Police and Fire and Rescue Committee

A meeting of the **Police and Fire and Rescue Committee** of North Ayrshire Council will be held remotely on **Tuesday, 17 August 2021** at **14:00** to consider the undernoted business.

Arrangements in Terms of COVID-19
In light of the current COVID-19 pandemic, this meeting will be held remotely in accordance with the provisions of the Local Government (Scotland) Act 2003. Where possible, the meeting will be live-streamed and available to view at https://north-ayrshire.public-i.tv/core/portal/home. In the event that live-streaming is not possible, a recording of the meeting will instead be available to view at this location.

1   **Apologies**

2   **Welcome and Introductions**

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

4   **Minutes**
        The accuracy of the Minutes of the meeting held on 17 May 2021 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

5   **Chair and Vice-Chair Verbal Updates**

6   **Presentation: Unwanted Fire Alarm Signals**
Receive a presentation from Scottish Fire and Rescue Service and a report on unwanted fire alarm signals (copy enclosed).

7   **Scottish Fire and Rescue Service Performance and Service Updates**
Submit report by Scottish Fire and Rescue Service on performance in relation to North Ayrshire for the period 1 April - 30 June 2021 (copy enclosed).

8   **Police Scotland Performance Report**
Submit report by Police Scotland on performance in relation to North Ayrshire Local Policing Plan for the period 1 April - 30 June 2021 (copy enclosed).

9   **Body Worn Video Cameras**
Submit report by Aileen Craig, Head of Service (Democratic) on consultation on extending the use of Body Worn Video Cameras to all frontline police officers (copy enclosed).

10   **Local Police Plans**
Submit report by Aileen Craig, Head of Service (Democratic) on a consultation request on the review of Police Scotland's development of Local Police Plans for 2020-23 (copy enclosed).

11   **Urgent Items**
Any other items which the Chair considers to be urgent.

Webcasting - Virtual Meeting
Please note: this meeting may be recorded/live-streamed to the Council's internet site, 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.
If you are 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 the them live-streaming/recording 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 'virtual meeting'. This will constitute your revocation of consent.
If   you   have   any   queries   regarding   this,   please   contact dataprotectionofficer@north-ayrshire.gov.uk.

Police and Fire and Rescue Committee Sederunt

John Glover (Chair) Todd Ferguson Ellen McMaster Davina McTiernan Jimmy Miller Donald L Reid Angela Stephen	Chair: Apologies: Attending:

North Ayrshire Council, Cunninghame House, Irvine KA12 8EE

Police and Fire and Rescue Committee

Agenda Item 4

17 May 2021 - At a Meeting of the Police and Fire and Rescue Committee of North Ayrshire Council at 2.00 p.m. involving participation by remote electronic means.

Present
John Glover, Jimmy Miller, Ellen McMaster, Davina McTiernan and Donald L. Reid.

In Attendance
A. Craig, Senior Manager (Legal Services), A. Little, H. Clancy and C. Stewart, Committee Services Officers (Chief Executive's Service).

Also In Attendance

Chief Superintendent Hussain, Superintendent D. Frew and Temporary Chief Inspector A. Paterson (Police Scotland); Area Commander I. McMeekin, Temporary Group Commander E. Kenna and K. Rennie (Scottish Fire and Rescue Service).

Chair
Councillor Glover in the Chair.

Apologies
Todd Ferguson and Angela Stephen.

1.   Declarations of Interest

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

2.   Minutes

The Minutes of the Meeting of the Committee held on 27 October 2020 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3.   Welcome and Introductions

The Chair welcomed everyone to the meeting.

4.   Minutes

The Minutes of the Meeting held on 9 February 2021 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

5.   Chair and Vice Chair Verbal Updates

There were no updates provided.

6.   Scottish Fire and Rescue Service Performance Report

Submitted report by the Scottish Fire and Rescue Service (SFRS) which provided information on the progress against the North Ayrshire Local Fire and Rescue Plan for the period 1 April 2020 – 31 March 2021. Appendix A to the report provided an analysis of the performance across six indicators, using the rolling three-year average as a basis of measuring performance.

Review of performance against the six indicators identified three indicators were below, two indicators were above, and one remained constant with no change in comparison to the three-year average. One indicator had seen a reduction in the three-year average by more than 13% and two others had reduced by 12% and 2%.   The statistical information illustrated reductions in the total number of incidents by 1%, which included decreases in primary and secondary fires by 15% and non-fire casualties by 18%. Data on Home Fire Safety Visits, Fire Safety Audits and the retained duty system was also provided within the report.

Members asked questions and were provided with further information in relation to:-

- a refresh of the current Local Fire and Rescue Plan to align its review with the new Fire and Rescue Service Framework for Scotland that will be published in the next 12 months;
- how visits to care homes and sheltered housing were being carried out during the pandemic;
- funding for a range of youth engagement activities that include the Youth Volunteer Scheme; and
- the positive drop in fire related incidents in the previous year; and work that is ongoing with partner agencies to address fire related incidents in the Stevenston.

Noted.

7.   Police Scotland Performance Report

Submitted report by Police Scotland on performance in relation to the North Ayrshire Local Police Plan for the period from 1 April 2020 to 31 March 2021.

The report provided details of North Ayrshire's performance including a 2.9% decrease in the total number of crimes. The executive summary outlined progress in the priority areas of drug supply and misuse, violence and anti-social behaviour, dishonesty and road safety. Statistical and contextual information was provided in respect of recorded incidents that included: -

- Operation TALLA, Police Scotland's operational response to the pandemic;
- a reduction in housebreaking, hate crimes, serious assaults, sexual crimes, road safety and road crimes;
- an increase in robbery, anti-social behaviour; and
- data on complaints about the Police and satisfaction surveys

Members asked questions and were provided with further information in relation to:-

- the use of Tasers by officers in North Ayrshire for the period 1 April 2020 – 31 March 2021 that saw 112 incidents, the deployment of Tasers on 42 occasions and on those occasions when tasers were drawn, they were aimed 5 times, arced twice and discharged once;
- a significant increase in Anti-Social Behaviour incidents as a result of the inclusion of breaches of Covid restrictions within this statistical category;
- an Action Plan that has been put in place to address anti-social behaviour by groups of young people gathering in various locations in North Ayrshire; and
- the involvement of North Ayrshire officers in controlling disorder at the gathering of football supporters in George Square, Ibrox and surrounding areas;

The Committee expressed its appreciation of the work of Police Scotland and highlighted the efforts of Inspector Alison Wilson and her team in addressing anti-social behaviour at Ardeer Park and the peninsula and keeping the local community and Elected Members advised.

Noted.

8.   North Ayrshire Local Police Plan

Submitted report by the Senior Manager (Legal Services) on the North Ayrshire Local Police Plan 2021/23. The Plan was attached at Appendix 1 to the report and detailed the five policing priorities:-

- Serious crime;
- Safer communities;
- Acquisitive crime;
- Community wellbeing; and
- Road policing.

Superintendent Frew provided information on the Plan which sets out the local policing priorities and objectives for North Ayrshire for 2021-23. The Plan reflected Community Planning Partners' priorities and was aligned with Police Scotland's and the Scottish Police Authority's Joint Strategy for Policing, "Policing for a safe, protected and resilient Scotland".

The Committee agreed to recommend to the Council approval of the Local Policing Plan 2021-23 set out at Appendix 1 to the report.

9.   Public Engagement in relation to Body Worn Video Cameras

Submitted report by the Senior Manager (Legal Services) on the consultation response provided to Police Scotland in relation to the proposal to introduce the use of body worn video cameras for Police Officers. The response was attached at Appendix 1 to the report and provided high level feedback and concluded that, subject to the necessary training of officers, an operating code of practice and adherence to legislation in respect of data protection, the proposal would represent

a valuable step forward in modern day policing.

Noted.

9.   Valedictory

The Committee took the opportunity to thank Chief Inspector Brian Shaw for his contribution to the work of the Committee and wished him every success in his new temporary role as Superintendent. Thanks were also extended to Group Commander Kenny Hankinson for his contribution to the Committee and the Committee wished him well in his retirement from Scottish Fire and Rescue Service.

The Committee welcomed temporary Chief Inspector Alan Paterson (Police Scotland) and temporary Group Commander Eddie Kenna (Scottish Fire and Rescue) to the Committee and to their contribution to future meetings.
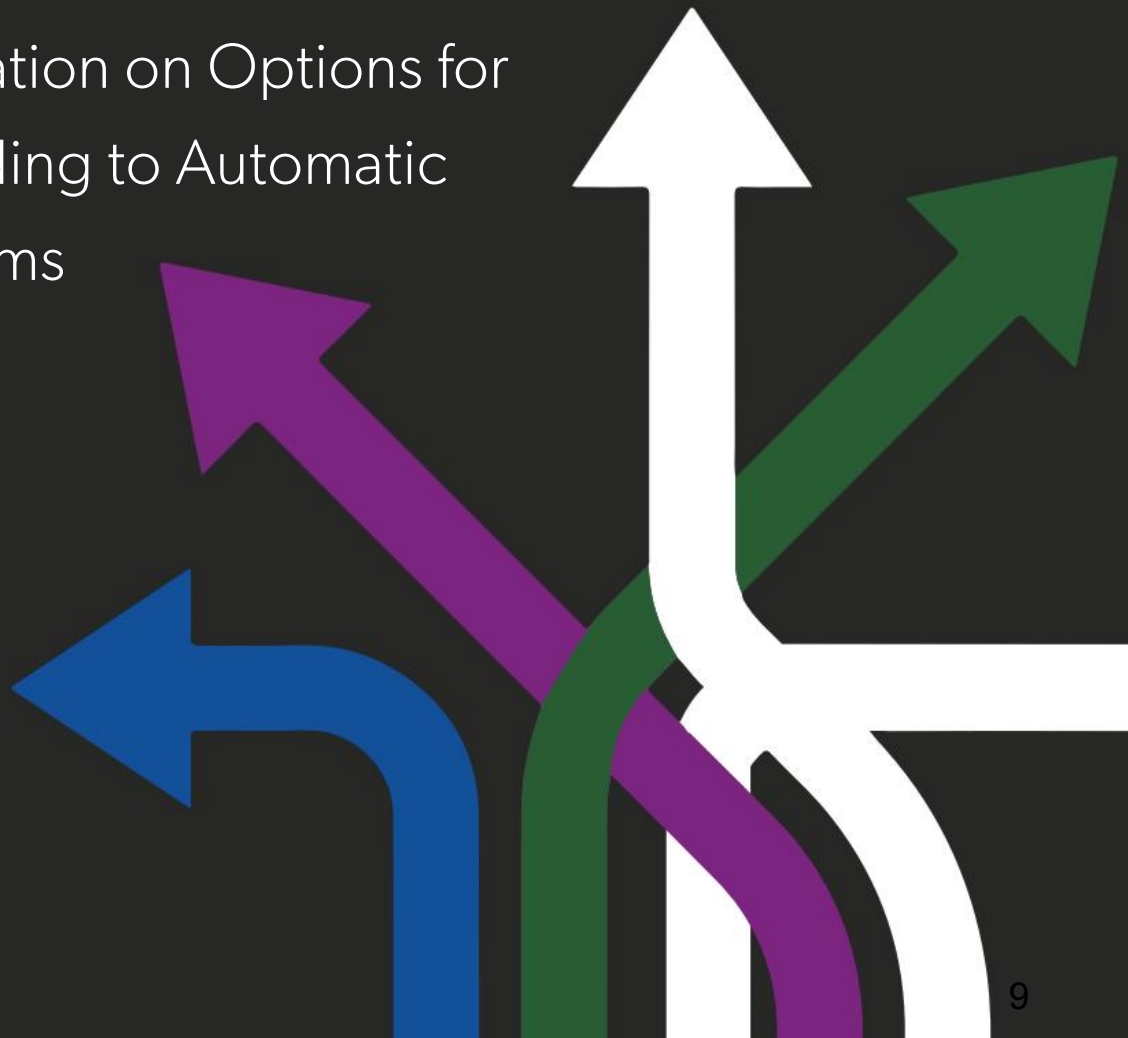
The meeting ended at 3.30 p.m.

Time for Change

Reducing Unwanted Fire Alarm Signals

Consultation on Options for Responding to Automatic Fire Alarms

CONTENTS

Working together for a safer Scotland

INTRODUCTION

Every year the Scottish Fire and Rescue Service (SFRS) responds to an average of 28,479 unwanted fire alarm signals (UFAS) that are caused by automatic fire alarms (AFAs) in the workplace.

These systems are designed to provide early warning of fire and save lives but in the workplace 97% of the calls we receive are false alarms. This type of false alarm (UFAS) is often caused by factors such as cooking fumes, dust and lack of maintenance.

UFAS make up 31% of all the incidents we attend and we send out an average of two fire appliances to every UFAS.

This means we are making around 57,000 unnecessary blue light journeys every year.

We believe we could do more to keep the people of Scotland safe if we change how we respond to AFAs.

Any change we do make, will not affect how we respond to calls from AFAs that are real fires. If there is a confirmed fire, we will respond as we normally would for any emergency.

Also, any changes will not affect how we respond to alarms in private homes – we are only reviewing how we respond to false alarms in workplaces that have fire safety responsibilities under the Fire (Scotland) Act 2005.

We are committed to solving this problem in partnership with our key partners, stakeholders and the people of Scotland - which is why we are holding this 12-week public consultation.

This document sets out why we need to change our response to AFAs, the potential options for doing this, the process we will follow to make any changes and how you can get involved in shaping this decision.

Your input is invaluable to us and we would like you to complete our survey on Page 20 to help us identify a preferred option. There are eight questions in total and the survey will only take 5 minutes to complete. You can send the completed survey to us using our Freepost address or alternatively you can complete our online survey.

This survey is just one method in which we are engaging with those who have an interest.

We are engaging with our staff, local authorities, health boards, duty holders and others who will be directly affected.

If you feel that you would like to talk to us about how this may affect you, then please contact us on: SFRS.UFASConsultation@firescotland.gov.uk.

What is AFA versus UFAS?

An AFA (automatic fire alarm) is a system that warns people of a possible fire by automatic or manual means. This is very different to a UFAS.

An unwanted fire alarm signal (UFAS) is a false alarm generated from an automatic fire alarm activation that the fire service responds to.

1. **The case for change**

Our figures show that the number of UFAS in Scotland has been increasing since 2013/14.

This was caused by a number of factors such as the number of AFA systems increasing in new builds and the creation of the SFRS in 2013, which standardised the response across the country.

Attending almost 30,000 UFAS every year impacts heavily on our resources and causes significant disruption to businesses, hospitals and health centres, schools and universities.

Almost all of us will have experienced the long wait outside a building while firefighters confirm there is no fire.

It is no surprise that complacency - "**oh, it's just another false alarm**" - may set in and cause staff to be less willing to act quickly when an alarm activates.

Only two per cent of AFA actuations that were received by the SFRS were actual confirmed fires, with almost two thirds of these requiring no action by us i.e. they were out on arrival.

Overall, the property damage by fire was minimal, with no building damage being recorded in more than half of all properties where AFAs were confirmed as actual fires.

These facts reflect the high levels of fire safety standards required of duty holders under the Fire (Scotland) Act 2005, and the good standards of fire safety we find when auditing buildings.

Because we treat every call from an AFA as if it was a real emergency, typically we respond under blue light conditions. These types of journeys are more dangerous for our firefighters and for members of the public.

Accidents involving fire appliances responding to false alarms can - and do - happen. The cause and effect of these accidents and injuries are avoidable and unacceptable and we want to cut unnecessary blue light journeys caused by UFAS.

UFAS Incidents

1.1 Legal Responsibility

Did you know, we are not legally required to attend a business or workplace when an automatic alarm goes off?

It is the people with fire safety responsibilities in the building - the duty holder. They should ensure the safe evacuation of people from the building, investigate the cause of the alarm, then notify us if they discover an actual fire.

Mostly all other UK fire & rescue services now require a confirmed fire before they send fire appliances.

1.2 Impact of UFAS

Every UFAS involves nine firefighters and two fire appliances. It takes an average of 15 minutes from the appliance leaving the station to the cause of the alarm being identified, but in reality dealing with these calls often takes twice as long.

That is over 64,000 productive hours lost each year responding to UFAS. To put this into context, that's the equivalent cost of £3.5m (this is what we would describe as an opportunity cost).

Inevitably, this lost productivity causes significant disruption to our training, fire safety and community safety work and, crucially, while firefighters are investigating the cause of the alarm, they cannot attend real emergencies.

Equally, attending UFAS incidents creates avoidable financial costs such as fuel costs, vehicle wear and tear and call-out payments. Under our duty of best value, we are accountable to the public for every pound spent. We must therefore explore every opportunity to become more efficient and effective at tackling UFAS.

1.3 Target set to reduce UFAS

The Scottish Government asked us to reduce UFAS and we set a target to reduce these incidents by 15% between 2017 and 2020. We have been unable to meet this target under our current response model.

In fact, from April 2017 to end March 2020, UFAS increased by 3% across Scotland. This is despite the efforts of the Service and its partners to reduce them.

We have also set ourselves challenging targets to support the Scottish Government's ambition of achieving Net Zero carbon emissions by 2045.

By undertaking around 57,000 unnecessary blue light journeys every year caused by UFAS, we are producing around 575 tonnes of carbon emissions. That is the carbon equivalent of heating 230 homes every year.

Reducing the number of UFAS and unnecessary blue light journeys will help us become a more environmentally sustainable organisation.

