing of people throughout Scotland.'**

The *Fire and Rescue Framework for Scotland 2022* also sets for us seven strategic priorities and we have a statutory duty to have regard to these when developing our Strategic Plan:

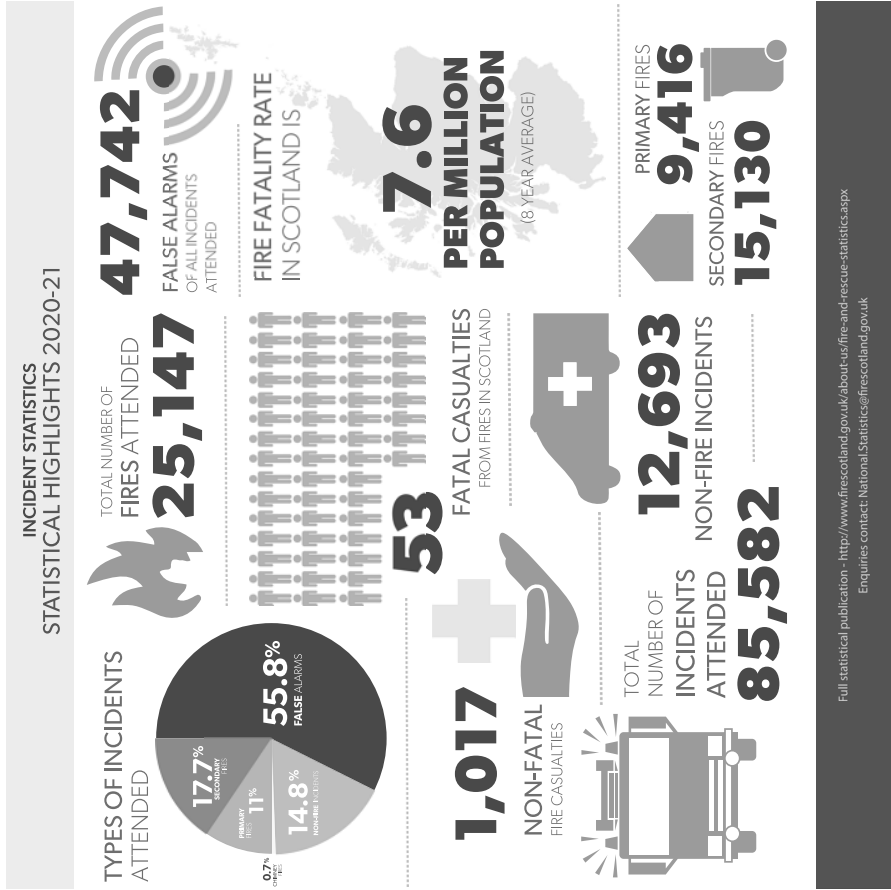
- Prevention and Protection
- Response
- Innovation and Modernisation
- Climate Change
- Effective Governance and Performance
- Partnership
- People

SFRS Long-Term Vision

As well as considering the Fire Framework, this Strategic Plan supports the achievement of our *SFRS Long-Term Vision*. Our Vision is an aspirational document which was shaped by our staff and stakeholders. It sets out our future direction and outlines where we want to be in ten years' time. This Plan outlines the next stage in that journey.



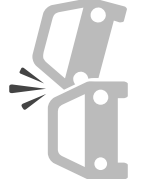







Our Plan has been developed with these important documents in mind, with our seven Outcomes complementing the strategic priorities of the Fire and Rescue Framework for Scotland. We have developed this Plan in consultation with our people, a range of our partners across the country and the people of Scotland.

3. HOW WE HELPED TO KEEP SCOTLAND SAFE DURING 2020/21



4. OUR SERVICE, OUR AMBITIONS FOR SCOTLAND'S COMMUNITIES

We are the fourth largest fire and rescue service in the world. Our key role will always be to respond to fires and other emergency incidents but we do much more than that. In communities across Scotland, you'll find us:

				
Promoting fire safety	Enforcing safety legislation	Responding to road traffic collisions	Dealing with structural collapse of building	Responding to serious flooding
				
Responding to serious transport incidents	Working with key partners to enhance community safety	Planning for chemical, biological, radiological and nuclear incidents	Undertaking inland water rescue	Carrying out rescues at height

We firmly believe that the best way to deal with any type of emergency is to try and stop it from happening in the first place. With a key focus on prevention, particularly in support of the most vulnerable members of society, we work with our partners across the country to deliver: crucial fire safety campaigns; prevention interventions; and work on a wide range of public safety initiatives that keep people and businesses safe. Because of this and because our firefighters, both wholetime and on call, are so valued within their communities, we have an ambition to develop our offer to Scotland. As we develop this offer we must ensure

that the facilities and equipment we use are of the highest standard. They need to be modern, purpose designed for the 21st century and safe for our people. This will help us retain those who currently work for us while attracting new people to help us become a more diverse organisation that reflects the communities of modern Scotland.