57,000
UNNECESSARY
BLUE LIGHT JOURNEYS

CO_2

CO_2 CO_2

575
TONNES
CARBON EMISSIONS

HEATING
230
HOMES
EVERY YEAR

CO_2

CO_2

=
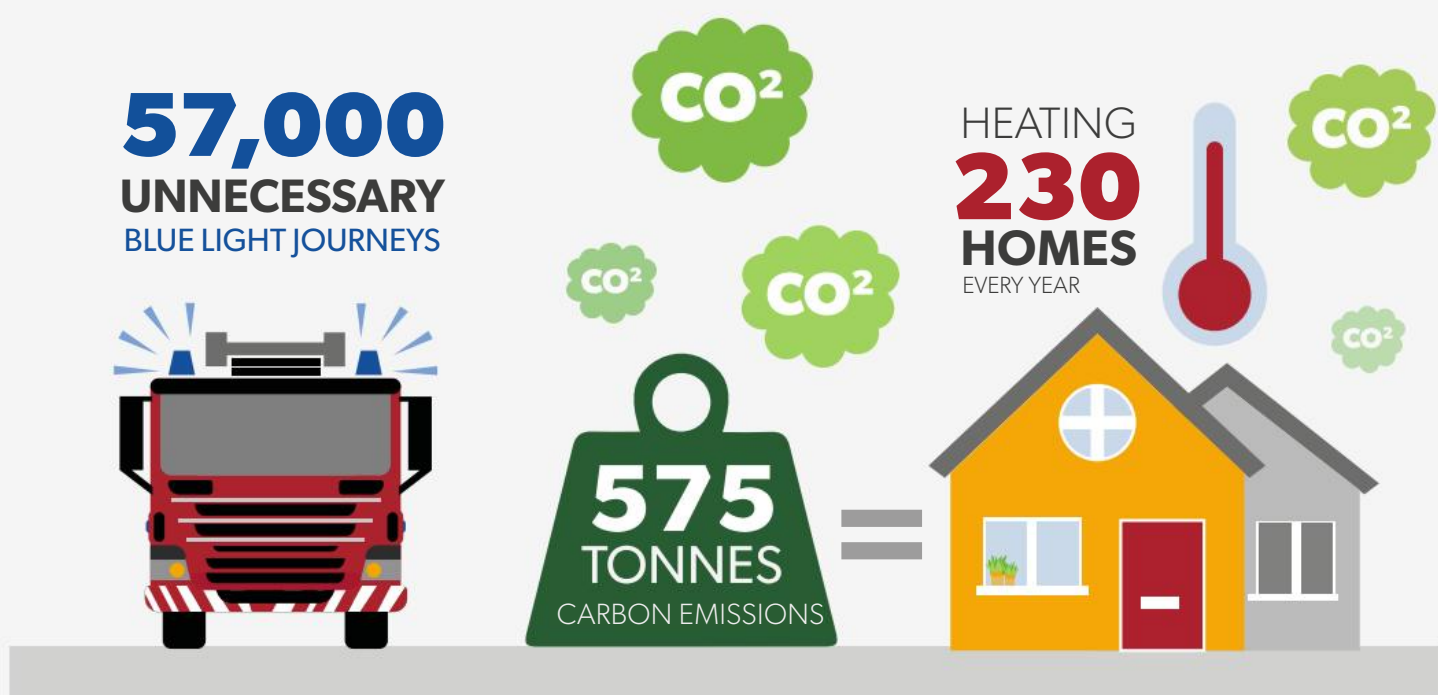
1.4 Impact of COVID-19

Like all organisations, the COVID-19 pandemic meant we had to change our practices to ensure we maintained our core services to keep our staff and communities safe, as well as protecting the NHS.
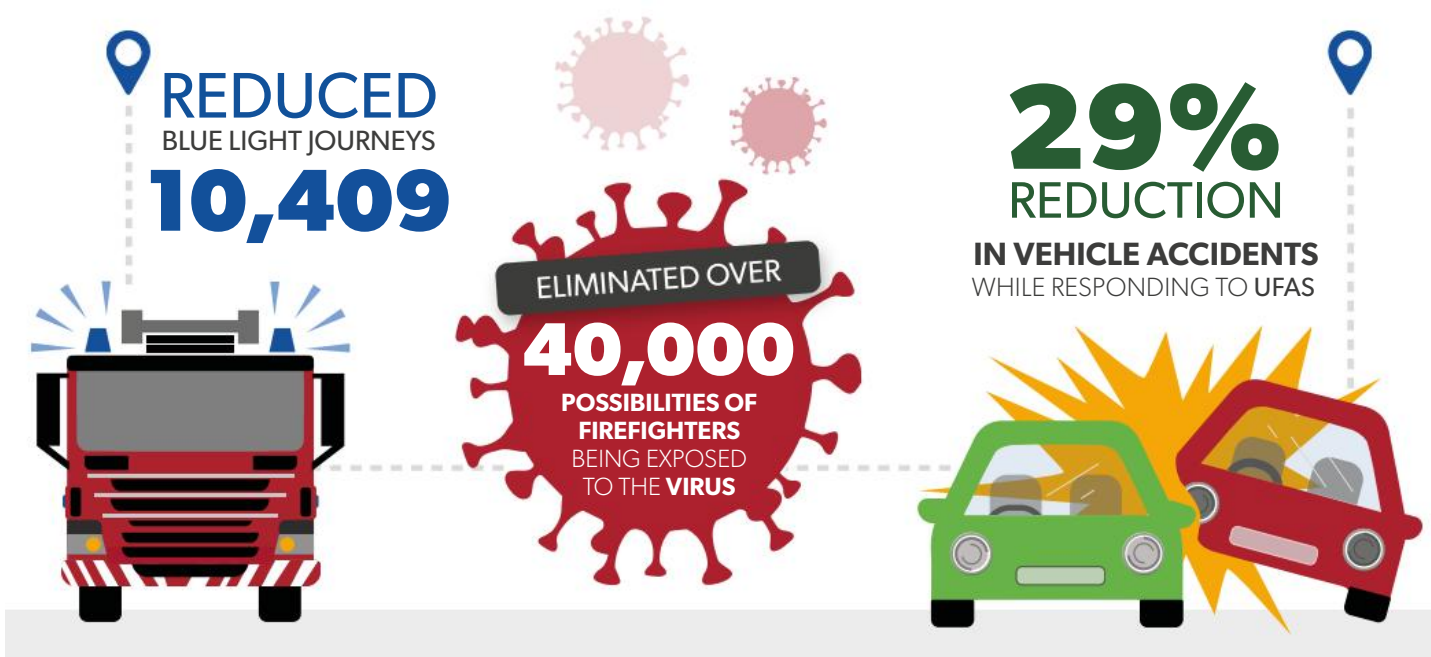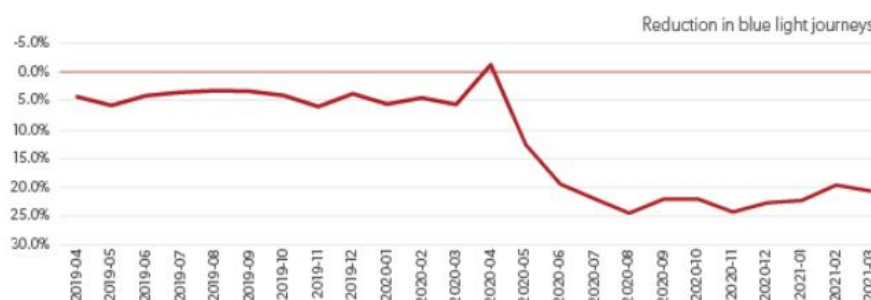
One of the changes we made was in our response to AFAs, to help minimise the risk of exposure to coronavirus for our firefighters and the public.

From May 2020, we began sending a single fire appliance to AFAs of certain property types. This reduced blue light journeys by an average of 21%.

As of 30 April 2021, we have reduced blue light journeys by 10,409 and therefore eliminated well over 40,000 possibilities of firefighters becoming exposed to the virus. These figures are based on a minimum crew of four in a responding fire appliance.

We reviewed the overall impact of this interim response during January 2021 and there was no evidence that its implementation had any detrimental impact.

In fact, we found that there were 14 less vehicle accidents associated with responding to false alarms, which is a drop of 29% and a real positive impact on reducing road risk caused by blue light journeys. You can see the **findings of this review** on our website.

Reduction in blue light journeys

We asked staff for their views of the COVID-19 interim one-pump response to AFAs. More than half of the 318 staff responses received, supported the interim COVID-19 response. We used their feedback to shape the assessment of the options we are consulting on.

REDUCED
BLUE LIGHT JOURNEYS
10,409

ELIMINATED OVER
40,000
POSSIBILITIES OF
FIREFIGHTERS
BEING EXPOSED
TO THE **VIRUS**

29%
REDUCTION
IN VEHICLE ACCIDENTS
WHILE RESPONDING TO **UFAS**

1.5 Benefits of reducing UFAS

Upskilling and training

Reducing unnecessary activity means our firefighters can focus on building and maintaining their skills to meet the new demands and risks that Scotland's people and communities face.

We respond to many different emergencies including road traffic collisions, rope rescue, water rescue, hazardous materials, building collapse and flooding, as well as assisting our partner agencies to keep our communities safe.

Our firefighters are among the best equipped and most highly trained in the world. This is a continuous improvement process that requires upskilling to maintain effectiveness in highly technical areas such as water and rope rescue.

By reducing the amount of time we spend on UFAS calls, we can spend more time training and developing our firefighters in more technical areas.

Increased prevention work

The best way to deal with an emergency is to prevent it from happening in the first place, and our role starts long before any 999 calls are made. We work closely with our key partners right across Scotland to deliver crucial fire safety messages and create safer communities.

By working together for a safer Scotland, we can help reduce the number of fires and continue to play a key role in ensuring the overall safety and wellbeing of the people of Scotland.

We can do more of this by reinvesting the time saved through reduced UFAS calls. This would include more time spent working with duty holders on measures to prevent AFAs occurring in the first place.

Less impact on key staff

Around half of our operational firefighters are Retained and Volunteer Duty Staff (RVDS). This means they have full time jobs working within our more remote communities and are paged when they are required to attend an emergency.

This could be when they are at work, meaning each time an RVDS responds to an AFA, their primary employer is releasing their staff member to attend an incident that is often a UFAS.

Our RVDS are essential in keeping our communities safe and we need to make sure it is a rewarding job that minimises unnecessary disruption to our firefighters and their primary employers.

By reducing the amount of time they spend on UFAS calls, we can improve their work/life balance, maximise the role they perform for us in their communities and reduce the impact on their primary employer.

Improved safety

Through the review of our COVID-19 interim response to AFAs, we have shown that by changing our response and reducing blue light journeys, we can make real improvements to firefighter and public safety without compromising the Service's ability to maintain an effective response to AFAs.

We regard the safety of firefighters and the public as being absolute priorities. By reducing unnecessary blue light journeys we will significantly reduce road risk to firefighters, road users and pedestrians. Additionally, it will have the effect of helping to minimise the environmental impact of our fleet.

More agile and resilient

The pandemic has required us to explore different ways of delivering our service, to ensure we keep the people of Scotland safe during the crisis.

It tested our business continuity plans and has demonstrated the need for all organisations, however big or small, to be able to weather major, unforeseen disruption.

We have learned that there were many positive aspects from introducing the COVID-19 interim response to AFAs. This interim response, which cut down blue light journeys, reduced risk and minimised disruption enabled us to adapt more quickly and successfully to the challenges of the pandemic.

By reducing unnecessary blue light journeys caused by UFAS, the Service will have a more agile and resilient response model that can cope with future demands and uncertainties.

Improved Business Productivity

Every AFA that leads to a false alarm and ultimately a UFAS, creates avoidable disruption. Not just to the SFRS but also upon businesses and our partners.

Lost production and custom affect profitability and interruption to critical services, such as healthcare for example, which can impact upon the treatment of patients.

Duty holders are expected to only report fires, not false alarms to us, so that staff and customers are able to re-enter the premises once it is safe to do so.

This avoids businesses and services having to wait unnecessarily for our attendance to confirm that there is no fire and to allow their business operations to resume with minimum disruption.
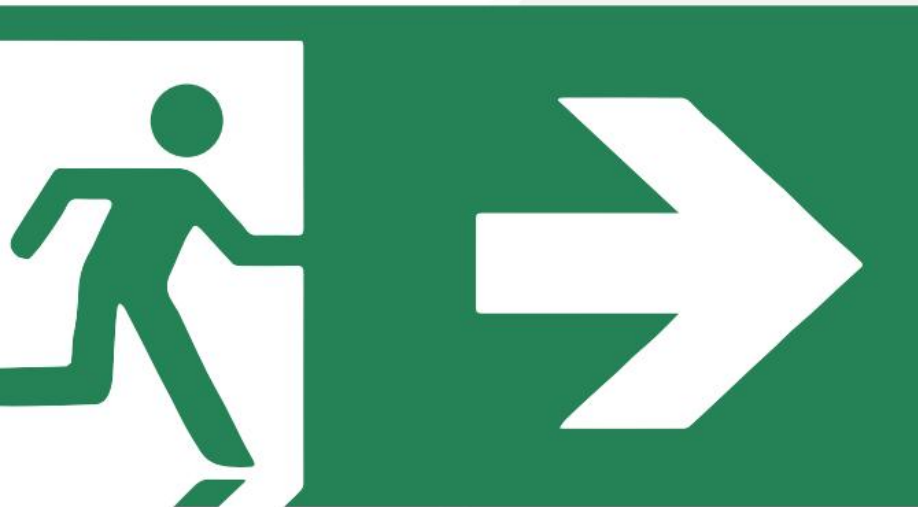
2. **Developing the Options**

2.1 UFAS review

UFAS is not a new issue for the SFRS. In March 2020 we reported the findings and recommendations of a **Stocktake Review** to identify why we were unable to reduce the number of UFAS incidents across Scotland.

This review identified opportunities for better engagement with our key stakeholders and ways to improve training for firefighters. The most notable review recommendations were to tackle the longer-term challenges of increasing numbers of UFAS.

This has led us to act on the recommendations of the UFAS Stocktake Review by prioritising an evaluation of options for responding to AFAs.

2.2 Long-Term Vision

We have been discussing with staff and communities how the SFRS can evolve to meet the changing needs which Scotland faces, particularly around challenges created by climate change, increasing terror threat and our ageing population.

To meet these needs, we must create additional capacity. When we ask staff for their views on how to do this, their first response is always to reduce our response to UFAS.

2.3 The Options Appraisal

Where we are

This consultation is about how we decide the best response to AFAs, to reduce the burden placed on the Service and partners by UFAS.

The work we have done so far with our staff and stakeholders in testing options has been crucial and has influenced the options we are consulting on.

We do not have a preferred option.

Each of the options we are consulting on will deliver significant UFAS reductions. The associated benefits need to be considered alongside the potential risks and mitigations for limiting them.

The Service is now in **stage 5** of this process and the stages to date (see diagram) have provided the basis for this public consultation.

The outcomes of this consultation will inform a final business case to allow a decision to be made by the SFRS Board, on a preferred option near the end of the calendar year 2021.

KEY STAGES

1	2	3	4	5	6	7
Defining the Options Appraisal Objectives	Developing the Options	Assessing and Analysing the Options	Ranking the Options	**Carry out Public Consultation**	Report Findings and Agree Preferred Option	Implement Preferred Option

// 8

How we got here – the long list

We initially identified 15 potential options for responding to AFAs. In identifying these options, we considered approaches already employed by other UK fire & rescue services.

Do Nothing (Baseline Comparator)

01   Our Pre-COVID 19 Response – Operations Control (OC) staff challenges all AFAs from non-domestic premises and responds with a minimum pre-determined attendance (PDA) of one fire appliance. Exemptions apply to high-risk premises and calls originating from Alarm Receiving Centres (ARC)

Immediate Response

02   With premises full PDA

03   With a PDA of one fire appliance

04   With a PDA of two fire appliances

05   COVID-19 Response - a PDA of one fire appliance with exemptions applying to certain high risk premises

06   Business vehicles

07   PDA is determined by the premises risk type (e.g. commercial normal risk attracts a one fire appliance response whereas a non-domestic sleeping risk attracts a two fire appliances response)

08   PDA is determined by the time of day

09   PDA is determined by the time of day and premises risk type

Call challenge by Operations Control (OC)

10
- All AFA calls from non-domestic premises
- Where call challenging has failed to remove attendance, or premises type is high risk and exempt from call challenging
- PDA is one fire appliance regardless of time of day

11
- All AFA calls from non-domestic premises
- Where call challenging has failed to remove attendance, or premises type is high risk and exempt from call challenging
- PDA is two fire appliances regardless of time of day

12
- All AFA calls from non-domestic premises
- Where call challenging has failed to remove attendance, or premises type is high risk and exempt from call challenging
- PDA is dependent on time of day and premises type

13
- All AFA calls from non-domestic premises
- Where call challenging has failed to remove attendance
- No exemptions to call challenging
- PDA is dependent on time of day and premises type

Non-attendance

14
- All AFAs from non-domestic premises, unless back-up 999 call confirming fire is received
- No exemptions apply

15
- All AFAs from non-domestic premises, unless back-up 999 call confirming fire is received
- Exemptions apply to high-risk premises types
- PDA is dependent on time of day and premises type

Two workshops involving a Staff Review Group, were held during **October 2020**, to assess and score each option and come to a decision regarding a final shortlist.

The criteria that was used to assess and score the options and full results from the workshops, can be found on our [website](#).

The Final Shortlist

Following assessment of all 15 options, five were then selected and tested at a Stakeholder Options Appraisal workshop event in February 2021.

OPTION	FINDINGS
1	Do Nothing – maintain the status quo (baseline comparator)
2	COVID-19 Interim Response – with immediate one pump Exemptions apply to high-risk premises
3	Call challenge all AFAs from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. Sleeping risk premises are exempt from call challenging and will receive the following immediate response: • Residential Care Homes receive a PDA of two fire appliances regardless of time of day • All other sleeping risks receive a PDA of one fire appliance between 0700-1800hrs and two fire appliances out-with these hours
4	Call challenge all AFAs from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. No exemptions to call challenging apply (i.e. all AFA calls received are call challenged, regardless of premises type and caller).
5	Non-attendance to all AFAs from non-domestic premises, unless back-up 999 call confirming fire, or signs of fire is received. Sleeping risk premises are exempt from non-attendance and will receive the following immediate response: • Residential Care Homes receive a PDA of two fire appliances regardless of time of day • All other sleeping risks receive a PDA of one fire appliance between 0700-1800hrs and two fire appliances out-with these hours

Stakeholder Options Appraisal Workshop

The Stakeholder Options Appraisal involved a range of key stakeholders including representatives from health boards, universities, schools, local authorities, fire industry, businesses and our own staff. The event was independently facilitated.

Participants were asked to complete a pre-workshop questionnaire ahead of the event. At the workshop they discussed, assessed and scored the five shortlisted options on the balance of benefits and risks.

The results of the assessment and scoring were compiled and reviewed to deliver an overall scoring and ranking of the options, as well as areas for consideration.

BENEFITS

OPTION	OVERALL **SCORE**	OVERALL **RANKING**
4	1346	1 greatest benefit
5	1328	2
3	1042	3
2	804	4
1	300	5 least benefit

RISK

OPTION	OVERALL **SCORE**	OVERALL **RANKING**
5	178	1 highest risk
4	170	2
3	134	3
2	114	4
1	60	5 lowest risk

In summary, the review concluded that:

- Options 1 and 2 did not deliver a significant or, in the case of Option 1, any benefit to the Service
- Options 4 and 5 were identified as delivering the most benefit in terms of UFAS reduction but also carried the highest risk
- Option 3 offered a middle ground

As Options 3, 4 and 5 can deliver a significant reduction in UFAS, these are the three options we are consulting on. We refer to them now as Options A, B & C.

The full report on the **Options Appraisal** can be found on our website.

2.4 Benefits and Risk Analysis of each option

The options for public consultation, along with estimated UFAS reductions, are as follows:

A

- Call challenge all AFAs from non-domestic premises, unless exempt
- No response is mobilised, if questioning confirms there is no fire, or signs of fire
- Sleeping risk premises are exempt from call challenging and will receive the following immediate response:
  - Residential Care Homes receive a PDA of two fire appliances regardless of time of day
  - All other sleeping risks receive a PDA of one fire appliance between 0700-1800hrs and two fire appliances out-with these hours

61% REDUCTION

B

- Call challenge all AFAs from non-domestic premises
- No response is mobilised, if questioning confirms there is no fire, or signs of fire
- No exemptions to call challenging apply (i.e. all AFA calls received are call challenged, regardless of premises type and caller)

85% REDUCTION

C

- Non-attendance to all AFAs from non-domestic premises, unless back-up 999 call confirming fire, or signs of fire is received
- Sleeping risk premises are exempt from non-attendance and will receive the following immediate response:
  - Residential Care Homes receive a PDA of two fire appliances regardless of time of day
  - All other sleeping risks receive a PDA of one fire appliance between 0700-1800hrs and two fire appliances out-with these hours

71% REDUCTION

OPTION A

Our Operations Control (OC) staff will call challenge AFAs from non-domestic premises. No response will be mobilised, if questioning through call challenge confirms there is no fire, or signs of fire. Property types recognised by us as having sleeping provision will be exempt from call challenging and therefore will receive the following immediate response to an AFA:

- Residential Care Homes will receive a PDA of two fire appliances regardless of the time of day
- All other sleeping risks will receive a PDA of one fire appliance between 0700-1800hrs and a PDA of two fire appliances out-with these hours
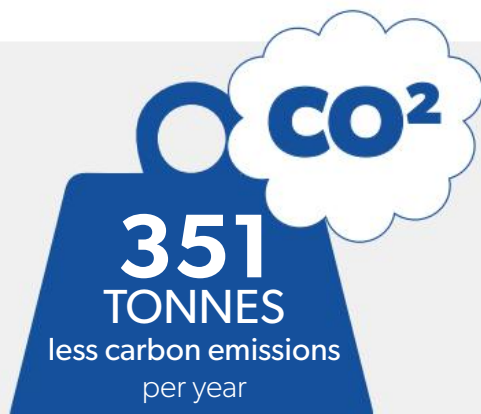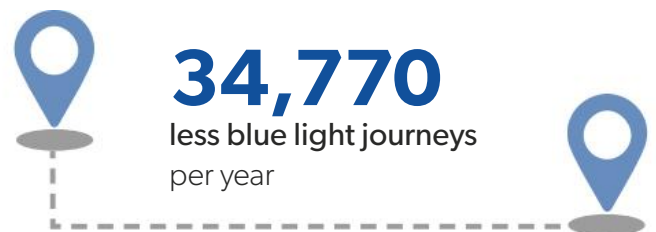
Key Benefits

- Improved firefighter and community safety through the reduction of blue light journeys
- Improved availability of resources and more time to focus on upskilling, training and prevention work
- Reduced response costs
- Reduced fleet carbon emissions
- Least risk of all options
- Automatic response to AFAs where people are sleeping

Key Risks

- Increased risk of building damage
- Increased risk to building occupants
- Increased risk to firefighter safety
- Fire and rescue reputational damage
- RVDS retention and recruitment issues

What does a **61% reduction** look like?

34,770
less blue light journeys
per year

22 less vehicle accidents
per year

4 fewer personal accidents
per year

8,683
hours of less disruption
per year

2,135,000
reduction in opportunity costs
per year

CO²

351
TONNES
less carbon emissions
per year

39,087
hours of extra time for firefighters to utilise more productively

OPTION B

Our OC staff will call challenge all AFAs from non-domestic premises. No response will be mobilised, if questioning through call challenge confirms there is no fire, or signs of fire. No exemptions to call challenging apply (i.e. all AFA calls received are call challenged, regardless of property type and caller).

Key Benefits

- Improved firefighter and community safety through the reduction of blue light journeys
- Improved availability of resources and more time to focus on upskilling, training and prevention work
- Reduced response costs
- Reduced fleet carbon emissions
- Highest reduction in UFAS attendance

Key Risks

- Increased risk compared to Option A of building damage
- Increased risk compared to Option A to building occupants
- Increased risk compared to Option A to firefighter safety
- Fire and rescue reputational damage
- RVDS retention and recruitment issues

What does a **85% reduction** look like?

48,450
less blue light journeys
per year
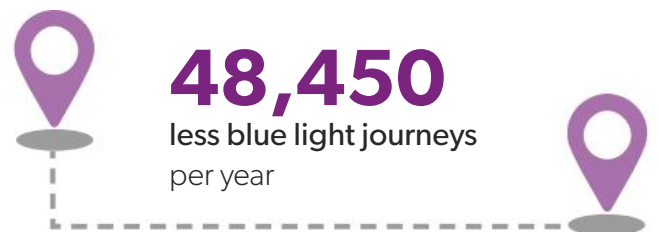
31 less vehicle accidents
per year

6 fewer personal accidents
per year

12,099
hours of less disruption
per year

2,975,000
reduction in opportunity costs
per year

489
TONNES
less carbon emissions
per year

54,466
hours of extra time for firefighters to utilise more productively

OPTION C

Non-attendance to AFAs from non-domestic premises. Our OC staff will advise the caller that we will not attend unless a back-up 999 call confirming fire, or signs of fire is received. Property types recognised by us as having sleeping provision will be exempt and therefore they will receive the following immediate response to an AFA:

- Residential Care Homes will receive a PDA of two fire appliances regardless of the time of day
- All other sleeping risks receive a PDA of one fire appliance between 0700-1800hrs and a PDA of two fire appliances out-with these hours
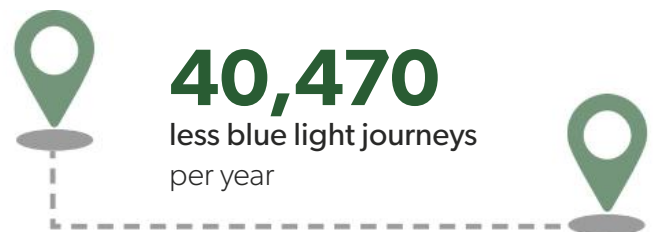
Key Benefits

- Improved firefighter and community safety through the reduction of blue light journeys
- Improved availability of resources and more time to focus on upskilling, training and prevention work
- Reduced response costs
- Reduced fleet carbon emissions
- Automatic response to premises where people are sleeping

Key Risks

- Greatest risk of building damage
- Greatest risk to building occupants
- Greatest risk to firefighter safety
- Fire and rescue reputational damage
- Retained and Volunteer Duty System (RVDS) retention and recruitment issues

What does a **71% reduction** look like?

40,470
less blue light journeys
per year

26 less vehicle accidents
per year

5 fewer personal accidents
per year

10,107
hours of less disruption
per year

2,485,000
reduction in opportunity costs
per year

408
TONNES
less carbon emissions
per year

45,495
hours of extra time for firefighters to utilise more productively

Mitigating the Risks

We recognise that the options we are consulting on carry with them an element of risk and uncertainty and, in considering the key risks in this document, we have an opportunity to highlight mitigating factors and outline controls that we believe will limit the risks materialising.

Key risks	Measures we will take to mitigate any risk
Increased risk of building damage	• There are very few fires linked to AFAs - around 2% lead to a fire and the majority of these are already out on arrival, or require very little intervention from the Service. We will monitor these figures to ensure we do not see an increase in building damage as a result of any change to our response. • We will work with duty holders to provide advice and guidance. This will include providing advice on considerations for fire protection, fire evacuation and reinforcing the need for making an early call to the SFRS, if a fire is confirmed. • We will ensure the call challenge process is designed around asking the most relevant questions of the caller to establish if the AFA is a confirmed fire. All calls received that are confirmed fires will be treated as a priority and should not result in a notable delay in sending appliances.
Increased risk to building occupants	• There are very few casualties linked to AFAs – less than 2% of all fire casualties. We will monitor these figures to ensure we do not see an increase in the risk to people as a result of any change to our response. • The most likely risk to people is when they are asleep. These properties are exempt under Options A and C and would therefore continue to receive an automatic response. • For Option B we would regularly check and test the fire safety arrangements of buildings where there is a sleeping risk through our fire safety enforcement framework.
Increased risk to firefighter safety if faced with a more developed fire	• Ongoing core skills training, will ensure firefighters can safely, competently and effectively deal with the risk of a more developed fire. • We will monitor and review incidents, to ensure any lessons are learned and improvements in firefighter safety are made. • The recent review of the COVID-19 interim response, showed no increased risk to firefighter safety because of a reduced response to AFA actuations. • Based on vehicle accident and injury statistics relating to attending UFAS, it could be argued that road risk from unnecessary blue light journeys is greater than any risk to firefighters from more developed fires because of implementing any of the proposed options.
Fire and rescue reputational damage	• We will ensure our final decision considers the feedback of stakeholders and reflects any significant concerns they have. • Any changes we implement following consultation will be done through a carefully planned and managed approach, which will include working with stakeholders who may be directly affected, to ensure they are prepared for any changes we make.
RVDS retention and recruitment issues	• While a reduction in call-outs may impact upon RVDS staff who are paid for each call they attend, there are other duties they will be able to take on with any additional capacity created. We are involving staff in the decision-making process. • Longer term, different remuneration models are being considered through the RVDS Strategy Project. • Reduced UFAS call-outs may improve RVDS retention and recruitment issues, due to reduction in disruption to their primary employment and a better work/life balance.

What do we mean by call challenge?

AFA calls received by us usually come from someone at the property dialling 999, however some come from Alarm Receiving Centres (ARCs), that monitor their customers' alarm systems and alert us whenever an alarm goes off.

One of the best ways that the SFRS can establish whether to respond to a call from an AFA, is by speaking to the person who made the call.
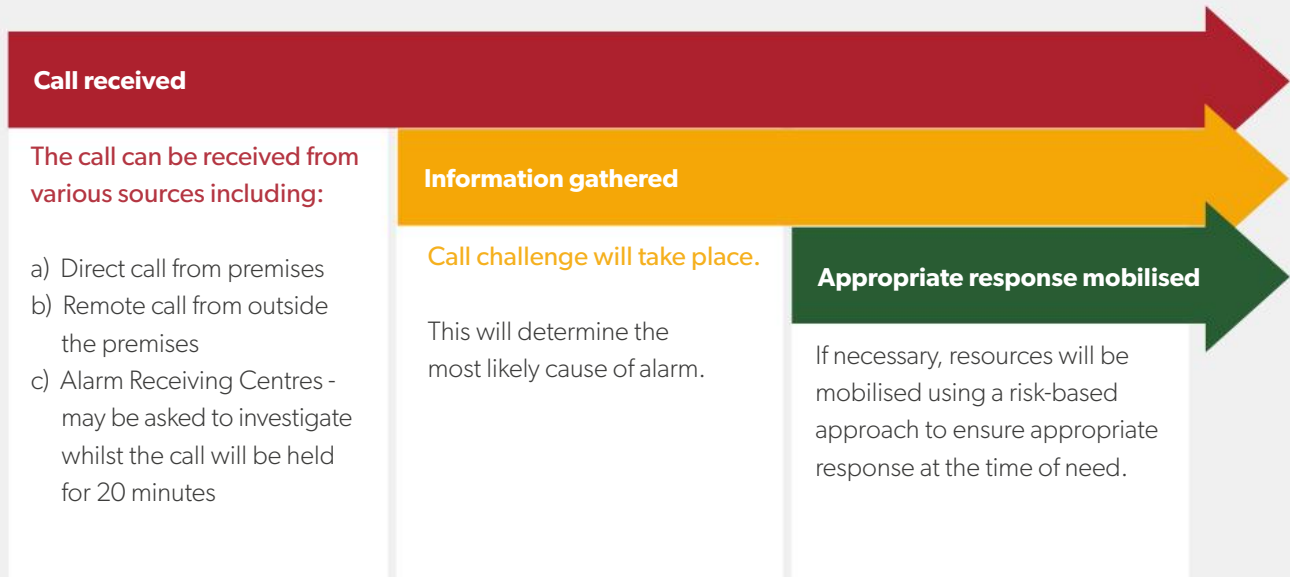
This enables our OC Staff to ask relevant questions of the caller and, if then necessary, send the appropriate number of fire appliances to save life and protect property. This is known as 'call challenge' and is proposed under Options A & B.

The main purpose of call challenge is to ascertain if there is a fire within the premises. This is currently the legal responsibility of the duty holder but custom and practice has resulted in this investigation being undertaken by fire crews.

Our OC Staff already ask callers for many details, so the additional information required under these options will not significantly impact on call-handling times.

Our call challenge process is summarised below. A more detailed account of how it will work in practice is on our **website**.

OC staff will make the appropriate decisions with the information available and always have the autonomy to adjust mobilisation.

Call received

The call can be received from various sources including:

a) Direct call from premises
b) Remote call from outside the premises
c) Alarm Receiving Centres - may be asked to investigate whilst the call will be held for 20 minutes

Information gathered

Call challenge will take place.

This will determine the most likely cause of alarm.

Appropriate response mobilised

If necessary, resources will be mobilised using a risk-based approach to ensure appropriate response at the time of need.

What are the exemptions?

Under Options A & C, we propose to continue sending an appropriate number of fire appliances to all AFA calls we receive from property types recognised as having sleeping provision, therefore ensuring a proportionate response to AFAs based on life risk.

The following sleeping risk property types will be exempt and receive an immediate response to investigate the cause of the AFA.

Property types exempt	Number of fire appliances they will receive to an AFA	Reason for response
Residential Care Home • Residential Nursing/Care Home • Children's Residential Home • Retirement/Elderly Residential Home • Sheltered Housing - not self contained • Other Residential Home	A PDA of two fire appliances regardless of the time of day	Residential Care Homes house our most vulnerable residents in our communities. Building design and construction, numbers of staff/residents and the nature of the occupancy place these types of property in our highest risk to life category from fire. It is for this reason that a response of two fire appliances is maintained always.
• Boarding House/B&B for homeless/asylum seekers • Boarding House/B&B other • Boarding School accommodation • Hospital • Prison • Student Hall of Residence • Youth Hostel • Military/barracks • Monastery/convent • Hostel (e.g. for homeless people) • Hotel/Motel • Nurses'/Doctors' accommodation • Other Holiday Residence (cottage, flat, chalet) • Young Offenders' Unit	A PDA of one fire appliance between 0700-1800hrs and two fire appliances out-with these hours	The response to these exempt properties is based on suitably trained staff being present to manage a fire evacuation and investigate the cause of an AFA, ensuring an appropriate response is maintained at night when people are asleep.

3. What do **you think?**

QUESTIONS

1 To help us analyse all feedback, please tell us if you are responding as a:

	member of the public
	member of SFRS wholetime & support staff
	RVDS staff
	retained employer
	community group
	voluntary organisation
	local authority
	emergency service organisation
	public sector body

If you are responding on behalf of an organisation, or as a retained employer, please state the name of your organisation:

If you are responding as an individual, please provide the first part of your postcode e.g G77, EH1:

Please choose your **rating scale** for these statements:

	strongly disagree	disagree	neutral	agree	strongly agree
2 The number of UFAS we attend in Scotland is a problem that needs to be addressed now.					
3 To reduce the impact of UFAS, we should stop sending fire appliances to AFAs unless it is for a confirmed fire or to premises on the exemption list.					
4 The exemptions proposed for **OPTION A** and **OPTION C** provide a proportionate response to AFA calls based on risk.					
5 Did you feel the consultation document provided you with enough information to enable you to give an informed response?					

6 Please rank each **OPTION** from most preferred **(1)** to least preferred **(3)**

A Call challenge all AFAs. No response is mobilised if questioning confirms no fire or no signs of fire. Sleeping risk premises are exempt and will receive a PDA based on premises type and time of day.

B Call challenge all AFAs. No response is mobilised if questioning confirms no fire or no signs of fire. No exemptions to call challenging apply.

C Non-attendance to all AFA's, unless back-up 999 call confirming fire or signs of fire is received. Sleeping risk premises are exempt and will receive a PDA based on premises type and time of day.

7 Would you like to suggest any other options to put forward for consideration?

8 What else could we have provided or done to ensure it was easy for you to respond to the consultation?

9 Do you have any further comments?

EQUALITIES MONITORING FORM

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

We can also use monitoring to determine whether our services are accessible, whether our policies have a disproportionate, unfair or positive impact on particular groups and whether members of those groups are satisfied with the service they receive. This section is optional. Any responses you do provide will be anonymised.

1 Your Age

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

2 Your Sex

- [ ] Female
- [ ] Male
- [ ] Prefer not to say

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

- [ ] Yes
- [ ] No
- [ ] Prefer not to say

4 Your sexual orientation

- [ ] Heterosexual
- [ ] Gay/Lesbian
- [ ] Bisexual
- [ ] Prefer not to say

5 Disability

Do you have any of the following, which have lasted, or are expected to last, at least 12 months?

- [ ] Deafness or partial hearing loss
- [ ] Blindness or partial sight loss
- [ ] Full or partial loss of voice or difficulty speaking (a condition that requires you to use equipment to speak)
- [ ] Learning disability (a condition that you have had since childhood that affects the way you learn, understand information and communicate)
- [ ] Learning difficulty (a specific learning condition that affects the way you learn and process information)
- [ ] Developmental disorder (a condition that you have had since childhood which affects motor, cognitive, social and emotional skills, and speech and language)
- [ ] Physical disability (a condition that substantially limits one or more basic physical activities such as walking, climbing stairs, lifting or carrying)
- [ ] Mental health condition (a condition that affects your emotional, physical and mental wellbeing)
- [ ] Long-term illness, disease or condition (a condition, not listed above, that you may have for life, which may be managed with treatment or medication)
- [ ] Other condition
- [ ] No Condition
- [ ] Prefer not to say

5 Caring Responsibilities

Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long-term physical / mental ill-health / disability; or problems related to old age?

- [ ] Yes – unpaid care provider full-time
- [ ] Yes – unpaid care provider part-time
- [ ] No
- [ ] Prefer not to say

7 Care Experienced

Care experienced means you are or were formally looked after by a local authority, in the family home (with support from social services or a social worker) or elsewhere, for example, in foster care, residential/secure care, or kinship care (with family friends or relatives) and you have not yet reached your 26th birthday.

☐ Yes

☐ No

☐ Prefer not to say

8 Ethnicity – what is your Ethnic Group?

Please select only one item:

A. White

☐ Scottish

☐ Other British

☐ Irish

☐ Gypsy/Traveller

☐ Polish

☐ Roma

☐ Showman/Showwoman

☐ Other white ethnic group (Please write below)

☐

B. Mixed or multiple ethnic groups

☐ Any mixed or multiple ethnic groups

(Please write below)

☐

C. Asian, Asian Scottish or British Asian

☐ Pakistani, Scottish Pakistani or British Pakistani

☐ Indian, Scottish Indian or British Indian

☐ Bangladeshi, Scottish Bangladeshi or British Bangladeshi

☐ Chinese, Scottish Chinese or British Chinese

☐ Other white ethnic group (Please write below)

☐

D. African, Scottish African or British African

☐ African, Scottish African or British African

(please write below - for example, NIGERIAN, SOMALI):

☐

E. Caribbean or Black

☐ Caribbean or Black

(please write in below - for example, SCOTTISH CARIBBEAN, BLACK SCOTTISH)

☐

F. Other Ethnic Group

☐ Arab, Scottish Arab or British Arab

Other, please write below (for example, SIKH, JEWISH

☐

G. Prefer not to say

☐

9 Religion or Belief

☐ None

☐ Prefer not to say

☐ Church of Scotland

☐ Roman Catholic

☐ Other Christian

(please write in denomination or school below)

☐ Muslim

(please write in denomination or school below)

☐ Sikh

☐ Hindu

☐ Jewish

☐ Buddhist

☐ Another religion or body

(please write in denomination or school below)

☐

How to get involved

We would like to encourage everyone to participate and share their views on the options for changing our response to UFAS incidents.

An online survey can be accessed from our website: www.firescotland.gov.uk

Responses can also be emailed to SFRS: UFASConsultation@firescotland.gov.uk

By post:

FREEPOST SFRS Communications
Scottish Fire and Rescue Service
Westburn Drive
Cambuslang
G72 7NA

If you would like more information or require this document in an alternative format, please email us at SFRS.UFASConsultation@firescotland.gov.uk

If you would like to be kept updated on this and other public consultations from the SFRS please visit our website

Next steps

The public consultation will close on 11 October. All the feedback we receive will be collated and analysed.

A full report, with the recommended preferred option for responding to AFAs in Scotland will be prepared and form part of the submission to the SFRS Board in December.

We will then look to start implementing any changes in early 2022. This will be done through a carefully planned and managed approach, which will include working with our stakeholders directly affected by any changes we implement.

GLOSSARY OF TERMS

TERM	MEANING
Automatic Fire Alarm (AFA)	An automatic fire alarm (AFA) is a system that warns people when smoke, fire or other fire-related factors are detected. These alarms may be activated automatically from smoke detectors and heat detectors, or may also be activated via manual fire alarm activation devices such as manual break glass call points.
Alarm Receiving Centre (ARC)	An alarm receiving centre (ARC) is a monitoring station, operated by people 24 hours a day, 365 days a year. Teams who work in ARCs monitor a range of systems, including fire and intruder alarms, systems for monitoring elderly people and CCTV cameras. Once an activation signal is sent to a monitoring centre, for example a fire alarm being triggered, the monitoring team carefully filter activations to sort which alerts are false alarms and which alarms require emergency services. In the event of a genuine alert, the ARC team contact the relevant emergency services on behalf of their clients.
Business Continuity	A process that outlines the potential impact of disaster situations, creates policies to respond to them and helps an organisation recover quickly so it can function as usual.
Duty Holder	The person who has legal responsibility to oversee fire safety for the whole business. Generally this is the employer, owner or occupier and their responsibilities include conducting a fire risk assessment of the premises.
Fire Appliance	A heavy road vehicle that carries firefighters and equipment to a fire or other emergency.
Fire (Scotland) Act 2005	The Fire (Scotland) Act 2005 deals with the law relating to fire prevention, and the operation of the Scottish Fire and Rescue Service. Part 3 of the Act sets out the fire safety responsibilities for employers, employees, managers, owners and others in relation to fire safety in the workplace.
Operations Control (OC) staff	Our OC staff handle all SFRS's 999 emergency calls. OC staff have a vital role and are trained to deal with any 999 call that they might receive, from a house fire to a serious road traffic collision or cliff rescue. OC staff help callers identify their exact location, provide fire safety advice to people who might be trapped inside a burning building and continue to reassure until the moment firefighters arrive on the scene. They are also trained in dealing with other incidents, including chemical, radiological, biological and nuclear incidents. When OC staff receive a call, they assess the situation the caller is in and then mobilise a fire appliance(s) to the incident. OC staff are then responsible for the needs of the firefighters by dispatching further resources as required, arranging relief crews, liaising with other agencies and providing important operational information for the duration of each incident.

Pre-Determined Attendance (PDA)	The incidents SFRS attends can be divided into types - for example, fires, hazardous substances and road traffic collisions etc. For each type of incident the SFRS has determined in advance what resources will need to be sent, or 'mobilised'. This includes the number of fire appliances, specific equipment and specialist teams. This is called a Pre-Determined Attendance (PDA).
Retained and Volunteer Duty Staff (RVDS)	Retained and volunteer duty staff (RVDS) are professional firefighters who may have full-time employment outside of the Service but respond to emergency calls within their local area, as and when required. They are called upon to deliver the same wide range of emergency services as wholetime firefighters, such as: fires, floods, road traffic collisions, chemical spills and more. They also promote fire safety messages, as well as carrying out free home fire safety visits within their communities. When required to answer an emergency call, RVDS are summoned to the fire station by a radio pager. They are required to live or work near to the fire station they serve which allows them to respond to emergencies within an acceptable time. Typically RVDS are employed in rural areas or in large villages or small towns.
Scottish Fire and Rescue Service Board	The SFRS Board ensures the effective governance and financial management of the SFRS within the context of public service delivery and reform for the benefit of improving the safety and wellbeing of the people of Scotland.
Strategic Leadership Team	Based in Cambuslang, the Strategic Leadership Team (SLT) is responsible for delivering the Scottish Fire and Rescue Service on behalf of the Board.
Unwanted Fire Alarm Signal (UFAS)	When a call is received as a result of an AFA in the workplace which has not been caused by a fire, to which the SFRS responds, – then this is termed as an Unwanted Fire Alarm Signal (UFAS).

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

firescotland.gov.uk

Reducing Unwanted Fire Alarm Signals

Consultation on Options for Responding to Automatic Fire Alarms

Version 2 - July 2021

Police & Fire and Rescue Committee – 17th August 2021

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 by the Police and 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 2021 identified a 17% increase in activity levels across the local authority when compared to the corresponding period in 2020. A further review of the three years average indicated a 3% increase in overall operational activity during a similar timeframe.

2.2   In reviewing operational activity on a broader level, false alarms accounted for 45% of all demand within North Ayrshire, with fire related and special service activity accounting for 43% and 12% respectively.

2.3   For the period 1st April to 30 June 2021, overall progress is being monitored across six indicators, utilising the three-year rolling average as a basis of measuring performance. Year on year and the rolling three-year average figures are also used to review short and long term changes in demand and trends.

2.4   Utilising the defined approach in Section 2.3, review of performance against these six indicators identified five indicators are below and one is above the three-year average.

Two indicators have seen a reduction in the three-year average by more than 91% and 34%.