We will keep improving people's lives and the safety and wellbeing of the communities we serve; by reducing the risk from harm and working in collaboration with our partners and communities.

5. OUR OPERATING ENVIRONMENT FOR THE NEXT 3 YEARS

The delivery of this Plan will be influenced by the following challenges we face within our operating environment and how we will work to resolve them.

Recovering and learning from COVID-19

Throughout the pandemic, we adapted swiftly alongside our partners to provide life-saving and innovative services for our communities. The impacts of the pandemic are not over and will have a lasting effect on us, communities and businesses over the years ahead. It is imperative that we put key lessons we have learned from the pandemic into place to help us, and Scotland, fully recover.

Flexibility

Being a more flexible organisation was key to how we responded to the COVID-19 pandemic. We will maintain our agile and flexible approach to deliver what is required of us by our communities. This means avoiding a “one size fits all” mentality and approach so that we can respond to differing community needs appropriately.

Service Modernisation

We will develop our offer to communities as an emergency service based on a better understanding of changing risk and reshape the use of our resources and service activities. However, achieving more to support and safeguard our communities within existing resources will be our biggest challenge.

Budgeting Responsibly

Over the next three years we will face significant budgetary pressures in both our resource and capital budgets. We will be faced with high levels of inflation in the goods and services we need to purchase to deliver our services. We are likely to see challenges emerging for our people around the increased cost of living and the pressures this places on them and their households. We also face a significant and growing investment need in our estate which requires ongoing decarbonisation. Our buildings are ageing and many require substantial upgrading or replacement. Failure to invest in our estate will add further pressure to our resource budget as we increasingly spend more money to overcome the repair costs that come from an ageing set of buildings. We will

People

Ensuring the safety of our firefighters and ensuring the wellbeing of communities has always been at the heart of how we operate. This approach of putting people first remains at our core. We will continue to place a strong focus on meeting people’s needs as we change how we work.

Engagement and Empowerment

To make good decisions you need to engage people in the decision-making process and empower them to make appropriate choices for themselves. We are committed to working this way, both with our own people and with our communities. This will help us

arrive at better decisions which will make us a stronger and more successful organisation.

Managing Change

We have and will continue to run large change projects across the Service. Projects can range from introducing new technology systems, undertaking large scale building projects, working with suppliers to develop new types of emergency response vehicles, to changing the ways we work. Throughout the duration of this Plan we will further improve how we manage projects to ensure their effective and efficient delivery.

As we proceed over the next three years we will continually revisit our assumptions about our operating environment and how any changes may impact on how we will work. The detail in the following sections outlines what we will achieve over the lifetime of this Plan. How we will do so will be set out, scrutinised and monitored through both our Annual Operating Plan and Change Plan by our Board and the wider public as we deliver on this Plan’s ambitions.

always balance our budget; we are required to do so by law. However, given these pressures we will need to make hard choices on timing and financial capacity as we modernise the Service whilst maintaining current financial sustainability and budgetary control.

Climate Emergency

The impacts of climate change will increase over time. We will have to respond to more weather-related incidents which will increase in intensity, impact and frequency and continue to ensure our firefighters are properly trained, equipped and supported in this.

Demographic Change

People are living longer and care will increasingly shift from institutional settings towards home-based care. This change will generate new demands as Scotland seeks to support our population to age well in safe and resilient communities, while we work to reduce the risk of fire and other forms of unintentional harm within homes. We will continue our crucial work with communities and our partners to prevent such harm from happening and develop our service offer in supporting the vulnerable members of Scotland’s communities.

Place

We are a national service, delivered locally. We are committed to understanding the changing risks across the country and meeting community needs in ways that work best for them. We will support the wider public service reform agenda of adopting a place-based approach to how public services are designed and delivered. This will shape how we work to ensure that our communities are safer, stronger and more resilient.

Resilience

We play an important role helping communities become more resilient. Whether in safeguarding people and communities against the impacts of a pandemic, the effects of adverse weather events, dealing with the threat of terrorism and much more. There remains a vital need and a statutory duty for us to work with our communities and emergency service partners to prepare better to meet these threats as they evolve over time.

6. OUR OUTCOMES

OUTCOME ONE:

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

WHAT WE WILL DO

We firmly believe that preventing problems from arising is better than dealing with them when they occur. Our approach to prevention helps people, communities and the economy stay safe and enables us to support work addressing wider inequalities. As we did during the pandemic, we will continue to share data appropriately with our partners to protect the vulnerable in our communities. To support Scotland's economy we will continue to enforce and provide advice around fire safety legislation to business owners in shops, offices, workshops and factories. We will further expand our prevention work to Scottish households and develop our prevention approaches to influence people's behaviours to help keep themselves safe and improve their wellbeing. We will build on the work with our partners to target education and safety initiatives to those who need it most, including the young and the vulnerable. We will develop our home fire safety visit programme to incorporate wider health and social care considerations and develop a coordinated approach to reducing unintentional harm throughout Scotland.

WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS

By 2025 our prevention work will help individuals, communities, organisations and businesses feel more confident regarding safety within their homes, premises and localities. We will achieve this by:

- Refocusing our preventative activities to address issues of social, economic and health inequalities.
- Leading initiatives with our partners to appropriately share data and information.
- Leading initiatives to reduce unintentional harm in our communities.
- Working with communities, partners and stakeholders to produce and disseminate safety advice and information effectively.
- Improving community safety and wellbeing by working to encourage sustained behavioural change within households.
- Supporting business owners to protect Scotland's non-domestic buildings and premises.

SUPPORTING OUR LONG-TERM VISION PRIORITIES

- Prevention will be at the heart of our service delivery model as it evolves to meet Scotland's changing needs.
- We will be innovative in our use of technology, data and information to change how we work.
- Partnership working will be at the core of how we work.
- We will be driven by a deeper understanding of the needs of our communities.
- We will be a more environmentally sustainable organisation.

EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES

- Fire Safety Enforcement (Protection) Framework for Scotland 2021
- Community Safety Engagement Planning and Evaluation Policy and Procedure
- Communications and Engagement Strategy

OUTCOME TWO:

Communities are safer and more resilient as we respond effectively to changing risks.

WHAT WE WILL DO

We will apply the lessons learned from the COVID-19 pandemic to how we operate. We will continue our work to understand the changing risks within our communities and strategically decide how best to locate our operational resources based on where the greatest risks lie. We will deliver on the commitments made in our Operational Strategy, ensuring we have the right resources in the right places at the right times and further improve our on call service. We will have the best systems to direct our firefighting activities effectively and continue to ensure all our people have the right skills, training and equipment. We will continue to plan and respond with other emergency services to improve firefighter and public safety.

WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS

By 2025 our effective emergency response will ensure communities remain safe. We will achieve this by:

- Building upon our knowledge of and responding to the changing risks and inequalities faced by our communities.
- Applying the lessons we have learned from COVID-19 to drive sustainable improvement in how we work.
- Training effectively and efficiently as a Service and with our partners to improve community safety.
- Providing the right technology and equipment to keep firefighters safe.
- Improving how we manage calls from the public and deploy our resources to emergency incidents.
- More efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them.

SUPPORTING OUR LONG-TERM VISION PRIORITIES

- Prevention will be at the heart of our service delivery model as it evolves to meet Scotland's changing needs.
- We will be innovative in our use of technology, data and information to change how we work.
- Partnership working will be at the core of how we work.
- We will be driven by a deeper understanding of the needs of our communities.

EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES

- COVID-19 Recovery Plan
- Operational Strategy 2022-2032
- Asset Management Strategy 2019-2029
- Community Asset Register

OUTCOME THREE:

We value and demonstrate innovation across all areas of our work.

WHAT WE WILL DO

We will continue to embed innovation into how we work and operate. As we did throughout the pandemic we will work with others to seek innovative opportunities to drive change and improvement. We will further use our talent, partnerships and resources to develop and improve our systems, processes and performance. We will develop our first Innovation and Improvement Strategy which will set out how, as one of the largest fire and rescue services in the world, we will encourage and drive innovation across all areas of our work and help us make the best use of our resources, adapt to changing risks and drive good practice.

WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS

By 2025 we will embrace innovative approaches to how we operate. We will achieve this by:

- Promoting and embedding a culture of innovation in the Service to develop new ways of thinking and working.
- Delivering new opportunities, partnerships and collaborations to improve both public and our peoples' safety and wellbeing.
- Developing and deploying new digital and other technologies to change how we work and to keep firefighters safe.
- Improving inter-departmental working and knowledge sharing across the Service.
- Implementing a new approach to undertaking research and development.
- Developing further innovative approaches to modernising our estate.

SUPPORTING OUR LONG-TERM VISION PRIORITIES

- We will be innovative in our use of technology, data and information to change how we work.
- Partnership working will be at the core of how we work.
- We will be driven by a deeper understanding of the needs of our communities.

EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES

- Innovation and Improvement Strategy
- Business Intelligence Strategy 2021-2024
- Digital Strategy
- Operational Strategy 2022-2023

OUTCOME FOUR:

We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

WHAT WE WILL DO

We will further develop the resources needed to tackle the impacts of climate change and we will ensure that these are strategically located across the country. Our firefighters will remain fully trained and equipped to support communities in meeting extreme weather events. We will also make use of other local resources that are available to bolster our response during prolonged or widespread incidents. We will continue to work to reduce our own organisational impact on the environment by changing how we work, how we consume and manage energy and how we behave as we adapt to climate change. Reducing our carbon emissions is the first step in this journey. By 2045 we will become a carbon neutral organisation.

WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS

By 2025 we will reduce our carbon emissions and continue to support our communities to tackle climate change. We will achieve this by:

- Ensuring our people continue to plan, are trained for and equipped to respond to climate change incidents.
- Working with partners to prevent fires; thereby reducing carbon released into the atmosphere.
- Strategically placing specialist resources in areas where there is a greater risk of flooding.
- Reducing our carbon consumption by investing in renewable technologies and reducing energy waste across the Service.
- Investing further in the greening of our fleet by acquiring zero emission vehicles where appropriate.
- Supporting staff to adopt changes and behaviour to support more environmentally friendly working practices.

SUPPORTING OUR LONG-TERM VISION PRIORITIES

- We will be innovative in our use of technology, data and information to change how we work.
- Partnership working will be at the core of how we work.
- We will be a more environmentally sustainable organisation.

EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES

- Carbon Management Plan 2020-2025
- Climate Change Response Plan 2045
- Energy and Carbon Strategy 2020-2030
- Wildfire Strategy
- Operational Strategy 2022-2032

OUTCOME FIVE:

We are a thriving organisation, use our resources responsibly and provide value for money to the public.

WHAT WE WILL DO

As a progressive organisation our Board will continue to provide robust scrutiny whilst governing responsibly and transparently. We will continue to collect and publish the right data to show how well we are performing, making this information available to the public in ways that are accessible and easy to understand. We will continue to manage our finances, physical and digital infrastructure, vehicles, equipment and supporting infrastructure responsibly and maintain them to the very best of our ability. In addition, as an emergency service and an organisation that is always learning and looking to improve, we will continue to focus on the effective management of risk, and the health, safety and wellbeing of our staff and members of the public.

WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS

By 2025 we will continue to demonstrate how effective we are at managing and sharing our resources, and performing against our objectives and obligations. We will achieve this by:

- Remaining open and transparent in how we make decisions.
- Improving levels of Service performance whilst providing value for money to the public.
- Improving the use of data and business intelligence to support decision making.
- Proactively engaging with and providing more accessible information on what we do for the public and our stakeholders.
- Managing and maintaining our buildings, vehicles and wider infrastructure as well as we can.
- Managing further major change projects and organisational risks effectively and efficiently.

SUPPORTING OUR LONG-TERM VISION PRIORITIES

- We will be innovative in our use of technology, data and information to change how we work.
- We will be driven by a deeper understanding of the needs of our communities.
- We will be a more environmentally sustainable organisation.

EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES

- Asset Management Strategy 2019-2029
- Long Term Financial Strategy 2019-2029 (revised 2022/2023)
- Medium Term Finance Model 2023 - 2026
- Procurement Strategy 2021-2024
- Governance and Accountability Framework
- Carbon Management Plan 2020-2025
- Climate Change Response Plan 2045
- Energy and Carbon Strategy 2020-2030
- Communications and Engagement Strategy

OUTCOME SIX:

The experience of those who work for SFRS improves as we are the best employer we can be.

WHAT WE WILL DO

We will be the best employer we can be. As an aspirational employer, we will invest to attract and retain the best people to deliver our services to the public. Throughout the COVID-19 pandemic we had to work in more flexible and agile ways. Over the next three years we will embed those changes in how we work and use technology to make day to day tasks easier for our people. We will continue to improve our training to enable our people to develop and maintain their competencies and skills. We will improve our recruitment processes and make our roles more attractive to all members of our communities and develop our approach to youth engagement and employment further. We will continue to nurture an inclusive culture that values and welcomes everybody to be themselves at work. We will provide our people with the dignified work facilities that they deserve and we will work with our representative bodies to champion fairness, equality, partnership, engagement and respect for all. We will continue to be a Fair Work Employer, paying the Living Wage for all of our staff.

WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS

By 2025 we will be an employer that demonstrates our commitment to our people. We will achieve this by:

- Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.
- Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people.
- Providing the best training and development opportunities for all our people to ensure they have the right mix of knowledge and skills.
- Further promoting diversity and expanding our youth engagement and employment programmes.
- Continuing to make working for SFRS more fulfilling and ensuring all our people can have their say regarding how we work.
- Promoting a culture that values inclusion, promotes fairness, equality and respect for all while providing dignified work facilities for our people.

SUPPORTING OUR LONG-TERM VISION PRIORITIES

- We will be an organisation that works in agile and smart ways to support our staff to achieve a positive work /life balance.
- We will invest in developing our leaders and train our staff to the highest standards.
- We will value difference of views, experiences and backgrounds within and out with our organisation.

EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES

- Mental Health Strategy 2020-2030
- Agile Working Framework
- Communications and Engagement Strategy
- Positive Action Strategy
- Corporate Parenting Plan 2020-2023
- Training Strategy 2020-2025
- Resourcing Plan 2021-2026

7. TELL US WHAT YOU THINK

OUTCOME SEVEN:

Community safety and wellbeing improves as we work effectively with our partners.

WHAT WE WILL DO

Partnership working is at our core. The difference it made to our operations throughout the pandemic was key to helping communities through this challenging time. We will continue to work closely with our partners, including with other fire and rescue services throughout the UK and internationally, to improve firefighter safety and the wellbeing of individuals and communities. We will remain fully committed to Community Planning, and work with partners including Police Scotland, the Scottish Ambulance Service, Local Authorities, Health Boards, the Third Sector and Community Groups throughout Scotland. Partnership working is vital to ensure we perform at our best in all that we do. We will work more closely with our communities to understand their changing needs and include them in the design, development and prioritisation of our services.

WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS

By 2025 we will be recognised as a reliable and valued partner, delivering an effective emergency service and a wide range of place based initiatives with partners across Scotland and further afield. We will achieve this by:

- Continuing our commitment to Community Planning and partnership working across all localities in Scotland.
- Working with our partners to further safeguard the young and our vulnerable adults.
- Working with our partners to address common service demand challenges.

SUPPORTING OUR LONG-TERM VISION PRIORITIES

- Partnership working will be at the core of how we work.
- We will be innovative in our use of technology, data and information to change how we work.
- We will be driven by a deeper understanding of the needs of our communities.
- We will be a more environmentally sustainable organisation.

EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES

- Business Intelligence Strategy 2021-2024
- Communications and Engagement Strategy

This draft Strategic Plan 2022-2025 sets out what our broad ambitions will be over the next three years. Your views are important to us and you are invited to tell us what you think of our approach.

The formal consultation for this draft Strategic Plan opened on **Monday 9 May 2022 and will run until Sunday 10 July 2022**. To ensure we review and manage all responses consistently please feedback to us using our online survey. This can be accessed at [firescotland.citizenspace.com](https://www.firescotland.citizenspace.com). After the consultation is closed we will publish the results.

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

Write to: Scottish Fire and Rescue Service Headquarters
Westburn Drive
Cambuslang
G72 7NA
Phone: 0141 646 4501
Visit our website: www.firescotland.gov.uk

Acknowledgements

The Scottish Fire and Rescue Service would like to thank the many people of Scotland and our own staff members who contributed their time, knowledge and experiences to help us develop this document.



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

www.firescotland.gov.uk

NORTH AYRSHIRE COUNCIL

15 August 2022

Police Fire and Rescue Committee

Title: **Review of Joint Strategic Police Plan 2020/23**

Purpose: To advise the Committee of the consultation request and to provide comment for preparation and submission of the response.

Recommendation: That the Committee notes the terms of the consultation request and provides comment to enable a response to be submitted.

1. Executive Summary

- 1.1 The Scottish Police Authority and Police Scotland developed the Joint Strategy for Policing 2020 -2023, which was approved in March 2020. As 2022-23 is the final year of delivery for the current plan, an initial desktop review was commissioned to assess progress, relevance to future delivery of policing and whether there are gaps in provision of service.
- 1.2 The views of Local Authorities and other strategic partners are being sought on the conclusions reached. The responses provided will be considered for incorporation into the emerging draft Strategic Police Plan for 2023-26 which will be shared with the Committee for consultative response in later in the financial year. The findings of the initial review are detailed in Appendix 1 for consideration by the Committee.

2. Background

- 2.1 The Scottish Police Authority and Police Scotland developed the Joint Strategy for Policing 2020-2023. The Strategy contains strategic priorities, priorities for policing and five strategic outcomes.
- 2.2 An initial desktop review has been completed and considered the National Strategic Assessment, undertaken horizon scanning to consider future needs and requirements and has also considered progress on delivering the strategic outcomes of the Strategic Police Plan. The five strategic outcomes are as follows:
 - Keeping people safe through proactive and responsive policing
 - The needs of local communities are addressed through effective service delivery

- The public, communities and partners are engaged and have confidence in policing
- Supporting our people through a positive working environment
- Sustainable policing for the future

2.3 The conclusions of the review are detailed in Appendix 1 and are narrated as follows:

Conclusions on the five strategic outcomes

- There is evidence of good progress made in 2020-2022 to deliver on the ambitions set by strategic outcomes;
- The outcomes remain relevant to current and future context for delivery and reflect the key focus areas identified;
- The outcomes are set at a broad strategic level which enables the capture of known and emerging focus areas during the period of delivery and are reflective of the newly published Scottish Government Justice Vision;
- The outcomes are currently shaping aligned plans for delivery in 2022/23 and the development of a 5 year Police Scotland delivery plan covering the period 2023-2028.