2.5 Further analysis of this performance is provided within the associated performance report (Appendix A).

3. SFRS Updates

3.1 The SFRS is currently consulting on how it will respond to automatic fire alarms moving forward. This consultation process is open for a period of 12 weeks and will close on Monday 11th October 2021.

A presentation on this matter will be given to the Police and Fire and Rescue Committee at its meeting on Tuesday 17th August and supporting information was provided for the Police and Fire and Rescue Committee's consideration.

3.2 The SFRS is participating in an array of Ayrshire Community Wealth Building initiatives; including the Procurement, Land and Assets and Fair Employment work streams. The organisation has recently awarded a significant contract to an Ayrshire employer to build a number of medium sized rescue appliances; which will have a wider impact on the Pan Ayrshire economy.

3.3 The SFRS is continuing to implement measures to reduce its carbon footprint in line with its Climate Change Response Plan 2045 aspirations. Recent activities have seen photovoltaic solar panels being installed at Kilwinning Community Fire Station. It has been agreed to fit these systems to another three Community Fire Stations in Ayrshire, with one of those being Dreghorn Community Fire Station.

3.4 Chief Officer Martin Blunden recently submitted his annual '*Chief Officer Report*' to the Board of the SFRS. A copy of this report is attached (Appendix B) for the Committee's consideration.

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 2021.

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 via the priorities identified within the Local Fire and Rescue Plan.

6.2   Members of the Police and Fire and Rescue Committee will be kept up to date on 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 2021 - 30th June 2021**

**Working together
for a safer Scotland**

North Ayrshire Performance Report

Table of Contents

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-ordintated 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	5	0	2	24	0	7
Dalry & West Kilbride	2	0	0	23	3	5
Irvine East	1	0	0	10	1	0
Irvine South	5	0	1	29	1	28
Irvine West	5	0	3	49	1	27
Kilbirnie & Beith	3	0	3	23	0	11
Kilwinning	7	0	2	33	2	13
North Coast & Cumbraes	3	0	3	6	0	17
Saltcoats	4	0	0	15	0	6
Stevenston	2	0	2	52	1	12
Total Incidents	**37**	**0**	**16**	**264**	**9**	**126**
Year on Year Change	◆ 23%	⬤ #DIV/0!	⬤ -16%	◆ 62%	◆ 50%	◆ 6%
3 Year Average Change	⬤ -7%	⬤ -91%	⬤ -34%	◆ 13%	⬤ -11%	⬤ -6%
5 Year Average Change	🔺 -3%	⬤ -13%	⬤ -7%	◆ 1%	🔺 -4%	🔺 -3%

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

fires primary & secondary — **360** — ▲ 39%

special services — **99** — ▼ -6%

false alarms — **375** — ▲ 3%

834 total number of **incidents** — ▲ 17%

0 **fire** casualties — ▼ #DIV/
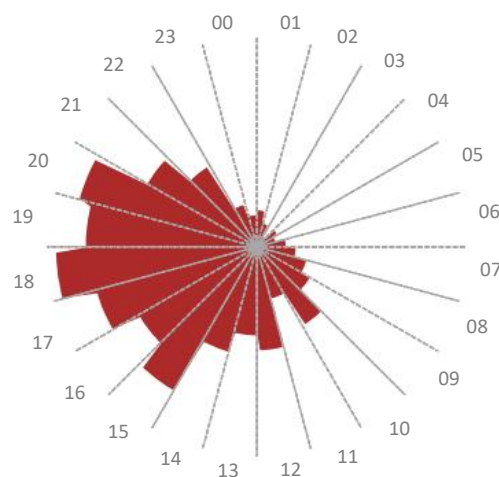
16 **non-fire** casualties — ▼ -16%

Home Fire Safety Visits Carried Out — **214**

51 Fire Safety Audits Carried Out

RDS — **82.71%**
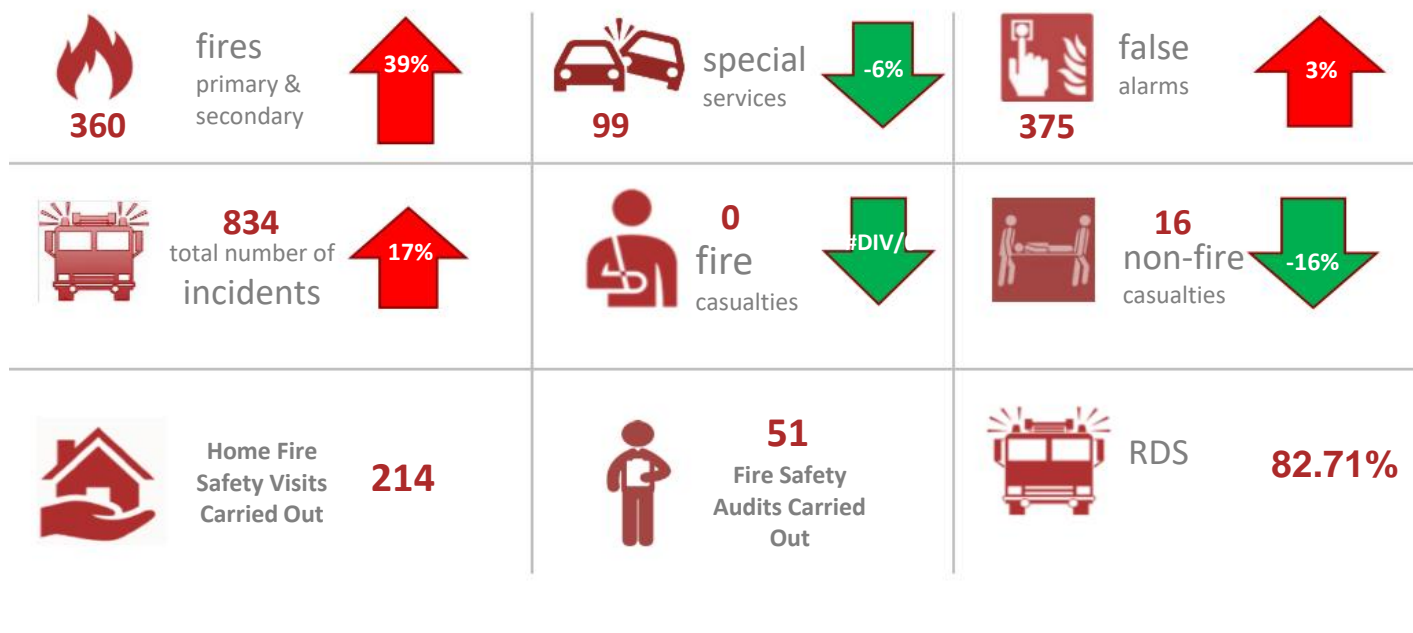
Activity by Time of Day

Hour (am)	Total	Hour (pm)	Total
Midnight	13	Mid-day	42
1am	15	1pm	36
2am	10	2pm	44
3am	5	3pm	67
4am	10	4pm	55
5am	8	5pm	67
6am	12	6pm	81
7am	16	7pm	69
8am	21	8pm	74
9am	25	9pm	51
10am	37	10pm	38
11am	22	11pm	18

Incidents by Classification

Annual Ratio

3 Year Ratio

45% · 48% · 40% · 43% · 12% · 12%

- Fires
- Special Services
- False Alarms
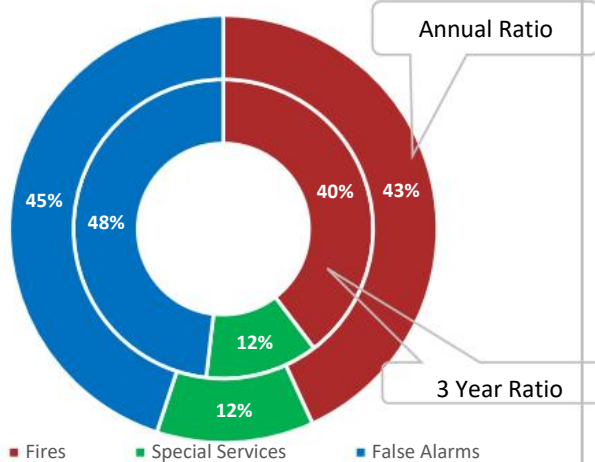
Top 15 Incident Types by % of Total Incidents

Incident Type	%
Outdoor Fire	27.82%
False Alarm (Dwelling)	16.91%
False Alarm (UFAS)	15.11%
False Alarm (Good Intent)	11.99%
Refuse Fire	7.31%
Dwelling Fire	4.68%
Special Service - Effecting…	2.88%
Special Service - Assist other…	1.80%
Vehicle Fire	1.32%
Other Building Fire	1.08%
Special Service - Flooding	1.08%
Other Primary Fire	0.96%
Special Service - RTC	0.96%
Special Service - No action (not…	0.84%
Special Service - Animal…	0.72%
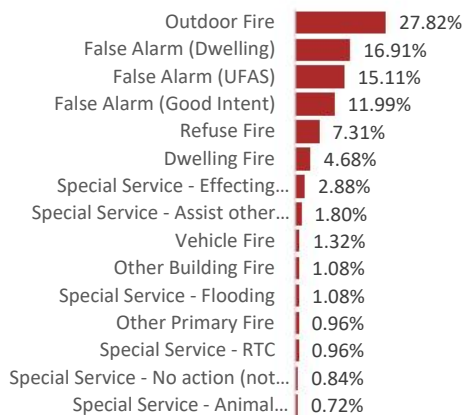
Domestic Safety - Accidental Dwelling Fires

Performance Summary

	Year on Year	3 Year Average	5 Year Average
	◆ 23%	● -7%	▲ -3%

Accidental Dwelling Fires to Date

Year	Value
2016/17	42
2017/18	37
2018/19	45
2019/20	38
2020/21	30
2021/22	37
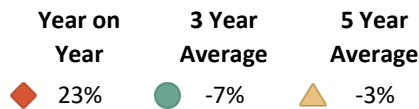
Accidental Dwelling Fires by Ward Area

Ward Area	Value
Ardrossan & Arran	5
Dalry & West Kilbride	2
Irvine East	1
Irvine South	5
Irvine West	5
Kilbirnie & Beith	3
Kilwinning	7
North Coast & Cumbraes	3
Saltcoats	4
Stevenston	2
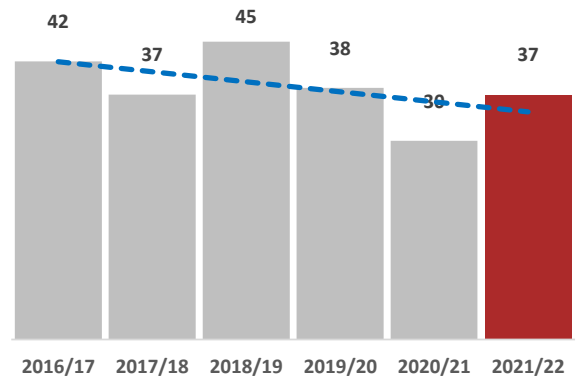
Severity of Accidental Dwelling Fires

No Firefighting Action 24%

Direct Firefighting 35%

Extent of Fire Damage

Not applicable	59%
Item 1st ignited	22%
Room of origin	8%
Floor of origin	3%
Limited to 2 floors	5%
More than 2 floors	0%
Whole building	0%
Whole Roof	0%

Incidents Per 10,000 Population - North Ayrshire

Ward Area	Value
Ardrossan & Arran	4.3
Dalry & West Kilbride	1.6
Irvine East	0.8
Irvine South	4.5
Irvine West	3.3
Kilbirnie & Beith	2.3
Kilwinning	4.0
North Coast & Cumbraes	1.9
Saltcoats	3.0
Stevenston	1.6

Automatic Detection & Actuation

Detection Present 78%

Detection Actuated 83%

Calls Made via Linked Alarms 16%

Incidents Per 10,000 Population - Ayrshire

Area	Value
East Ayrshire	1.3
North Ayrshire	2.7
South Ayrshire	1.8
Ayrshire	2.0

Human Factors
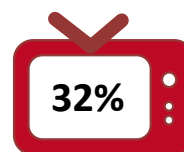
Distraction 32%

Alcohol/Drug Impairment 11%

Domestic Safety - Accidental Dwelling Fire Casualties
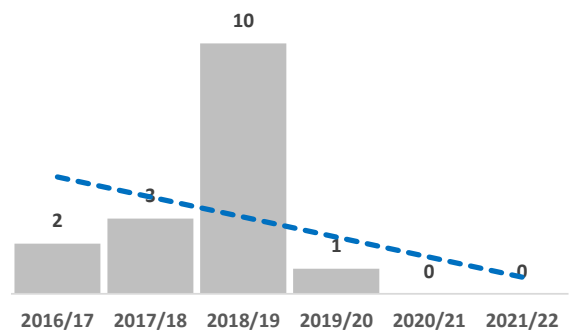
Performance Summary

Year on Year	3 Year Average	5 Year Average
#DIV/0!	-91%	-13%

Fire Casualties by Ward Area

Ardrossan & Arran	0
Dalry & West Kilbride	0
Irvine East	0
Irvine South	0
Irvine West	0
Kilbirnie & Beith	0
Kilwinning	0
North Coast & Cumbraes	0
Saltcoats	0
Stevenston	0

Casualties Per 10,000 Population - North Ayrshire

Ardrossan & Arran	0.00
Dalry & West Kilbride	0.00
Irvine East	0.00
Irvine South	0.00
Irvine West	0.00
Kilbirnie & Beith	0.00
Kilwinning	0.00
North Coast & Cumbraes	0.00
Saltcoats	0.00
Stevenston	0.00

Casualties Per 10,000 Population - Ayrshire

East Ayrshire	North Ayrshire	South Ayrshire	Ayrshire
0.00	0.00	0.09	0.03

Accidental Dwelling Fire Casualties Year to Date

2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
2	3	10	1	0	0

Age / Gender Profile

Male: #DI   Female: #DI

	0 - 9		10 - 19		20 - 49		50 - 79		80+
0	0	0	0	0	0	0	0	0	0

Extent of Harm

First Aid at Scene	Hospital Slight Injuries
Hospital Serious	Fatal Injuries 0

Breathing difficulties	Asphyxiation	Burns – slight	Other medical condition

Unintentional Injury or Harm

Performance Summary
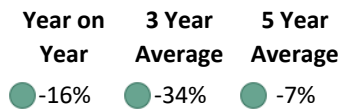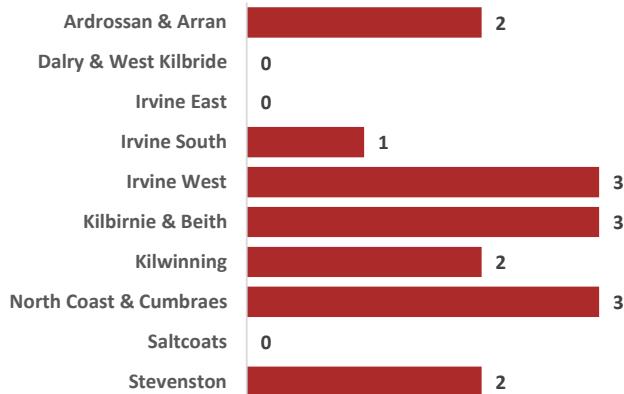
Year on Year	3 Year Average	5 Year Average
-16%	-34%	-7%
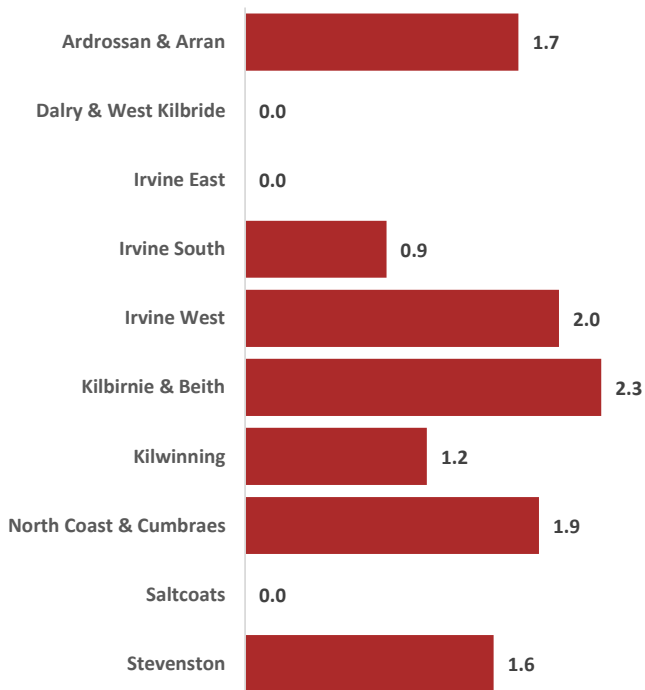
Special Service Casualties Year to Date

2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
26	26	47	24	19	16

Non-Fire Casualties by Ward Area

Ward Area	Value
Ardrossan & Arran	2
Dalry & West Kilbride	0
Irvine East	0
Irvine South	1
Irvine West	3
Kilbirnie & Beith	3
Kilwinning	2
North Coast & Cumbraes	3
Saltcoats	0
Stevenston	2

Age / Gender Profile

Male 69%   Female 31%

Age		
0 - 9	1	0
10 - 19	0	1
20 - 49	5	1
50 - 79	5	1
80+	0	2

Casualties Per 10,000 Population - North Ayrshire

Ward Area	Value
Ardrossan & Arran	1.7
Dalry & West Kilbride	0.0
Irvine East	0.0
Irvine South	0.9
Irvine West	2.0
Kilbirnie & Beith	2.3
Kilwinning	1.2
North Coast & Cumbraes	1.9
Saltcoats	0.0
Stevenston	1.6

Extent of Harm

First Aid at Scene — 1	Hospital Slight Injuries — 9
Hospital Serious — 4	Fatal Injuries

Road Traffic Collision 38%   **Water Rescue** 0%

Assisting Other Agencies 63%   **All Other Incidents** 0%

Non-Casualties Per 10,000 Population - Ayrshire

Area	Value
East Ayrshire	0.8
North Ayrshire	1.2
South Ayrshire	1.1
Ayrshire	1.0

Deliberate Fire Setting

Performance Summary

	Year on Year	3 Year Average	5 Year Average
	◆ 62%	◆ 2%	◆ 1%

Deliberate Fires Year to Date

- 2016/17: 252
- 2017/18: 282
- 2018/19: 248
- 2019/20: 264
- 2020/21: 163
- 2021/22: 264

Deliberate Fires by Ward Area

Ward Area	Value
Ardrossan & Arran	24
Dalry & West Kilbride	23
Irvine East	10
Irvine South	29
Irvine West	49
Kilbirnie & Beith	23
Kilwinning	33
North Coast & Cumbraes	6
Saltcoats	15
Stevenston	52
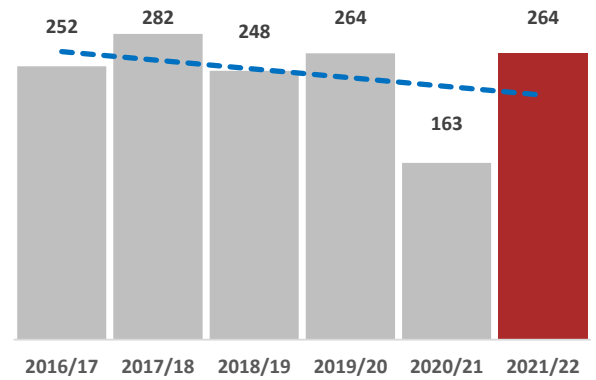
Deliberate Fires Compared to Operational Activity

- 2016/17: 252
- 2017/18: 282
- 2018/19: 248
- 2019/20: 264
- 2020/21: 163
- 2021/22: 264

■ All Deliberate Fires

Incidents Per 10,000 Population - North Ayrshire

Ward Area	Value
Ardrossan & Arran	20.8
Dalry & West Kilbride	18.1
Irvine East	7.9
Irvine South	25.9
Irvine West	32.5
Kilbirnie & Beith	17.3
Kilwinning	19.0
North Coast & Cumbraes	3.7
Saltcoats	11.4
Stevenston	40.9
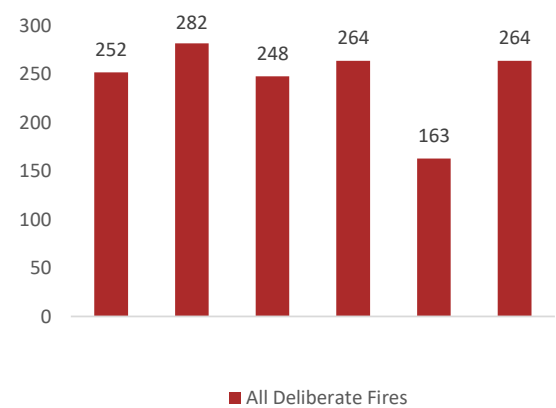
Deliberate Fires by Classification

■ Primary ■ Secondary

Year	Primary	Secondary
2021/22	3%	97%
2020/21	10%	90%
2019/20	6%	94%
2018/19	14%	86%
2017/18	6%	94%
2016/17	6%	94%

Incidents Per 10,000 Population - Ayrshire

Area	Value
East Ayrshire	20.9
North Ayrshire	19.4
South Ayrshire	13.2
Ayrshire	18.0
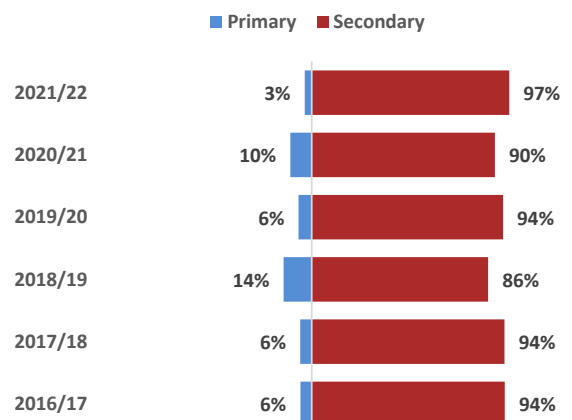
Secondary Fire Ratio by Activity Type

Refuse 22%

Other Secondary 78%
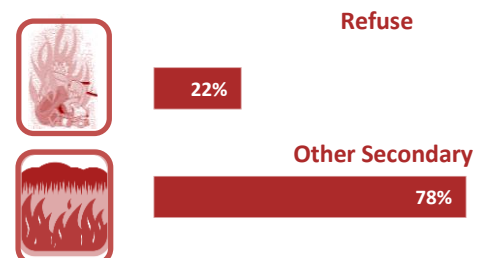
Non-Domestic Fire Safety

Performance Summary

	Year on Year	3 Year Average	5 Year Average
	◆ 50%	● -11%	▲ -4%

Non-Domestic Fires Year to Date

Year	Value
2016/17	11
2017/18	6
2018/19	13
2019/20	16
2020/21	6
2021/22	9

Non-Domestic Fires by Ward Area

Ward	Value
Ardrossan & Arran	0
Dalry & West Kilbride	3
Irvine East	1
Irvine South	1
Irvine West	1
Kilbirnie & Beith	0
Kilwinning	2
North Coast & Cumbraes	0
Saltcoats	0
Stevenston	1
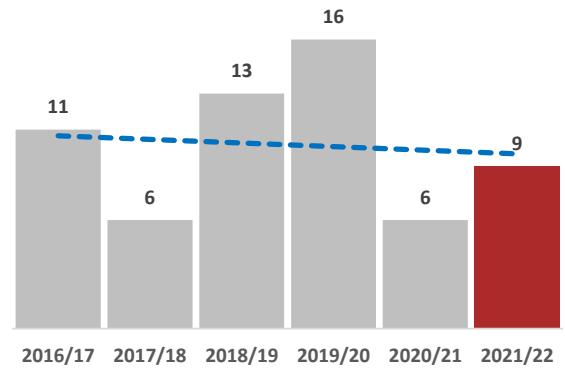
Non-Domestic Fires by Nature of Origin

- Accidental: 78%
- Deliberate: 22%
- Not Known

Incidents Per 10,000 Population - North Ayrshire

Ward	Value
Ardrossan & Arran	0.0
Dalry & West Kilbride	2.4
Irvine East	0.8
Irvine South	0.9
Irvine West	0.7
Kilbirnie & Beith	0.0
Kilwinning	1.2
North Coast & Cumbraes	0.0
Saltcoats	0.0
Stevenston	0.8
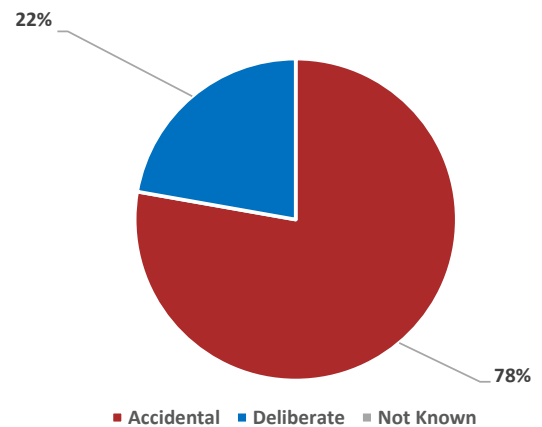
Non-Domestic Fires by Premises Type

Premises	Value
Public Utilities	3
Non Residential	2
Hospitals	1
Transport building	1
Food and Drink	1
Retail, Other retail	1

Incidents Per 10,000 Population - Ayrshire

Area	Value
East Ayrshire	1.0
North Ayrshire	0.7
South Ayrshire	0.9
Ayrshire	0.8

Extent of Fire Damage

Extent	Value
Not applicable	4
Limited to item 1st ignited	3
Limited to room of origin	1
Limited to floor of origin	1

48
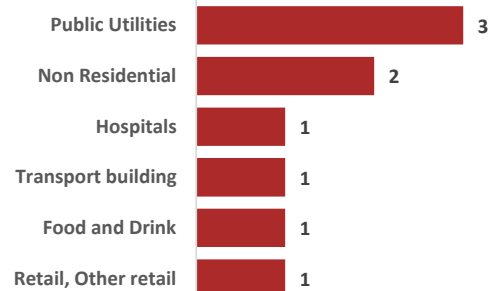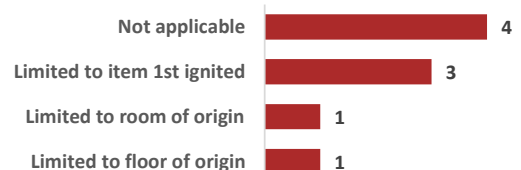
Unwanted Fire Alarm Signals

Performance Summary

	Year on Year	3 Year Average	5 Year Average
	◆ 6%	● -6%	▲ -3%

Unwanted Fire Alarms Signals by Ward Area
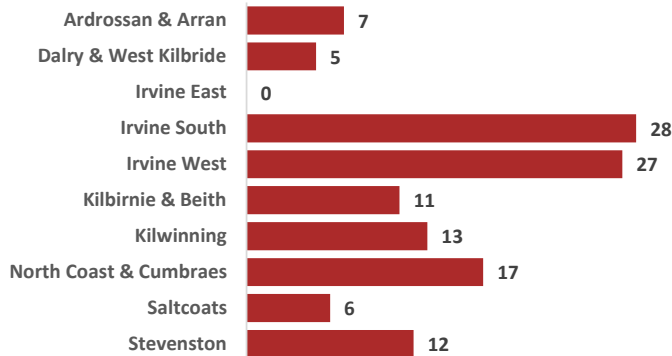
- Ardrossan & Arran: 7
- Dalry & West Kilbride: 5
- Irvine East: 0
- Irvine South: 28
- Irvine West: 27
- Kilbirnie & Beith: 11
- Kilwinning: 13
- North Coast & Cumbraes: 17
- Saltcoats: 6
- Stevenston: 12

Incidents Per 10,000 Population - North Ayrshire

- Ardrossan & Arran: 6.1
- Dalry & West Kilbride: 3.9
- Irvine East: 0.0
- Irvine South: 25.0
- Irvine West: 17.9
- Kilbirnie & Beith: 8.3
- Kilwinning: 7.5
- North Coast & Cumbraes: 10.5
- Saltcoats: 4.6
- Stevenston: 9.4

Incidents Per 10,000 Population - Ayrshire

- East Ayrshire: 9.5
- North Ayrshire: 9.3
- South Ayrshire: 12.2
- Ayrshire: 10.2
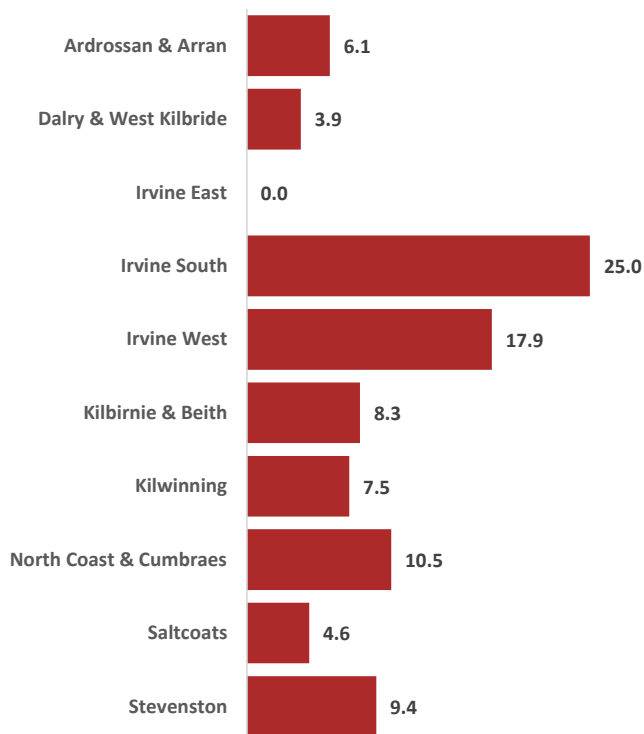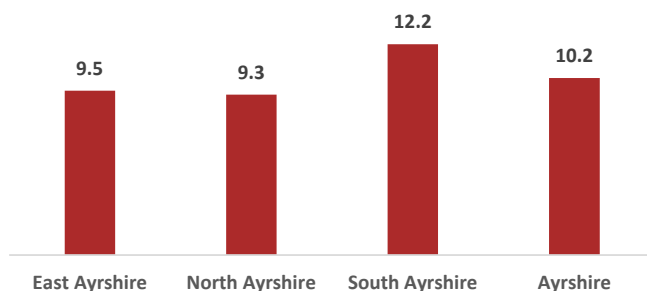
Unwanted Fire Alarm Signals Year to Date

2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
149	149	154	163	119	126
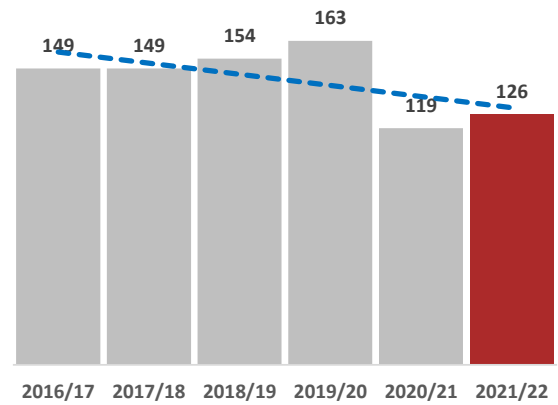
UFAS Percentage Against all Incidents

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
All Incidents	694	747	664	635	628	675
UFAS Activity	21%	18%	22%	24%	18%	17%

■ All Incidents ■ UFAS Activty
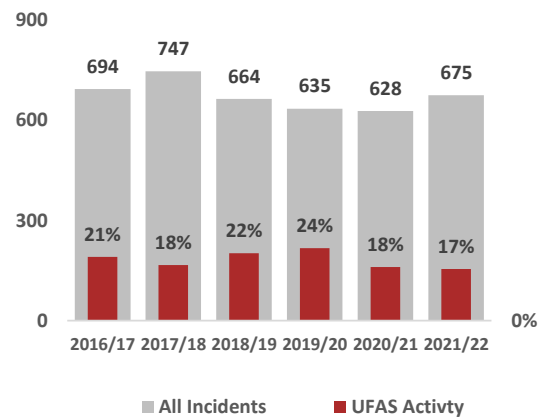
UFAS Percentage Against all False Alarms

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
All False Alarms	339	346	348	389	363	375
UFAS Activity	46%	44%	44%	47%	38%	40%

■ All False Alarms ■ UFAS Activty
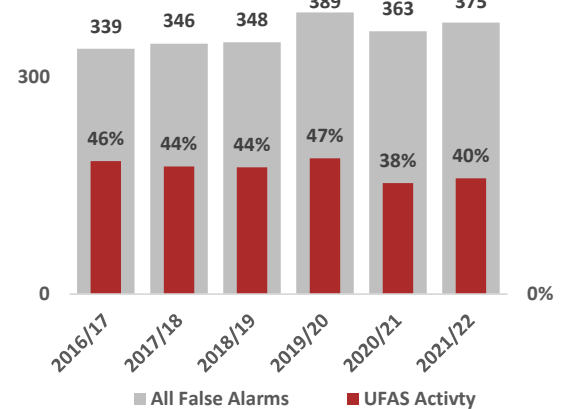
Unwanted Fire Alarm Signals - Top 5 Premises

- Education: 17%
- Hospitals, medical care: 15%
- Residential Home: 14%
- Industrial: 10%
- Retail: 8%
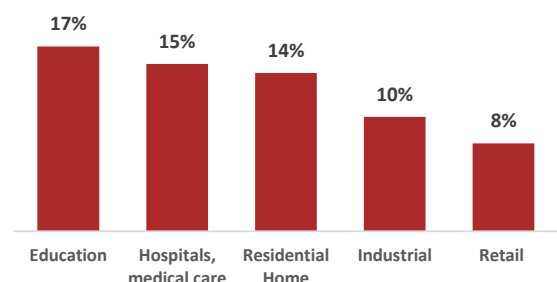
Home Fire Safety Visits

214
Home Fire Safety Visits Carried Out

86
Smoke Detectors Fitted During Home Fire Safety Visits

Percentage of High Risk Home Fire Safety Visits Carried Out
48%

Percentage of Visits Carried Out Following Attendance at an Incident
29%

Fire Safety Audits

Fire Safety Audits Carried Out
51

New Audits
76%

Re-Audits
0%

Post Fire Audits
14%

Complaint Audits
2%

Broadly Compliant **31%**

Areas of Improvement **61%**

Notice of Deficiencies **8%**

Enforcement Notice **0%**

Prohibition Notice **0%**

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	Total Mobilisations	Total Time Deployed	No. of Personnel	Contracts
Ardrossan	84.96%	99.38%	98.73%	94.85%	52	00:00:00	10	750%
Dreghorn	27.81%	87.33%	84.46%	68.56%	75	00:00:00	11	775%
Dalry	36.12%	92.93%	80.68%	71.50%	60	00:00:00	9	600%
Beith	94.85%	98.90%	99.29%	97.84%	83	00:00:00	12	1100%
Kilbirnie	38.58%	61.26%	67.52%	56.82%	61	00:00:00	10	750%
Largs	99.19%	99.93%	99.97%	99.73%	82	00:00:00	12	1075%
Skelmorlie	32.85%	64.73%	51.64%	50.41%	24	00:00:00	10	700%
Millport -1	100.00%	100.00%	100.00%	100.00%	24	00:00:00	12	1250%
Millport - 2	66.04%	89.08%	56.33%	70.14%				
Brodick	100.00%	100.00%	100.00%	100.00%	14	00:00:00	8	800%
Lamlash	100.00%	100.00%	100.00%	100.00%	15	00:00:00	8	875%
North Ayrshire	70.95%	92.62%	85.33%	82.71%				
Ayrshire	70.18%	96.28%	90.41%	86.36%				

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

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Chief Officer Report to the Board 2020-2021

FOREWORD

MARTIN BLUNDEN
Chief Officer
Scottish Fire and Rescue Service
June 2021

I am pleased to present this first Chief Officer Annual Report to the Board of the Scottish Fire and Rescue Service (SFRS). In producing the report, I want to highlight key developments and successes from across the Service that have occurred during 2020 – 21.

This report allows me to personally acknowledge the hard work and commitment of all our staff. Whether staff work in an operational or support service capacity, I truly appreciate their efforts and commitments to serving the people of Scotland; even more so during what has been an incredibly challenging year.

In preparing this report I have drawn upon a wide range of Service strategies, reports and communications regarding what we do and what we achieve.

However, I know that so much more goes on across the service on a daily basis than I can capture in this report. I am truly thankful for the contributions of all those who proudly work for the Service and continue to serve their communities in so many capacities directly or in support of our front-line staff.

I hope in reading this report, readers find it to be both useful and of interest and, critically, I hope it demonstrates the breadth of what we do in serving communities across Scotland. It is my intention in future years to build on this initial report and to continue to reflect on our work and achievements on behalf of our communities over time.

1. INTRODUCTION

1.1   As I have been considering how to go about setting out the events of the last financial year, our response to COVID-19 in support of the National Health Service (NHS) clearly dominates my thinking. However, that is only part of our story over the last 12 months. Amazing work has been undertaken by staff working at home (I believe that there is a distinction between 'at' and 'from' here, which I shall pick up later), working from fire stations, from Scottish Fire and Rescue Service (SFRS) buildings across the estate and also those who have been mobile across Scotland to keep things running and to ensure that we can provide an emergency response to support the communities that we service e.g. mechanics, Radio Communications and Information Communication Technology (ICT) technicians.

1.2   Despite the most challenging year that any of us are likely to see in our careers, I believe that SFRS is in a very good place to meet the most significant challenges facing Scotland – recovering from the COVID-19 pandemic, addressing climate change, tackling inequality, driving inclusive economic growth and strengthening partnership working, all of these issues which are central to the Government's policy agenda. Our response will shape the future of the Service, from how it is designed, to the support we provide to communities, and how we will work with our partners. Throughout 2020 and the pandemic, we have demonstrated our readiness to work with partners and communities to tackle inequality and to respond to local need. We have delivered food parcels and prescriptions and worked with care-experienced young people. I believe that being seen together in communities, with our partners, rising to the challenge of COVID-19 has bound us further to the people of Scotland. The pandemic has tested our ability to innovate, our resilience, our relationships and our business continuity arrangements and I believe that we are stronger as a result of this.

1.3   During the last year, there have been tales of sorrow and tragedy and our hearts go out to colleagues who have lost a loved one and I know that firefighters and support staff across the country have gone out of their way to support colleagues who have lost a loved one during this very difficult period. There are also others who have felt the financial impact of job losses within their family, had wedding plans or milestone birthdays affected or medical treatment postponed or cancelled. During this period, we have also seen unsurpassed care and heroism plus great innovation, creativity and agility. I genuinely hope that whilst we never face these same challenges again, that we do remember and continue to utilise all the positive things that we have gained in the face of such adversity.

2. RESPONSE TO COVID-19

2.1   On 17th March 2020, The Scottish Fire and Rescue Service (SFRS) established our response structures to support contingency planning and resilience in relation to the COVID-19 global pandemic. These structures operated at strategic and tactical levels, and were supported by various sub-groups. The pandemic had a significant impact upon communities across Scotland, and the day-to-day operations of the SFRS for the whole of 2020/21. During the winter of 2020/21, the challenges of continuing to deal with the impacts of COVID-19 were added to by other concurrent risks, including:

- EU Exit

- Anticipated adverse weather

- Extant threat from international and domestic terrorism

- On-going planning for COP26

- On-going planning for the European Championships

2.2   The ambition of the Service in relation to COVID-19 was set as follows:

'To provide and secure a safe, effective and appropriate organisational posture and response for as long as is necessary, aligned to the Scottish Government COVID-19 strategy, whilst ensuring we can maintain our operational resilience and critical service delivery capability. At the same time, we will positively exploit the opportunities presented in the recovery, reset and renew phases to deliver continual improvement across all business areas and processes as we move out of the pandemic to a new normal.'

2.3   STRATEGIC LEVEL

The SFRS Gold Group, comprised all members of the Strategic Leadership Team and met twice a week until May 2020 and then on a weekly basis from November 2020 to January 2021. Gold was chaired by the Chief Officer and, in his absence, by the Deputy Chief Officer. The Gold Group established the Service's Strategic Intentions which were to:

1. Proactively ensure the health, safety and wellbeing of our staff;

2. Proactively protect our communities within the operationally challenging environment presented by COVID-19, D20 EU Exit and concurrent events.

3. Protect our communities from fire and other emergencies by adopting a risk-based approach to protection, prevention and response activities;

4. Maintain an effective, coordinated and integrated emergency response with partners in Scotland;

5. Maintain essential training and preparedness activity;

6. Maintain effective business continuity arrangements for SFRS;

7. Maintain financial and other appropriate internal controls;

8. Ensure our staff and communities are well informed through effective communication;

9. To ensure lessons learnt from the COVID-19 response are gathered, shared and acted upon, where appropriate, across SFRS;

10. Support a return to the new normality.

2.4   As anticipated the response phase and likelihood of a concurrent recovery phase occurred over an extended period of time. To support our decision making in this period we adopted an amended rolling decision log which provided a robust audit trail of all decisions, which strategic intention a decision supported, setting out clearly our rationale, any alternative actions considered, the implications of the

decision (financial, legal, political etc), actions taken to maintain provision of the service, the alternative controls developed because of the decision and any recovery actions required e.g. inserting a sunset clause setting out when a decision would be reviewed . This proved to be an extremely useful approach, it achieved clarity on what we were trying to achieve, what impact we expected to see as a result of the decision and a date by which we had to review earlier decisions. In the 'heat of battle', this structure was invaluable and did not rely on personalities, memory or the same people being present (there was an assumption that SLT or SMB members may well contract COVID-19 and become unavailable).

2.5 TACTICAL LEVEL

The Service has taken the opportunity to learn from the experiences of responding to the pandemic. What has been very clear from those experiences, is that the continued application of a flexible approach to how we work is an essential and fundamental element to delivering success. This approach allowed for the adoption of appropriate methodologies and postures, based on the organisational need and informed by the cyclical nature and associated impacts of the virus.