Conclusions on the underpinning Strategic Objectives and Plan narrative

- The objectives remain broadly reflective and relevant to current and future delivery context with some amendments or enhancements to language required to reflect increased importance of key areas.

2.4 The Committee is asked to consider the review and provide comment on whether it agrees with the conclusions reached by the joint review along with any further feedback for incorporation into a consultation response.

3. Proposals

3.1 That the Committee (i) notes the consultation request, (ii) provides feedback on the conclusions reached by the initial review outlined in greater detail at Appendix 1 to enable a consultation response to be formulated and (iii) instructs and authorises the Head of Service (Democratic) to submit a response on behalf of the Committee in consultation with the Chair.

4. Implications/Socio-economic Duty

Financial

4.1 There are no financial implications arising from this report.

Human Resources

4.2 There are no Human Resources implications arising from this report.

Legal

4.3 There are no Legal implications arising from this report.

Equality/Socio-economic

4.4 The Scottish Police Authority and Police Scotland will assess the outcomes of the consultation exercise for equality, diversity and socio-economic outcomes.

Environmental and Sustainability

4.5 There are no Environmental implications arising from this report.

Key Priorities

4.6 The response to the consultation contributes to the Council's priorities of developing and promoting Aspiring Communities in North Ayrshire with active and strong communities where residents and communities are safe.

Community Wealth Building

4.7 There are no Community Wealth Building benefits arising from this report.

5. Consultation

5.1 The Scottish Police Authority and Police Scotland will consult on any actions they propose to take in response to the consultation responses received from members of the public and strategic partners.

Aileen Craig
Head of Service (Democratic)

For further information please contact **Raymond Lynch, Senior Manager, Legal Services**), on 01294 324322.

Background Papers

Appendix 1



REVIEW OF STRATEGIC POLICE PLAN

Phase One Summary

INTRODUCTION

The Scottish Police Authority and Police Scotland jointly developed the Joint Strategy for Policing 2020 -2023, which was approved in March 2020. As 2022-23 is the final year of delivery for the current plan, the Authority Chair and Chief Constable commissioned an initial review of the [current Strategic Police Plan \(SPP\)](#).

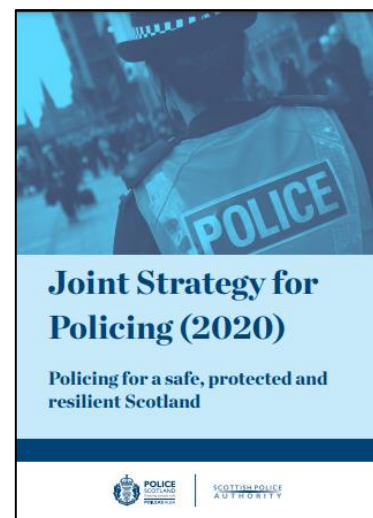
To date the Review has been undertaken collaboratively by the Authority and Police Scotland on a desktop research basis, drawing on a range of evidence and intelligence that builds an informed position on progress made to deliver against the SPP, as well as changes in the current/future strategic landscape in which policing services will be delivered.

This initial review of the SPP took place between January and June 2022. The next phase of the Review (Summer 2022) involves seeking the views of Local Authorities, COSLA, HMICS, Audit Scotland and Scottish Government on the findings and conclusions reached so far, and the proposed next steps of the Review.

LEGISLATIVE CONTEXT

The Authority is responsible for preparing (and keeping under review) a Strategic Police Plan, which sets out the main objectives for the provision of policing services in Scotland. Section 34 of the [Police and Fire Reform \(Scotland\) Act 2012](#) sets out the legislative basis upon which the SPP is developed and kept under review.

The current Strategic Police Plan, published in March 2020, consists of five overarching strategic outcomes, each of which is underpinned by three strategic objectives. Further narrative detail under each objective articulates the expected implementation approach and accompanying activities.





Joint Strategy for Policing

Our Vision | Policing for a safe, protected and resilient Scotland
Our Purpose | The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland
Our Values | Fairness | Integrity | Respect | Human Rights

Strategic Police Priorities

Crime and Security Confidence Sustainability Partnerships People Evidence

Priorities for Policing

Protecting Vulnerable People Tackling Crime in the Digital Age Working with Communities Support for Operational policing

Outcomes

Objectives

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

- Keep people safe in the physical and digital world
- Design services jointly to tackle complex public safety and wellbeing challenges
- Support policing through proactive prevention

The needs of local communities are addressed through effective service delivery

- Understand our communities and deliver the right mix of services to meet their needs
- Support our communities through a blend of local and national expertise
- Support the changing nature of communities

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

- Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service
- Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective
- Work with local groups and public, third and private sector organisations to support our communities

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

- Prioritise wellbeing and keep our people safe, well equipped and protected
- Support our people to be confident leaders, innovative, active contributors and influencers
- Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Police Scotland is sustainable, adaptable and prepared for future challenges