2.6 An example of this flexible approach is the different organisational governance and command methodologies we adopted. At the outbreak of the pandemic, SFRS formed a COVID-19Tactical Advisory Group (COTAG), which adopted a formal command approach to support the swift and authoritative decisions that were required at the time. As some stability to the initial outbreak emerged in the summer of 2020 and as the country moved to a more stable situation, SFRS introduced the COVID-19 Senior Management Board (COSMB) in place of the COTAG, and this adopted a more discursive and collaborative approach. However, when the second spike of the pandemic emerged in late 2020, combined with the EU Exit process, the organisational posture again changed to a command approach through the introduction and operation of the D20 Tactical Advisory Group (D20 TAG). As of May 2021, and in response to the ever-improving situation, the organisation has now moved back to the Senior Management Board managing the response and associated consequences of the ongoing pandemic.

2.7 A further example of where a flexible approach worked in practice is the development of specific SFRS COVID-19 guidance in response to the overall situation as well as specific challenges, to ensure the maintenance of delivery of critical services, combined with the communication and sharing of that information across the organisation and beyond. This has included the creation of the internal COVID-19 Advisory Unit (CAU) within the Operations Function and a H&S COVID-19 Support Team. This has been supported and enabled by staff communications with a feedback loop so that the organisation continually listens to staff, which in turn informs reviews and promotes learning. The communication has not just been focused internally, it has developed, delivered and promoted updated prevention and protection messaging as the organisation adapted to the changing circumstances and identified emerging risks within the communities we serve.

2.8 Throughout the life of the pandemic to date, it has been very difficult to predict what may happen next. The application and continuation of this flexible approach ensured that SFRS remained relevant and could continue to deliver a critical service to all communities, where staff safety and community safety is at the forefront in all decision making.

2.9 SENIOR MANAGEMENT BOARD (RECOVERY, RESET AND RENEW)

At some point the pandemic will be over and life will return to a more normal posture. However it may not be possible or appropriate to return to how things were prior to the pandemic. The Service, as this report is being drafted, is still very much focused on responding to the challenges of COVID-19. However, at the same time it is recognised that this position cannot be maintained indefinitely. To support this transition, and when the time is right, SFRS recognises that recovery, reset and renew are critical elements of the overall process. In simplistic terms, this means:

Recovery – dealing with non critical backlogs that have developed over the period, e.g. training, recruitment, equipment testing, property maintenance, etc.

Reset – returning any adapted operating processes and approaches, where appropriate, to their pre pandemic position and/or posture

Renew – the implementation of new working processes and practices based on experience and knowledge gained from the pandemic or from other improvement processes and methodologies

2.10   The scale and complexity of the challenges and opportunities presented by COVID-19 are significant and this combined with the anticipated extended timescale that the pandemic is likely to be in place, presents an unprecedented challenge. To ensure that an appropriate level of command, control and decision making is in place, I have directed that this extraordinary Senior Management Board (SMB) has responsibility for managing the organisation's approach to the principles of Response, Recovery, Reset and Renew.

2.11   This extraordinary SMB, is chaired by the Deputy Chief Officer, supported by the Directors of Service Delivery and Service Development and attended by all operational and non operational Heads of Function. The extraordinary SMB will meet fortnightly and will have clear responsibility for coordinating SFRS's recovery, reset and renewal activities at a strategic level. This will be subject to continual review based on organisational need.

2.12   OPERATIONS CONTROL (OC)

At the outset of the pandemic OC staff were identified as critical personnel within SFRS due to the relatively small number of trained staff able to work within the OC environment. At the beginning of March 2020, when it was becoming clear that COVID-19 was expected to become an issue within the UK, initial action was taken to isolate the OCs and restrict access to the three (3) sites to essential personnel only and a resilience strategy was developed.

2.13   Due to the potential staffing absences due to the virus a decision was made by COTAG to instigate the first part of the resilience strategy. Several measures were put in place to ensure that staffing remained buoyant, and suitable management support was provided as follows:

- OC business continuity arrangements were enhanced and developed to allow the OCs to support each other should staffing absences occur;

- To create resilience within the OC management team, four (4) of the current day related OC Station Commanders took on a Flexi Duty Officer (FDO) role. This created an OC FDO for each OC on all four Command groups which ensured that OC Managers would be available to provide support to every OC and maintain the OCs bubbles should an Incident Support Room (ISR) be required;

- Work was carried out to contact and re-engage previously trained OC staff who had either, retired, left the service or been redeployed within the service in another role. This included wholetime firefighters and community safety advocates.

2.14   The original fears for staffing levels within the OCs did not materialise and reach critical levels. It is thought that the action taken to create island sites and protect OC staff contributed to maintaining staffing levels. However, the fact that no significant outbreak occurred within any of the OCs does indicate that the regular fogging and the measures put in place certainly focused OC staff awareness on the need to have a strict hygiene regime in place and maintain social distancing where possible. Nevertheless, the pandemic had some impact on staffing levels, and there were frequent occasions where numbers were low due to normal absence rates, combined with personnel self-isolating. This put significant pressure on staffing. However, on these occasions our resilience plans provided effective support for the OCs.

2.15   STAFF AVAILABILITY

As in other organisations, our staff availability was impacted by the virus. We saw increased staff absence particularly in the first few months, consistent with other organisations, with changing patterns evident as infection rates rose and fell across communities. It resulted in increased availability for Retained and Volunteer Firefighters (RVDS) in rural communities, predominantly due to the impact of the furlough scheme on the primary employment of many RVDS Staff.

2.16   To maintain operational availability and ensure there was some flexibility in the system to cope with spikes in staff absence, Gold approved a number of control measures to reduce organisational exposure to the virus and maintain work force resilience. This included crewing wholetime appliances on multi pump stations with 4 riders, reducing the agreed appliance confidence levels from 96% to 90% (with authorisation to drop to 80% should staff availability become acutely impacted) and, from 26 December 2020, the cessation of inter-station detached duties. To date these measures have been successful in reducing transmissions and delivering a high standard of Service Delivery, whilst managing the unplanned and unpredictable fluctuations in staffing levels. That said, it should it should be noted that business as usual staffing abstractions, such as non-watch-based training courses, have also greatly assisted the staff availability picture.

2.17   TASK CARDS

In order to provide additional procedural guidance for all personnel to follow in the event of a COVID-19 related event occurring in the workplace or operational environment, a series of Task Cards were developed to assist personnel. Task Cards are based on evolving planning scenarios and are dynamic in nature, due to the complexity of the situation and response required. Twenty-seven Task Cards were developed in response to the emerging challenges that the COVID-19 Pandemic presents and these received very positive feedback from staff and Unions. The organisational learning gained as a result of the introduction of Task Cards, has accelerated the requirement for a more streamlined and focused approach to operational documents. The task cards were designed to direct the user to the safety critical information immediately required. The approach of Task Cards is being tested within the HAZMAT suite of documents to determine their effectiveness in other operational environments.

2.18   COVID-19 ADVISORY UNIT

In October 2020, the Scottish Government launched Scotland's Strategic Framework detailing a tiered approach of five protection levels applied to local authority areas in response to current and predicted COVID-19 prevalence. The SFRS aligned with this approach in developing the guidance 'SFRS Response to Scottish Government COVID-19 Protection Levels' and established the COVID-19 Advisory Unit (CAU) to advise and support management teams in the implementation of COVID-19 mitigations according to local, regional or national viral prevalence.

2.19   Following the withdrawal of the SFRS D20 (All Risks) National Event Operational Plan and the cessation of COTAG, the decision was taken to transfer all COVID-19 related workstreams to a business as usual arrangement.

2.20   INFECTIONS

The COVID-19 pandemic began to impact on SFRS during Quarter 4 2019-20. The People and Organisational Directorate (POD) responded by allocating resources to support the SFRS response, employees and reviewing systems and processes to enable effective reporting and business continuity. All COVID-19 related absences do not count towards contractual sick pay entitlements, SFRS treated these absences as paid special leave and

therefore we needed to have a process in place to accurately record and monitor COVID-19 absences. The POD COVID-19 response team were responsible for recording all absences within a dedicated tracker and developed absence recording forms for managers to complete. This ensured each absence could be reported internally and externally to Scottish Government on a daily basis.

2.21   At the initial height of the pandemic in March 2020, SFRS had 608 cases. Over the following 4 months the numbers slowly declined before spiking again in October 2020 with 449 cases recorded. In November 2020 the numbers declined once again but quickly increased in December 2020. Following the festive period, there were 510 cases reported in January 2021. In total, SFRS has had a total of 3746 cases of COVID-19 and as of 6 May 2021, there was 19 cases recorded on our tracker. These figures are broken down into 359 confirmed cases, of which 54 were reportable to HSE under RIDDOR as potential workplace transmissions, 828 symptomatic and 2559 self-isolating cases. The most significant numbers were reported from our Wholetime Operational staff group (241); RVDS (890), Support Staff (312) and Operations Control (123).

2.22   Many processes and guidance documents have had to be introduced throughout the pandemic to ensure the health, safety and welfare of all employees and to minimise any workplace transmissions of the virus. Dedicated intranet pages were designed and regular staff communications issued. Task Cards and Safe Systems of Work (SSOW) were developed to formalise new cleaning and disinfection COVID-19 control measures within operational and workplace activities. A new COVID-19 Workplace Management Arrangement was developed that ensured all SFRS workplaces were risk assessed and made COVID-19 secure. Our cleaning of SFRS workplaces was enhanced through the identification of frequent touchpoints, introduction of sanitising stations and routine cleaning at the end of shifts undertaken and recorded in station logbooks. These measures all attributed to relatively low case numbers.

2.23   CLEANING

Task cards were initially put in place with SSOW for station cleaning so that station staff could do it themselves. Following discussions with Sodexo, our Soft FM supplier, it was established that it would be quicker to instruct a specialist sub-contractor (Regency) to carry out Fogging cleans. The advantage of using this system is that large areas can be cleaned and put back into operation quickly. Regency were usually on-site in around 2 hours from an initial call. It also gave station staff the peace of mind that a thorough clean of the building had been carried out. The fogging process is managed by the Soft FM Team who also initiated an on-call rota so that a member of the team is available 24/7 to liaise with the contractor and station staff. Up until the end of April 2021, Regency carried out 165 fogging cleans for SFRS.

2.24   In addition to this and using best practice from Northern Ireland Fire and Rescue Service, preventative fogging was initiated in the 3 Control rooms every fortnight. The Control room staff relocated temporarily to standby control locations to enable fogging cleaning to be carried out.

2.25   PERSONAL PROTECTIVE EQUIPMENT (PPE)

As highlighted in the national media, the supply of PPE was particularly challenging throughout the early stages of the COVID-19 response, particularly for NHS and care sector colleagues. Frontline SFRS staff required PPE when involved in close personal contact with the public e.g. Road Traffic Collisions (RTCs) and when supporting partner agencies. A detailed PPE Strategy was developed and agreed through the COTAG. The team within Asset Management then worked tirelessly to maintain supply in accordance with the Service's requirements. Over 200,000 additional items of PPE were supplied to all fire stations, with some particularly challenging logistics to reach our more remote locations. Further disposable PPE was held in stock to anticipate the ongoing demand on the SFRS.

2.26 AGILE WORKING

As part of our Strategic Plan 2019-22 we are committed to making SFRS a great place to work where our people are safe, supported and empowered to deliver high performing innovative services. Agile working complements this ambition and supports a number of the objectives outlined in the Strategic Plan. To help inform the initial draft of the Framework, individual discussions were held with SMB Members and Trade Union representatives. Feedback has been overwhelmingly positive towards adopting more agile ways of working with recognition of the benefits it offers SFRS as well as acknowledging that some challenges associated with agile working may need to be managed.

2.27 To help us achieve this, the Agile Working Framework is underpinned by a set of guiding principles through which we will enable more innovative and creative ways of working for our staff. The guiding principles are captured under the following categories:

The Workforce and Culture

- Individuals and teams are accountable, outward-looking and customer focused

- Work is what we do and not the place where we go to work

- Employees are empowered to choose the workplace and space that best suits the task at hand

- There is organisational buy in to explore and enabling new ways of working that support maintaining high levels of performance and a well-balanced working life for staff

- Operates with the spirit of mutual trust between employee and manager

The Workplace and Workspaces

- Workplaces are open, relaxed and wherever possible employees across different teams and directorates can work together in the same spaces

- Desks in SFRS premises are shared not 'owned'

- Alternative work settings will be provided within premises with a focus on improved spaces for team collaboration and offering employees a choice of settings

- Storage requirements are reduced

- Homeworking, flexible working and alternative remote working options are positively supported wherever possible

Digital

- A broad range of modern and effective technologies are in use that modernise our working practices and routines

- We embrace and embed a 'paper light' approach

- Maximise digitising records and file storage

- We use ICT solutions to maximise networking, engagement, connection and collaboration across SFRS

- ICT solutions are continually developed or refreshed to support alternative work styles

2.28 Managers continue to discuss working preferences with their direct reports, and this will extend into the first quarter 2021/22. Unless it is for essential organisational reasons or to support an individual member of staff e.g. health and wellbeing, it is not expected that support staff will return in significant numbers until early 2022. Clearly this will be dependent upon guidance available at the time and this will be updated as the impact of COVID-19 related restrictions being released are assessed.

2.29   The ICT team has risen to the challenge of getting the vast majority of our office-based staff working from home very quickly, sourcing numerous additional laptops, screens and headsets, both from within SFRS capacity and also drawing on strong partnerships with our key suppliers. The pandemic further tested our ICT infrastructure as we had to rapidly adapt to home working for over 1000 members of staff. The learning from this will enable us to further evolve our approach to Agile Working. It also enables more innovative and creative ways of working for our staff. We aim to continue to further invest in our digital connectivity and cyber security to support these new ways of working into the future.

2.30   RECRUITMENT

As well as absence, we were faced with firefighter recruitment challenges as initially we had to suspend non-COVID-secure medical activities. The Service has now deployed alternatives to those methods until it is safe to return to normal practices. During this time, we suspended secondments, making use of short-term re-engagements and fast-tracking of trainees to increase our capacity and availability of staff. A review of the current recruitment and selection process was concluded in mid-2020 and the new process went live in March 2021. The revised process for recruiting Wholetime Firefighter has been developed following engagement with internal stakeholders on current methods used, recognition of risks/issues experienced e.g. no spirometry, longer processes due to COVID restrictions, and best practice improvements identified via an external benchmarking exercise undertaken with UK Fire and Rescue Services and other organisations. The new approach will see SFRS adopt an open national recruitment process, with regional practical assessment days and selection centres scheduled to take place at regular intervals in line with predicted workforce planning forecasts. Candidates will be prioritised and progressed based on resourcing demands and timescales will align with programmed training courses.

2.31   OPERATIONAL TRAINING

The pandemic had considerable and sustained impact on operational training. We radically reduced capacity at our training facilities by approximately 75% in order to observe social distancing requirements. This led to a commensurate reduction in the volume of training able to be delivered within each training location. We therefore concentrated the available training capacity upon risk critical skills that directly maintained a safe operational response; whilst at the same time suspending all non-risk critical training.

Wherever possible, maintenance of skills training was adapted so that it could be performed locally on-station or was delivered to staff remotely via electronic learning platforms. This has resulted in a considerable training backlog: for which a 2-3 year training recovery plan has been developed. Additional resources have been identified in order to support the delivery of this recovery training concurrently with critical business-as-usual training whenever pandemic restrictions allow.

2.32   BUILDING WORKS

Initially we also ceased construction work across our estate but reintroduced it under safe working practices and with reduced capacity. The work that we did with our Contractor at MacDonald Road in Edinburgh was identified as best practice by Scottish Government and used as a template for other construction companies. The combination of both factors has resulted in unplanned financial pressures, construction delays, and cash flow challenges for capital investment. As has been highlighted previously, both by us and Audit Scotland, we have a substantial capital backlog investment requirement (£389million in 2017), particularly within our property estate. Of our community fire stations, 61% are over 30 years old, and 52% have been assessed as being in a poor or worse condition. In addition, in 2019 we identified a further urgent issue in relation to an obsolete method of roof construction (Reinforced Aerated Autoclaved Concrete). These roofs remain present in 14 fire stations, and have been identified as a safety risk due to the potential for roof collapse. Temporary

emergency measures have been put in place (acro-props), with recurring resource costs. With firefighters spending more time on fire stations during the last year, this has further exacerbated the issue.

2.33   However, the safest and most cost-effective long-term solution in most cases will be to rebuild these stations. This would require a total potential investment of approximately £70million. The Community Risk Index Model (CRIM) project will support us in ensuring that our assets are deployed in the most effective manner across Scotland, and that our investment in facilities is appropriately targeted, consistent with the Scottish Government's recently published draft Infrastructure Investment Plan. If realised, our plans could form a significant social and economic renewal programme for communities where we have facilities located.

2.34   HEALTH AND WELLBEING

The pandemic brought into sharp focus, where home working has become more 'normal', the need to support staff to maintain their mental health and wellbeing. Our staff have been provided with a comprehensive package of resources and support, which will be maintained post-pandemic. It is hoped this will help protect our workforce from the as-yet unknown long-term effects of this period.

2.35   In early March 2020, the Strategic Leadership Team (SLT) recommended the Mental Health Strategy to the Board for approval. The Mental Health Group is closely aligned with the work of the strategic COVID-19 Wellbeing Group established early in the pandemic to support the overall SFRS response to the pandemic. The synergy between both groups comes from considering how best SFRS can support the mental health and overall wellbeing of employees during the pandemic and beyond.

2.36   Our Mental Health Strategy is available to read on iHub and SharePoint and acts as a road-map to ensure we work together as a Service to support and manage our mental health. Our strategy outlines how the Service is committed to creating a supportive environment where staff can speak openly and honestly about their thoughts and feelings without stigma or judgement. We are already seeing positive outcomes from the public commitment we have made to our staff.

2.37   It is true that mental ill health is a very complex issue. Personal experiences, family life, relationships, how people see themselves, the social circumstances people find themselves in, all determine their own unique state of well-being. The nature of the work of our Service means our staff can often be exposed to challenging and traumatic experiences as well as pressing and significant workloads. That is why we need to have an honest and truthful conversation about mental health across the SFRS.

2.38   Our partnership with the Rivers Centre in Edinburgh provides staff with access to specialist mental health support and counselling. Such partnerships are absolutely integral to creating a mentally healthy and happy workforce. Additionally, our recent celebration of mental health awareness week saw staff taking part in online classes to improve both physical and mental health. We saw then how taking time to prioritise their bodies and minds can lead to a healthier workforce.

2.39   During the last year we reviewed the literature we make available to staff so that it is more user friendly and it is easier to navigate to the most appropriate support by creating a dedicated health and wellbeing (COVID-19) site. We have also promoted partnerships with Sapper Support and Talk Group 20 as well as developing our partnership with Lifelines (Emergency Service in Scotland) and the Rivers Centre with the Lifelines website launched in November 2020. We currently have post incident support online sessions hosted by Lifelines for Managers and Firefighters in the West SDA. Plans are in place to deliver similar sessions for the East and North SDAs. Our 2020 SFRS skills survey identified over 40 employees with Mental Health First Aid training (MHFA). The total number of employees who have undertaken this training is likely to be higher and, led by the MHG, work is ongoing by the Health and Wellbeing team to engage with trained staff and active local groups to inform the SFRS wide approach to developing MHFA capability and access to support for all staff. We have also held very popular online mindfulness and exercise sessions for staff and these are available for download and will continue to be developed in 2021/22.

2.40   However, a healthy and supportive work environment is reliant on our managers and management processes to create the positive environment that enables our staff to flourish. This is something that we are actively working on as well.

2.41   STAFF COMMUNICATION

As part of staff engagement around the pay offer for uniformed staff, we ran a series of online evening sessions using Skype for Broadcast for RVDS staff who were unable to attend day-time meetings. As the feedback from these was positive we made use of the broadcast platform to communicate and connect with staff and this continued across the course of the year and in to 2021. The Chief Officer COVID-19 broadcasts were originally held weekly or bi-weekly but switched to monthly as of June 2020 and thereafter they were conducted as issues required them. The most recent occurred in June 2021. Initially, the broadcasts consisted of the Chief Officer addressing staff directly with key messaging around COVID-19 followed by a real-time Q&A session. Questions could also be submitted by staff in advance. Over the months, we have developed the broadcasts to include information on areas of business other than COVID-19, as well as a PowerPoint presentation sharing good news stories and recognising staff achievements across the Service. Video recordings of the broadcast are also available via iHub and SharePoint.

2.45   Although the viewing/participation figures fluctuated, the benefits of a leadership broadcast are clear. Good leadership communication is fundamental to a successful organisation, with visibility and accessibility both important within this. Face-to-face remains the most effective and preferred form of communication for staff but is not without its logistical challenges. The leadership broadcasts provide an ideal platform. It is important to view the broadcasts as part of the wider leadership communications and engagement activity and further consideration is being given to develop a plan around this for the Strategic Leadership Team. Current leadership communications activity includes SLT station visits and corporate messaging through the staff and managers' briefs and the Communications team are developing a plan to further enhance leadership communications.

2.46   FIRE FATALITIES

Following the lowest rate of yearly fire fatalities for the SFRS of 27 in 2019/20, it was noticeable that there had been a significant spike in the first quarter of 2020/21 (16). It was recognised that there was an association with fires in the home and criteria relating to the victim's social characteristics. From this data, the Service initiated the 'Make the Call' Campaign.

2.47   The current situation has required us to find new and innovative ways of reaching those who are most at risk – that's why we invited the public's help now and beyond lockdown. While we halted the majority of our home fire safety visits, other than to those deemed very high risk, to help suppress the spread of COVID-19 we developed new ways of engaging with people including online tools giving bespoke safety advice as well as telephone questionnaires and direct verbal advice via telephone.

2.48   This campaign involved the Service asking friends, family, neighbours and carers to help us reach those most at risk from fire injury and fatality. Whilst it is not unprecedented to see increases in casualties and fatalities over a short period of time, we want to reach people who are over 50 and smoke, who also either live alone, have mobility issues or are using medical oxygen. It has been clear for several years that this group of people are at greater risk, regardless of lockdown. The campaign is estimated to have reached 2 million adults in Scotland via radio (being heard 16.5 million times), 2 million adults in Scotland via television (including 70% of those over 60), 1.25 million people via social media and has also featured in print press (reaching 40% of C2DE adults over 50 – the socio demographic group which is most often at risk from fire).

2.49   RELATIONSHIPS AT A NATIONAL LEVEL

The Chair and myself continue to have positive and constructive regular meetings with the Minister for Community Safety, the Sponsor Unit and the Director for Justice. We were delighted to receive a letter, on behalf of the Service, thanking our staff for their dedication and commitment in response to COVID-19.

2.50   Work remains ongoing to develop the role of the Service as a key collaborative partner, including through the Reform Collaboration Group (RCG). SFRS is currently leading on the following initiatives:

2.51   OUT OF HOSPITAL CARDIAC ARREST

We continue to work with the Scottish Ambulance Service (SAS) in responding to the National Strategy to improve survivability rates for Out of Hospital Cardiac Arrests. We have reached an agreement with SAS to provide Clinical Governance for the Service in relation to all medical related work that we undertake when managing incidents. This gives further reassurance to our operational staff that they are equipped, trained and supported to the highest levels.

2.52   MARAUDING TERRORIST ATTACK

We continue to explore how we can bring about a fully trained and equipped response in the event of a Marauding Terrorist Attack (MTA). We are leading work with Police Scotland and the Scottish Ambulance Service (SAS) to deliver joint On Scene Commander (OSC) training, where officers from each of the services work together using Joint Emergency Services Interoperability Principles (JESIP) to make collective decisions at a simulated MTA incident. SFRS National Inter-Agency Liaison Officers (NILOs) are to receive enhanced trauma management and warm zone coordinator training, which will be put into practice in planned multi-agency exercises later in the year. These events will seek to exercise the joint decision making of OSCs from each of the tri-services working together at MTA type incidents, prioritising the rescue and treatment of casualties to provide an effective joint response. The exercises will provide valuable experience and learning for OSCs and other responders from all services in the run up to COP26 in November.

2.53   JOINT ASSET SHARING GROUP

We continue to develop a systematic approach to considering opportunities for station co-location. Currently there are 834 stations operated by the Emergency Services (356 SFRS, 349 Police Scotland, and 129 SAS). There are now 31 locations where at least two of the three emergency services share indoor space. We are leading a project to implement a Blue-Light Electric Vehicle Charging Infrastructure across Scotland. The project will last 18-24 months and involves the following partners: Police Scotland, Scottish Ambulance Service, Transport Scotland, Scottish Futures Trust, Energy Saving Trust, NHS, RNLI and the Northern Lighthouse Board. SFRS have already implemented 68 sites across our estates with more to follow.

2.54   MULTI-AGENCY COMMUNITY SAFETY OFFICER

We are working to introduce a role that combines all aspects of the three emergency services and local authority community safety and resilience work into one jointly employed individual. The intention is to improve the efficiency and effectiveness of all three emergency services and the local authority in remote rural areas. A multi-agency project team has been developed within the RCG and nominated leads have come together to discuss the role, how it can be shaped to meet the needs of the local community and add value.

2.55   All three emergency services have conducted a gap analysis to identify their service delivery and structural provisions across Scotland; with a focus on identifying communities that would benefit from the deployment of a role of this type. On completion of this process, a framework of options will be developed to enable the role to be dynamic in nature and responsive to the needs of the identified communities of place, interest and circumstance.

2.56   We are also actively engaged in working with partners throughout the wider public sector. Increasingly we are sharing premises with our blue light partners and continue to explore innovative ways to provide facilities that meet the needs of communities in the most cost-effective manner. Work has been undertaken to agree the space and design requirements for community fire stations of the future which can be scaled to suit local needs, including multi-agency working.

2.57   RELATIONSHIPS WITH UNIONS

During the period of the pandemic, we have actively supported additional facility time, allowing representatives to support their members and to attend meetings and, to my knowledge no requests were refused during this period. Additional meetings were arranged with representative bodies, including weekly meetings with the Deputy Chief Officer and the Director of Service Delivery and a separate weekly meeting with the Head of People and Organisational Development, to discuss COVID-19 matters specifically. There is also weekly FBU engagement with management in our COVID-19 Wellbeing Group, which was established to deal with the Health and Wellbeing impact of this pandemic on our employees. These are over and above the normal partnership working and engagement meetings scheduled with the FBU e.g. Employee Partnership Forum and the Partnership Advisory Group. Whilst the recognised Trade Unions will inform and update their members on these discussions and decisions taken, the SFRS as an employer has a responsibility to ensure that all our employees, including circa 4000 staff who are not in a Trade Union, are engaged and communicated with as decisions are made. This is a point that came up very clearly during the broadening the role conversations with staff and also in the Staff Survey of 2018. Our 8000 staff have a voice and they want us to hear that, not just circa 3,200 who are members of the Fire Brigades Union. Our ongoing commitment is to get the best pay, terms and conditions for all of our staff, by listening to them. There are many people who do not belong to a union and do not want to, and it is our responsibility to provide them with an opportunity to influence and shape the direction of the Service, the services we provide and the remuneration we pay. This must be in tandem with the Service and the unions working together in a true partnership approach so that our staff and the communities we serve receive the best from us. The last 12 months have been fairly difficult at times, with little being addressed as issues by the unions through the recognised mechanisms set out in the Working Together Framework, but with and many plaudits given to the Service in the regular meetings that were undertaken.

2.58   We were due to undertake a review of Trade Union Facility time at the end of March 2020 in line with normal business requirements as our trade union facility time costs the Service £425,000 per annum. Due to COVID-19, the Service wrote to the FBU in early March 2020 saying that this review would now take place in July 2020, following some UK benchmarking work. In the interim the Service temporarily reduced the number of paid full-time officials from 8.25 to 3, requiring the others to retrain for operational duties. Subsequently only 1 returned back on the run. The Service faced some significant challenge from the Convenor of the Justice Committee over the requirement for FBU officials to returning to operational duty as well as any reduction in the number of full-time officials. The benchmarking work showed that we had a significantly higher number of full-time FBU officials than any other Service. The London Fire Brigade, the closest to SFRS in size, has four full time FBU officials, 2 paid for by London Fire Brigade and 2 paid for by the FBU. As a result of the benchmarking exercise, the number of full-time officials paid for by the Service has been reduced to 3 and the FBU are funding the other full-time officials as is common practice elsewhere.

2.59   We have been very flexible in our approach to supporting employees in this unprecedented situation, either due to a requirement to shield, to support those with close family members who required to shield, or to support those with caring responsibilities. Steps have been taken to ensure that all employees in these situations maintain full pay. We are satisfied that no employee has been financially in detriment, due to any temporary change in any policy, which meets the Service's intention to maintain the pay of employees in these circumstances. Periods of absence due to shielding did/will not have an effect on future sick pay or other entitlements, such as the accrual of holidays, which continued to accrue during the period of

absence, and no account is taken of the period in any future absence management process. The SFRS continues to follow the high-level principles of the STUC/Scottish Government Fair Work Statements, with their application being tailored to the specific circumstances of the Service. Unfortunately, the FBU do not agree with the approach that the Service took last year and are taking us to Court for sexual and disability discrimination with the case due to be heard in July 2021.

2.60 The Firefighter role has been broadened during the COVID-19 pandemic to include additional activities, for example, driving ambulances/patient transport, community assistance such as delivering food and medicines and body movement. These changes have been supported through discussions and agreement with the FBU. Throughout the year there were many erroneous reports that the broadening the role discussions were still live and a deal was close. In various letters exchanged with the General Secretary of the FBU during the year where we exchanged similar comments about being "committed to continued dialogue...and not walking away from the talks" and it was reiterated that there is (now) no additional funding from Scottish Government to fund a pay settlement beyond the current NJC award. The response from the Union stated…"This suggests, sadly, that these recommended discussions would be seriously hampered from the start. We would prefer to continue discussions without such a starting point and would hope to build on the positive aspects of the previous round of talks, of which there were several." Subsequent to a letter from Matt Wrack in September 2020, we received a letter in February 2021 asking to "seek to immediately continue negotiations on the broadening the role of firefighters for pay…"

2.61 Our response to this letter was to set out the different environment that we now operate in, not just because of COVID-19 but also due to the substantial piece of staff engagement that we carried out in the Autumn of 2020 regarding our future direction. This was as a direct result of staff feedback about wishing to have their voice heard. We were clear that "…we are at an early stage of identifying the route map to support this direction and vision…" and "…are now engaging further with our staff, all staff unions, the public and our wider stake holders on this matter." The attainment of our long-term vision for the Service will likely take several years to fully realise and it will have important implications for the roles and responsibilities of the Service and consequently of firefighters. Our offer to the FBU was to use the Vision and "…other developments, to inform our joint discussions on how we improve pay for firefighters in Scotland." Confirming that "…we remain fully committed to doing more for our communities and working with our staff, and the Fire Brigades Union, to achieve this in Scotland….however, I would like to reaffirm that (the) support from the Scottish Government is likely to be conditional on real progress, i.e. tangible deliverables, being made on the future roles and responsibilities of firefighters in meeting community needs in Scotland."

2.62 FINANCE

Overall, COVID-19 has resulted in both savings and additional costs for the Service. In some cases, savings made in 2020/21 will result in additional 'catch-up' costs in 2021/22, while the sum of these issues was challenging, we saw throughout the pandemic, a remarkably positive commitment among operational staff and support staff to work with us in bringing these changes about.

2.63 The Scottish Government allocated funding to SFRS for 2020/21 of £333.26million. This funding comprised a Resource and Capital Departmental Expenditure Limit (DEL) of £276.007M and £32.5M respectively, and £24.753M in respect of depreciation (Ring-fenced or "non-cash" DEL). Considering the forecast financial position for this financial year, arising from the COVID-19 pandemic, it was agreed in November 2020 to return £1M of DEL budget to Scottish Government to support wider COVID-related spending pressures which was accepted. Following the December monitoring position, it was agreed to advise the Scottish Government that a further £1M of DEL budget could also be returned which was not taken up until the end of the financial year. The end of year position was an underspend of £1.943million once the agreed budget adjustments were reflected and this (forecast) position includes costs for COP26 and net savings of £3.035million in respect of COVID-19.

2.64 Following a capital re-prioritisation exercise by Scottish Government in June 2020, SFRS was allocated additional Capital DEL funding of £4.350m for 2020/21, to be spent on minor works. The Property Team has developed a long list of potential minor works projects, predominantly fire station based, to address poor condition, dignified facilities, resilience, carbon reduction and security that will be escalated from future years of the Capital Programme to improve the overall condition and suitability of the estate. In light of this additional funding, the programme has also been realigned to bring forward £0.35million investment in ICT equipment to support ongoing homeworking throughout COVID-19 and beyond, in accordance with Health and Safety Executive (HSE) guidance. Capital receipts have been budgeted from the sale of surplus property at Mounthooly (£0.556m) and the sale of non-operational vehicles (£0.194m). Scottish Government's ambition to phase out the need for diesel and petrol cars and vans by 2032, is articulated in Transport Scotland's "Switched On Scotland" action plan. As part of that plan, Transport Scotland awarded SFRS with a Grant of £0.624m in September 2019 for the purchase of Electric Vehicle Charging Points Infrastructure, at various locations across the Service. A further Grant of £2.095m was awarded in November 2020 to lease 62 Low Emission Electric Cars (£0.644m) over a three-year period, and to purchase additional Electric Vehicle Charging Infrastructure (£1.451m). Grant conditions allow for orders to be placed by the end of the financial year, with delivery within the following year. As such, total spend from these grants within this financial year will range between £1.326m and £2.075m.

2.65 ECONOMIC, EFFICIENT & EFFECTIVE USE OF RESOURCES

Due to essential restrictions, the Service's ability to recruit, train and conduct routine fitness and medical assessments for both new and existing uniformed staff, has been significantly impacted during the pandemic. As we move towards a relaxation of restrictions and a return to a form of normality, and recognising that current capacity in both Training and People and Organisational Development will be unable to deliver all the competing demands, SLT have been considering the Service's strategic recovery priorities. Due to recruitment and training challenges across all Duty Systems in January 2021 we had forecasted an increasing gap between agreed establishment requirements and crewing levels. With the 5 Watch Duty System (5WDS) predicted to be between 165 (5.5%) and 240 (7.9%) deficient of the budgeted 3021 Target Operating Model (TOM) by Quarter 4 2021/22 and Quarter 2 2022/23 respectively. With the Retained Duty System (RDS) up to 1000 (30%) deficient (based on legacy requirements) by Quarter 4 2021-22.

2.66 It should be noted that continual evaluation of the current 5WDS minimum crewing level of 4 was established at the emergence of the pandemic and is still ongoing. Following the above predicted shortfalls a number of forums have focused on responding and recovering our reduced establishments levels. The current planned maximum intakes of Wholetime Trainee Firefighters over the next three years has been increased from 34 to 48 every 13-14 weeks in order to maintain the TOM at its current level. The RVDS Leadership Forum is placing a renewed focus on this area of the Service, however, significant effort and innovative thinking is required to concurrently recover the RVDS establishment. Our collective efforts have resulted in improvements of earlier predicted establishment levels to those of 5WDS to 119 (3.9%) with RDS stabilising at 24 % (823). We are working to further improve attraction, recruitment, selection and increase external training course capacity to meet our TOM.

2.67 Measures to reduce the transmission of the virus have created an increasing back log in training specialist and driver training. In addition, routine fitness and medical assessments are both well over 1000 behind schedule. From a WDS establishment perspective the Service was in a similar situation in 2017/18 when recruitment was paused for six months. It then took a concerted effort to regain the Target Operating Model (TOM), recovering this in January 2020, only for the pandemic to impact upon the TOM to previous reduced levels.

2.68 Current COVID-19 related constraints placed on Training are impacting on the capacity of both facilities and instructors. It is predicted that concurrency of delivery to recover against establishments and skills will pose a significant challenge both in terms of the ability to release numbers of candidates from Service Delivery for

training events and the availability of the facilities themselves. The restricted use of Training facilities is having a direct impact on the volume of training able to be delivered at any one training venue. This is a direct result of COVID-19 Work Place Assessments and associated Safe Systems of Work to maintain physical distancing. It is assumed that such restrictions will continue throughout the 2021 calendar year. The Training Function have developed a recovery plan which has identified three critical areas which need prioritised focus; Driving, Incident Command Level 1 Development and Specialist Rescue. Any increase in the requirement to deliver additional Trainee Firefighters will have an adverse impact on the ability to deliver against these areas unless capacity is increased. Revised, flexible and innovative delivery models for all training courses have been produced as part of the recovery plan. However it is foreseeable that additional investment within instructional staff, welfare facilities and infrastructure is required to further enhance training venue capacity and therefore increase delivery.

2.69   There is also a significant turnover of commanders at all levels in the Service, a key enabler of the Recovery Route map will include the Service's leadership capacity and capability. A renewed focus on Succession Planning has been supported through the 2020 review of the Leadership Development Centre Policy, which puts a clear focus on the delivery of the succession pipeline through effective talent management and development relevant to today's operating environment.

2.70   A range of decisions and actions to support the management of operational availability that will assist in mitigating impacts of the pandemic were agreed. These include:

- Continuation of the ability to run 5WDS appliances at 4, subject to full evaluation

- Reduced Confidence Levels, currently agreed down to 90% 5WDS appliance availability

- Revised re-engagement policy

- Development of a bank workers policy

- Skills development and talent management, delivered via our leadership development centres and onwards development

2.71   A key enabler of the Recovery Route map will include the SFRS's leadership capacity and capability. The renewed focus on Succession Planning has been supported through the 2020 review of the leadership development centre policy, which puts a clear focus on the delivery of the succession pipeline through effective talent management and development relevant to today's operating environment.

2.72   Following the annual budget approval by the Board, as in previous years some budget revisions for 21/22 were made which included revised savings from COVID-19 and additional apprenticeship levy income. These revisions including the £1.4million already set aside for asset management and £2million for Recovery, Reset and Renew have resulted in £4.5million being allocated to support recovery activities in 2021/22 and 2022/23. SLT met on the 14th April 2022 and approved 44 business cases which totalled £7.2million (£3.9million on resource staffing and £3.3million on non-staff resourcing) and this over allocation is due to initiatives likely to take some time to commence and fully resource. Progress on these initiatives will be closely monitored during the year and this work will be reported to and scrutinised by the Board.

2.73   PROGRAMME & PROJECT MANAGEMENT

In 2020 the Scottish Fire and Rescue Service (SFRS) engaged consultancy support to complete a Strategic Review of our organisational readiness to deliver the outcomes set out in our Strategic Plan 2019-2022 and support our emerging Long-Term Service Vision. The review resulted in a set of recommendations for improvement, some of which were deemed critical, including a number that related to strengthening the capacity and capability of the Service if we are to successfully implement change programmes and projects.

2.74   The key outcome from the work we need to undertake is to strengthen the Service Development Directorate (SDD), including the Portfolio Office (PO). The PO oversees the work of the Service Delivery Model Programme (SDMP) and also has responsibility for the ongoing development of the underpinning change management systems and processes. The requirement to strengthen our approach to the programme management of change is driven in the main by the work the Service has commissioned via the Community Risk Index Model (CRIM).

2.75   The SDMP was formed in 2019, following the merging of two main projects under the previously named Service Transformation Programme. These two projects are SFRS Futures Vision and Rebalancing the Frontline. The overall aim of the SDMP is: 'To undertake short, medium and long-term scenario planning, which informs an analysis of risk across Scotland's communities, in order to identify where the Scottish Fire and Rescue Service, working within the confines of the resources available and in partnership, can deliver a balanced prevention, protection and response model that will contribute to eliminating, reducing or mitigating known or predicted community risk'. The SDMP consists of three interrelated projects, the Community Risk Index Model (CRIM), Station and Appliance Review (SAR) and Demand Based Duty Systems (DBDS). The CRIM will identify and predict Community Risk from factors such as historical incident activity, socio-economic and geodemographic profiles. To support the development of the CRIM, the SDMP team includes a Strategic Data Analyst who is currently seconded from North Ayrshire Council. Further support is provided by a dedicated Geographical Information's Systems (GIS) Officer.

2.76   The intended outcomes of the CRIM will underpin and support the development of potential change scenarios within current SFRS operational response models. Identification of known and predicted holistic Community Risk will support change options developed by the SAR & DBDS projects. To support the Service in making future change decisions, enabled by the CRIM, the PO must be strengthened to act in support of the decision-making process, including how we manage future budgetary pressures and how we plan and deliver existing and future change options. During the last quarter of 2020/21 we recruited a Head of Function for the PO and we will further strengthen the PO during 2021/22.

2.77   PERFORMANCE MANAGEMENT

This Performance Management Framework (PMF) defines how the Service manage our performance in achieving the priorities set by the Scottish Ministers in the Fire and Rescue Framework for Scotland 2016 and the outcomes and objectives set out in our Strategic Plan. In the spirit of openness and transparency and to assure accountability, the PMF supports the effective reporting of performance nationally, locally and across the Service. It ensures that our people, and our key stakeholders, have access to appropriate performance information to fulfil their duties, support sound evidence-led decision making and effect robust scrutiny. Our approach to performance management recognises that success cannot be achieved by acting alone. We are committed to working with our partners and the communities that we serve to further improve our performance. We are committed to working with our partners to develop measures which better indicate the level of effectiveness of our joint intervention and prevention activities.

2.78   We keep the PMF under regular review. Particular attention is paid to the measures we have identified and the targets we have set to ensure they remain relevant and current. This informs decisions and communicates performance against our changing landscape.