- Use innovative approaches to accelerate our capacity and capability for effective service delivery
- Commit to making a positive impact through outstanding environmental sustainability
- Support operational policing through the appropriate digital tools and delivery of best value

Performance and Implementation

Evidence based policing

FORMAT OF THIS REVIEW

This initial phase of the review commenced in November 2021 through a joint working group of from the Authority and Police Scotland. This working group has overseen desktop research and analysis activity aligned to two main workstreams:

- (1) An assessment of current and future strategic risks, opportunities and challenges affecting, or likely to affect, policing in Scotland, based on a strategic horizon scanning exercise and a strategic landscape review; and
- (2) An evidence-based review of progress made to date to deliver the fifteen objectives set out in the current Plan.

The findings from these two workstreams have informed an analysis of the current Plan, assessing its continued relevance and identifying any gaps or other areas that may require enhancement or re-emphasis.

The working group reported its initial findings and conclusions to the Authority and Police Scotland Executive in June 2022 where there was agreement as follows:

- a) The review's findings and conclusions to date were accepted;
- b) Prior to preparing a revised Strategic Police Plan, views from key stakeholders will be sought as part of an engagement exercise undertaken during the summer of 2022 to inform a draft revised Strategic Police Plan;
- c) The Authority, in consultation with the Chief Constable, will be asked to approve a draft revised Strategic Police Plan in the early autumn of 2022, followed up by broader public and stakeholder consultation on the draft document.

It is the intention of the Authority and Police Scotland Executive to have in place an approved final Strategic Police Plan ahead of the financial year 2023/24 to enable Local Police Plans and Police Scotland's Annual Police Plan 2023/24 to be reflective of the Strategic Police Plan.

SUMMARY OF THE REVIEW'S FINDINGS

1. HORIZON SCANNING AND STRATEGIC LANDSCAPE REVIEW

This part of the review considered i) the current Police Scotland National Strategic Assessment, ii) a horizon scanning and futures exercise and iii) the strategic, policy and legislative landscape in which a future, revised Strategic Police Plan would be delivered.

i) National Strategic Assessment Review

The current National Strategic Assessment (NSA) was reviewed and the content approved by the Police Scotland Executive in November 2021 at its Strategic Operational Performance Board. An evidence based exercise reviewed current areas of focus in the NSA and determined if these are effectively covered within the current Strategic Police Plan, identifying any potential gaps or areas where additional emphasis was needed to inform the future strategic direction of policing in Scotland.

The joint working group determined that the underpinning evidence base reflects the priorities for policing and organisational priorities; and that these are captured in their entirety within the Joint Strategy. The review of the NSA identified the following key areas which will likely be described in greater depth and have an elevated status in future assessments:



Police Scotland has work underway to address each of these areas and takes a human rights based approach to policing across all key areas. A rights based policing framework is being developed and new strategies for Violence Against Women and Girls and Equality, Diversity and Inclusion are also under development. The Cyber Strategy is currently being implemented via the *Policing in a Digital World Programme* and there is a range of work ongoing to continue to focus on hate crime. The current Plan covers these themes in broad terms.

ii) Horizon Scanning and Futures Approach

Ongoing horizon scanning outputs from both organisations were brought together and used to form a view on current and future issues affecting, or likely to affect, the policing of Scotland in the coming years. These can be grouped under four key themes: Policing and Society; Equality, Diversity and Inclusion; Technology; and Environment and Sustainability.

After analysis of projected trends had taken place a series of key recommendations were identified, as shown in the table below. These areas of change will influence policing in the period 2022-27.

- Focus on **continuing to provide meaningful insights and analysis** to enable the service to adapt to trends such as evolving crime types and levels, demand due to mental health and vulnerability, demographics, relationships with seldom heard voices, children and young people and those who are digitally excluded, both internally and externally.
- Continued focus on **public health approaches**, early intervention and preventative approaches.

- **Emphasis on collaboration** with blue light and local authority partners to enable shared approaches to key challenges and opportunities.
- Adopting **person-centred approaches** that promote participation, that are trauma informed and respect individuals.
- Continued monitoring of the both the **national security and political landscapes** to understand changing demand and priorities.
- Improved understanding of how **trust and confidence** in policing is influenced by experiences in relation to **protected characteristics**, for example racism, misogyny and sexism, both internally and externally.
- Analysis and response to key areas of changing demand highlighted in the **Cost of Living** report
- Investment in and engagement on **new technologies for policing** in order to maximise policing capability whilst retaining legitimacy, trust and confidence from the public.
- Focus on **environmental sustainability**, both internally with regards to infrastructure and colocation, and externally with a focus on potential new crime types and an evolving role for policing.
- Monitoring of the impacts of the **spending review** and potential future budget allocations to inform SPA, SG and public discussions on policing demand, capability and capacity.
- Working closely with Scottish Government and Local Authority colleagues on the development and implementation of the **National Care Service** to ensure policing demand challenges are considered and that policing is fully involved in developing the new model;
- **Colleague wellbeing**, safety and protection to continue to be prioritised.

iii) Strategic Landscape Review

This strand focused on ensuring strategic alignment with important emerging and developing areas of policy and strategy including the spending review narrative, future legislation, programme for government priorities, and the recently published Justice Vision for Scotland 2022, [Vision for a 'Just, Safe and Resilient Scotland'](#).

Overall there is good alignment between the Joint Strategy and the Justice Vision, with an outcomes-focused approach taken, and similar areas of focus/principles in place such as being evidence-led, person-centred, trauma-informed and working in partnership/collaboration. The new Vision articulates how all parts of the justice system must deliver person-centred services and enshrine trauma informed practice, which will be reflected in any revisions to the SPP.

2. DELIVERING THE CURRENT STRATEGIC POLICE PLAN

The current Plan consists of five strategic outcomes, underpinned by fifteen strategic objectives. An evidence review of progress made against each objective, drawing from a range of published information and internal Police Scotland documentation has been undertaken.

The majority of evidence to inform this review was drawn from papers in the public domain, supported by recorded discussion at Authority Board and Committee meetings.

The review has identified clear evidence of good progress made from 2020 to date to deliver on the ambitions set in the Joint Strategy for Policing (2020) under each of the strategic outcomes. This is despite the significant operational challenges of the Covid-19 pandemic and delivery of a safe and secure COP26 event. Delivery and decisions over the remaining period of the plan, will also be taken into account in this review of the Joint Strategy / Strategic Police Plan for 2023 onwards.

CONCLUSIONS

Consideration of the main findings from the review has led the Authority and Police Scotland Executive to agree the following conclusions, at this stage, in relation to the five Strategic Outcomes and underpinning Strategic Objectives and Plan narrative.

Conclusions on the five Strategic Outcomes

- There is evidence of good progress made in 2020-2022 to deliver on the ambitions set by strategic outcomes;
- The outcomes remain relevant to current and future context for delivery and reflect the key focus areas identified;
- The outcomes are set at a broad strategic level which enables the capture of known and emerging focus areas during the period of delivery and are reflective of the newly published Scottish Government Justice Vision;
- The outcomes are currently shaping aligned plans for delivery in 2022/23 and the development of a 5 year Police Scotland delivery plan covering the period 2023-2028.

Conclusions on the underpinning Strategic Objectives and Plan narrative

The objectives remain broadly reflective and relevant to current and future delivery context with some amendments or enhancements to language required to reflect increased importance of key areas.

Strategic outcome	Areas of emphasis
Threats to public safety and wellbeing are resolved by a proactive and responsive police service.	<ul style="list-style-type: none"> ○ Cyber crime and delivery of 'Policing in a Digital World', reflecting debates around legitimacy of policing in a private / online space and how the service responds to the continued significant escalation of cyber enabled and dependent crimes; ○ Violence against women and girls.
The needs of local communities are addressed through effective service delivery.	<ul style="list-style-type: none"> ○ Rights based policing approach; ○ Person centred and trauma informed policing, recognising areas of increased need and vulnerability, such as mental health.
The public, communities and partners are engaged, involved and have confidence in policing.	<ul style="list-style-type: none"> ○ Enhanced strategic approach to engagement and focus on building relationships with seldom heard people and communities.
Our people are supported through a positive working environment, enabling them to serve the public.	<ul style="list-style-type: none"> ○ Equality, diversity and inclusion (also Outcome 1); ○ Enhancing culture, leadership and wellbeing approaches aligned to the People Strategy refresh and colleague voice.
Police Scotland is sustainable, adaptable and prepared for future challenges.	<ul style="list-style-type: none"> ○ Delivery, with investment in technology and infrastructure to enable operational policing to continue to respond effectively to threat, risk and harm.

NEXT STEPS

The Authority, in consultation with the Chief Constable, will consider a draft of the Strategic Police Plan in September 2022. This draft document will reflect the review’s findings and conclusions, feedback obtained from policing partners during the summer of 2022, and outcomes from a Scottish Government review of the existing strategic police priorities.

If approved by the Authority, the draft Strategic Police Plan will be issued to the public, communities and stakeholders later in 2022 as part of an accessible engagement exercise. This exercise will inform the development of a final Strategic Police Plan 2023-26 for consideration/approval by the Authority in late 2022/23 which, if approved, will be then be laid before Parliament.

FURTHER INFORMATION

This report provides a summary of the review's main findings and the conclusions that have been drawn. Further detail on the underpinning evidence and supporting information for the review is available on request by contacting: SPA Strategy and Performance at SPAStrategyandPerformance@spa.police.uk