2.79   During the review in 2020/21, a wide range of stakeholders were involved in discussions and asked for their views on the current Framework and associated performance measures. This included the relevant Board Committee members from non-Executives to Executive leads. Collaboration has also taken place with every Directorate through individual meetings with Heads of Functions and their teams.

2.80   The engagement resulted in amendments to the draft 2021 Performance Framework and laid the foundations for further discussions as the Service continues work to identify our new normal following COVID-19 and our wider change ambitions. The review of the PMF has been undertaken at a time when, due to COVID-19 and the desire to progress our wider change ambitions, future operations remain unclear.

2.81   Additionally, we await revisions to the Fire and Rescue Framework from Scottish Government which would trigger a review of our Strategic Plan and then the need to re-align our performance measures. As a consequence of the context under which this review took place these light-touch revisions have been made. The engagement last year has, however, laid the foundations for future change and we expect that the document will see more substantial revisions in 2022 to align with the updated Fire and Rescue Framework and next Strategic Plan which will be laid before Parliament in October 2022.

2.82   GENDER EQUALITY

The SFRS has general obligations under the Equality Act (EA) 2010 to eliminate discrimination, advance equalities and to foster positive relationships between those who share a particular protected characteristic under the EA 2010 and those who do not. The Scottish Government (SG) has addressed period poverty by providing access to free sanitary products for visitors and staff in SG buildings, to support equality, dignity and rights for those who menstruate and to ensure that lack of access to products does not impact on an individual's ability to fully participate in their SG business, and to set an example for other public sector bodies in Scotland. It is right that we have agreed to do the same. The provision of free sanitary products evidences the commitment of the SFRS to advancing gender equality and that the provisions will be available to reduce period poverty and for those employees who may require these in an emergency where they do not have their own provisions available.

2.83   A programme of cultural change under our Building the Future Together Programme has also been introduced and seeks to create an organisational culture and employer brand that emphasises staff participation and supports a positive working environment. We recognise that Learning and Development Occupational segregation is a key challenge and that women, the disabled and ethnic minorities are unrepresented at senior level within our Service, and particularly within the uniformed management structure. We are investing heavily in robust and inclusive talent management activities that aim to address this issue. In 2020 we launched our Development Centre for All which is open to all colleagues to support their professional development. In 2020 the positive action team hosted three female only events which aimed to showcase a career in the fire service and address misconceptions. The content focused on debunking myths, providing an overview of the roles available, featured guest speakers who shared their career history and experiences and crucially provided an opportunity to build relationships between current and prospective colleagues. Each of these main events were followed with an invitation to our Firefighter Fit event which aims to assist potential applicants prepare for the selection processes used during the Firefighter selection process. Following the success of the content and format of this event, it will be repeated for another female only cohort and rolled out for other underrepresented groups starting with LGBT and BAME.

2.84   FUTURE VISION

In early 2020 plans were underway to have a whole system leadership engagement session, however, in the light of the COVID-19 pandemic the plans to have an auditorium event were revised and transitioned into 3 virtual 'Online Leadership Engagement' sessions. These online events were the first step in engaging with the SFRS middle management cohort to start to shape the long term strategic vision, the 'Future Vision', with 289 staff taking part in the events. The drive to deliver a 'Future Vision' for the SFRS has been one of the organisation's key objectives since the launch of the Strategic Plan 2019-2022. The SFRS are continuing on the journey to deliver a 'first class fire and rescue service for all the people of Scotland' and the development of the Long Term Strategic Vision will further strengthen the commitment to delivering transformation across

the whole system. What remains unchanged is the need to provide our communities with the highest quality service and this can only be delivered through a highly skilled, motivated and energised workforce supported by empowered leaders. In developing the programme for the online leadership engagement events, we acknowledged that our middle managers are one of our most critical assets in delivering the 'Future Vision'. They will ultimately drive the success or failure of the changes that will deliver the vision. We set out to ensure that they know that they are valued; we need them; they have experience; they have knowledge of our organisation; they have relationships and networks inside and outside the SFRS. Within the SFRS we are well developed and well-practised in leading our teams in responding to emergency situations. However, in delivering change and improvement we often find that we are presented with challenges that have no obvious or easy solution. With this in mind the session's aim was to ask our teams to reflect on our organisational culture and ways of working. The focus for SFRS is on continuing to build a culture that embodies our purpose and values and creates the environment to think innovatively, one that empowers our leaders to engage with individuals and teams across the organisation. Whether we describe it as inclusive, authentic, agile or adaptive styles of leadership the ethos remains the same; values driven leadership that promotes and delivers innovation, engagement and adaptability in how we deliver services, taking employees with us as we progress towards the vision.

2.85   Engagement continued across September 2020 to capture the views of staff across the organisation to inform the development of the long-term strategic vision of the Service. Over the course of three months, a cross-section of more than 800 staff were involved in a range of different engagement sessions and processes. Their input was invaluable and I would like to thank them for taking the time to participate in this process.

While there was no single area or topic where full consensus was reached, a number of common themes emerged throughout the engagement process which reflect a majority view. Many of these are interconnected and some themes are reflected under more than one heading however, broadly comments can be categorised under the key themes listed below:

- What staff value about SFRS
- Appetite for change
- What should we start doing to support change and what should we continue
- Creating capacity for change (or what we should stop)

- Key partners
- Terms and Conditions
- Training
- Culture of SFRS
- Staff Involvement

2.86   However, a number of other issues emerged which have been raised before in previous engagement processes including the Staff Survey and engagement sessions regarding the broadened role.

2.87   The role of the FBU and the issues around the terms and conditions for wholetime, retained and volunteer staff remain a significant area of concern. It was felt strongly that more could be done to support retained staff in particular. Staff are wary that change will be forced upon them and staff who are not members of a representative body want to be assured they too will have a say in the development of the Service. The question of how the Service can progress without securing the support of the FBU was raised frequently – as was the issue of the FBU not being representative of all staff views within the organisation.

Both FBU members and non-members are frustrated that a pay offer and broadened role were not agreed last year, albeit for different reasons. Staff also feel there is still a disconnect between management and frontline staff and that we work in silos rather than together to achieve common outcomes. Bureaucracy, centralised decision-making and the way in which policies and procedures are developed and disseminated were all highlighted as key areas for improvement. Finally, many staff commented they welcomed the opportunity to participate in the discussion, value being part of this process and want this level of engagement to continue.

2.88 LOCAL SENIOR OFFICER AREAS

Following the move to a single service in 2013, the SFRS restructured to create 17 Local Senior Officer (LSO) Areas across Scotland structurally aligned to one or more Local Authority Area. There were 5 in the East SDA, 5 in the North SDA and 7 in the West SDA. Over the intervening 8 years the SFRS has reduced the number of LSO areas. The merger of Fife, Stirling & Clackmannanshire in the East SDA was approved in 2018 and implemented in 2019.

2.89   In 2020, following a review, the merger of Aberdeenshire & Moray and Aberdeen City was approved by the Strategic Leadership Team and this facilitates coterminous alignment with the Local Resilience Partnership (LRP) boundaries, as well as Police Scotland administrative boundaries. When this is implemented in July 2021, this will remove duplication of attendance at the LRP and its sub-groups which enables the Service to better coordinate workloads that come from the LRP. It also enhances situational awareness across the entire region under a single LSO and was a move supported by all three Chief Executive Officers.

2.90   In early 2021, as a continuance of the above review, the merger of North and South Lanarkshire was approved by SLT. A single Lanarkshire LSO Area is, again, coterminous with Police Scotland Lanarkshire Division, NHS Lanarkshire and the Lanarkshire Local Resilience Partnership. It will streamline large elements of partnership working and simplify our local engagement processes. When this is implemented in July 2021, it will also create a larger Detached Duty Cluster which will support operational readiness and resilience in the future. Again, both Chief Executive Officers fully support this move.

2.91   The Scottish Fire and Rescue Service is required under the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012, to prepare Local Fire and Rescue Plans for each local authority in Scotland. Our first Local Fire and Rescue Plans were published in April 2014. These were reviewed and replaced in 2017/18 and the subsequent plans helped to continue directing the Service through its initial transformation journey, forging our place as a national organisation with a strong sense of local accountability. The publication of our Strategic Plan 2019-22 in October 2019 instigated a requirement to carry out a mandatory review of all Local Fire and Rescue Plans. As part of this review a public consultation exercise was held between January and March 2020, where we asked our stakeholders to share their views on local service provision. This exercise gave us the opportunity to engage with the communities directly served by local plans and ask them whether our local priorities remain relevant to community need and risk, as well as being aligned to our Strategic Plan. On completion of the public consultation exercise, each of our Local Senior Officers interrogated the feedback from their area and provided a Local Plan Review Report. Each of these Reports have been closely scrutinised and have contributed to the development of a Consolidated Local Plan Review Report.. As well as seeking the views through the public consultation exercise, findings from a recent light-touch Local Scrutiny Review were reviewed and considered. Performance data was also included to look at our progress against the local priorities set within our local plans.

2.92   Building on the intelligence we gathered during the consultation of our Strategic Plan 2019-22 we re-engaged with our key stakeholders to seek further views on our local service delivery. From January 2020 to mid-March 2020, an online survey was shared with our stakeholders and the public to give them the opportunity to tell us whether they thought we were making progress against the priorities set within the current local plans. The question set also allowed us to consider the relevance of priorities against current data trends and other community priorities, such as those outlined in Local Outcomes Improvement Plans.

2.93   The results of the consultation were analysed at local level with each Local Senior Officer producing a Local Plan Review Report. Some respondents made suggestions around local resources and specific incident response types and these have been considered and are either captured locally or within national project work. Our Local Senior Officers have the responsibility to ensure the national fire and rescue service is delivered locally. They endeavour to reflect, and take account of, local views wherever possible. This is predominantly through the local Police, Fire and Community Safety Scrutiny Committee. From a national

perspective, every local authority area received responses to the engagement exercise, although some areas did receive more than others. Of those responses, 250 (25.7%) were from those who identified themselves as SFRS staff members and 284 as representing an organisation. The survey results indicate a high level of satisfaction with 737 (76%) respondents stating that they were very or quite satisfied with SFRS performance in local areas. When looking at our understanding of local needs, 658 (68%) were very or quite satisfied that local plans were reflective of these. 20% of respondents left a neutral response to this question. The majority of respondents, 431 (44%), felt that there had been no change in the quality of services delivered by SFRS during the last three years. Similarly, 421 (43%) felt that there have been no changes to the innovations used to improve service provision and outcomes. When asked about communications, 395 (40%)respondents were satisfied with the level of information they receive about local fire and rescue activity and development. 337 (35%) respondents provided a neutral response and 241 (25%) stated that they were dissatisfied with our service in this area.

2.94   Our review of Local Plans, which has included an engagement survey, the results of a local scrutiny review and a look at performance data, led us to the conclusion that our Local Plans remain fit for purpose. From a stakeholder perspective, the survey results indicate a high level of satisfaction with 76% of respondents stating that they were very or quite satisfied with SFRS performance in local areas. 68% were very or quite satisfied that local plans were reflective of local need, with a further 20% of respondents leaving a neutral response to this question. The Local Scrutiny Review suggested that, overall, a very positive and consistent picture has been given over seven years of local scrutiny arrangements being in place. Following this review of the process and how it is functioning, the consensus is that it is performing as intended both from an Elected Members, Convener and LSO perspective. There is evidence that there is a clear link between the Local Fire and Rescue Plan priorities and their contribution to other community based plans, ensuring the best outcomes for communities. Additionally, the performance reporting of the Plan and the level of detail the Service provide overall has been positively received. There is, however, room for improvement and the suggestion that a greater focus on risk and outcomes would be beneficial within our Scrutiny reports as opposed to simply benchmarking against personal targets. Finally, the performance data section indicate that our Local Plans priorities are focused on those areas of need across Scotland. There is clear synergy between national and local priorities and need, as well as examples of how local partnerships can drive improvement and be shared across the Service as best practice.

2.95   A refresh of the Fire Framework is scheduled to take place 2021/22. This work will also instigate the need to revise the Strategic Plan 2019-22. Following this re-publication, Local Plans will then require a full review and update.

2.96   COMMAND AND CONTROL FUTURES (CCF)

Work continues to progress the implementation of our new Command and Control Mobilising System which will enable integration of all three SFRS Operations Controls (OCs). The system will deploy bespoke technology that will significantly enhance both community and firefighter safety.

2.97   While the COVID-19 pandemic has had an adverse impact on the timeline for implementation and is clearly out with the control of the Service, the project team has continued to drive the programme forward, taking a proactive approach to minimise delays as much as possible. Working with French contractor Systel, we have adapted plans and increased resources on this major programme of work to have the new system in place in all three OCs by March 2022. Despite the challenges of the last 12 months, considerable progress continues to be made including establishing accreditation for the Airwave Code of Connection and in conducting staff training. User-testing is also now well underway.

2.98 Progress through the testing phase has been slow and hampered significantly by: the delayed provision of a "Go live" version of the software by Systel; the time taken for Systel to establish connectivity with the main communication bearer (Airwave); and the number of defects being identified because of a comprehensive and robust testing regime. ACO Dickie, as the SFRS Senior Responsible Officer, the CCF Project Board and all relevant SFRS Subject Matter Advisors continue to explore, develop and implement ways to ensure all legal, financial and contractual responsibilities are completed by Systel as the system provider.

2.99 A revised timeline for implementation has recently been established, based on minimising risk and delay to the new go-live dates, which are as follows:

- Dundee Operations Control – September/October 2021

- Edinburgh Operations Control – October 2021

- Johnstone Operations Control – January 2022.

2.100 CONFERENCE OF THE PARTIES 26 (COP26)

We are currently planning for the delayed UN Climate Change Conference of the Parties (COP26) event to take place in Glasgow in November 2021, co-ordinated through the UK government. To contribute to this major multi-agency event, we will require additional one-off funding during 2021/22, currently estimated at £4.2million. The Service is a key player in supporting the safety and security of this event and the COP26 Event Planning Team are heavily embedded in multi-agency planning fora at all levels. There are a number of concurrent risks associated with COP26, not least the ability of the Service to provide part of a multi-agency response to a mass casualty event with trained and equipped SFRS operational personnel. The issues that the Service is having with the Fire Brigades Union in this respect is discussed elsewhere in this report.

2.101 EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME (ESMCP)

The Service, along with the Scottish Government and blue light partners, are a key player in the Emergency Services Mobile Communications Programme (ESMCP), which will deliver the new Emergency Services Network (ESN) across Great Britain. Despite previous delays, it is currently anticipated that implementation in Scotland will commence mid-2024. Significant planning will be required during the financial year 2021/22 to enable SFRS to play its part in the national roll out. Additionally, one-off funding for non-core costs will be required for the planning and implementation period. For 2021/22, this is currently estimated at £2.6million, rising to £5.3million in 2022/23.

2.102 LEARNING LESSONS

2.103 GLASGOW SCHOOL OF ART

On 15 June 2018, more than 120 firefighters worked to contain and then extinguish a blaze that took hold of the Mackintosh Building at the Glasgow School of Art (GSoA). This is a complex and thorough investigation which remains ongoing. The damage to The Mackintosh Building was far greater than the fire incident in 2014. The structural stability initially delayed the physical excavation part of the investigation. SFRS chaired 10 multi-agency meetings with key partners including Police Scotland and the Health and Safety Executive.

2.104 Since Reigart (a specialist demolition contractor appointed by the GSoA) came on-site in July 2018 we have worked closely with them in the inspection and removal of several hundred tonnes of debris over 4/5 storeys of the building. The speed of our investigation has been governed by gaining access to the various sections of the building. The debris has been carefully removed in sections or layers to avoid destruction of

evidence and our investigators have then gone in to the areas opened up; specialist excavation equipment has on occasion been sourced to carry out certain tasks; steelwork has twisted or melted into a tangle and in the basement, ash and water from weathering and rain has produced a solid concrete-like compound which requires to be broken. Reigart have now completed an estimated 85% of their work. As the investigation progresses, we have added to the evidence and findings which will inform the report. Work also included the review and analysis of hundreds of hours of CCTV footage and captured witness statements. We are working to establish the origin and cause based on what remains within the building. Any potential evidence is likely to be limited due to the severity of the fire and items recovered are severely damaged.

2.105   On-site investigations and excavations were temporarily suspended during the first lockdown due to the COVID-19 pandemic. Reigart have cautiously estimated that they may complete excavation work by August 2021; this is subject to any further issues which may be unearthed during the continuing work but, if the timescale is met we should be able to produce and circulate a draft report within, a month thereafter, i.e. by September/October 2021.

2.106   THE CLIMATE EMERGENCY

We continue to support Scotland's transition to a net zero carbon economy, through partnership working and in leading by example through our high-profile assets in communities across the country. We are driving this agenda through our Climate Change Response Plan 2045. This document includes a wide range of hard-hitting targets and commitments to help drive down carbon emission in line with Scottish Government direction.

2.107   We published our first Carbon Management Plan (CMP) in January 2021. This is a five-year plan to run from 2020-2025 and will be the first stage in an ongoing 25-year carbon reduction program to 2045. This high-level structured plan will set an interim carbon reduction target to be met within the five-year plan period. Our CMP also details a suite of carbon reduction projects including: the installation of solar array panels at our Asset Resource Centres; low carbon heating at Wholetime Stations; and smart heating controls and loft insulation at Retained stations.

2.108   We are working with the Scottish Government, Transport Scotland and Scottish Enterprise on a project that will engage business in developing innovative solutions for the yet unresolved decarbonisation challenge of heavy fleet, driving both economic and environmental benefit. Our alternative ways of working during the pandemic have resulted in financial and carbon savings in relation to travel. While it is unlikely that sustained levels of reduction will be fully achievable post-pandemic, it has provided a clear benchmark against which to measure future activity and has provided a catalyst for longer term sustainable carbon reduction.

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

www.firescotland.gov.uk

North Ayrshire Performance Summary Report
Reporting Period: 01/04/21 - 30/06/21

POLICE SCOTLAND
Keeping people safe

Total Crime ⬇⬇ -10.4%   ⬇⬇ 2882 Crimes

Incidents Recorded	Common Assault	Overall Dishonesty	Domestic Abuse
-13.9%	**6.0%**	**-20.7%**	**-19.4%**
10,018	394	565	238

Overall Violent Crime	Sexual Crime	Road Traffic Casualties	Disorder Complaints
2.6%	**3.5%**	**-4.5%**	**-3.8%**
419	83	21	1974

Missing People	Counter Terrorism	Housebreaking
-8.4%		**-46.8%**
131	The threat level from INTERNATIONAL TERRORISM has been decreased to SUBSTANTIAL meaning an attack is likely.	41

All data provided is for the period 1 April - 30 June 2021 and is compared against the 5 year average unless otherwise stated. All statistics are provisional and should be treated as management information. All data have been extracted from Police Scotland internal systems and are correct as of 21.07.21. Missing person data above represents a comparative with Q1 2020/2021 data.

North Ayrshire
Performance Summary Report

Reporting Period:
1 April 2021 - 30 June 2021

The structure of this report reflects the North Ayrshire Policing Plan 2021-23 that contains our local policing priorities. This complements and supports the overarching Police Scotland Policing Priorities of:

• Protecting vulnerable people

• Working with communities

• Tackling crime in the digital age

• Support for operational policing

Please note that all data included in this report are management information and not official statistics.

All data is sourced from Police Scotland internal systems and is correct as of date of publication.

Unless stated otherwise, numerical comparisons are compared against the 5-year average.

NORTH AYRSHIRE LOCAL POLICING PRIORITIES 2021-2023

EXECUTIVE SUMMARY

In North Ayrshire, crime trends continue to be monitored for any causal effect that is resulting in increased or decreased reporting. In circumstances where there is a reduction in recorded crime, such as domestic abuse, we continue to liaise with partners to establish whether under reporting plays a part in this reduction.

Sexual crime has risen which illustrates a continued confidence to report these incidents. To improve our victim-centred approach with partners, a new facility for forensic examination has been established in Ayrshire.

Notably, there has been a reduction in housebreaking, serious assaults and robbery; this is a positive trend as these crimes have a lasting impacts on victims, families and the wider community.

PRIORITY AREA	
Serious Crime	• **38 detections for offences relating to drugs supply. An increase of 21 from last year and a 69.6% increase against the 5 year average.** • **Overall Violent crime has increased slight by 2.6% against the 5 year average, but serious assaults have reduced by 37.5% against the same period.** • **Sexual Crimes have increased by 3.5% against the 5 year average**
Safer Communities	• **The number of calls relating to anti social behaviour has substantially reduced, down by 28.4% compared to the same time last year.** • **Crimes of domestic abuse have fallen by 16.4% versus last year and are down 19.4% on the 5 year average.** • **Hate Crimes remain broadly static.**
Acquisitive Crime	• **Overall crimes of dishonesty in North Ayrshire have reduced by 20.7%.** • **There has been a 37.5% decrease in robberies against the 5 year average, and a 55.6% decrease compared to last year.** • **Housebreaking to dwellings has reduced by 22.7% against the 5 year average.**
Community Wellbeing	• **Campus Officers have played a key role in welcoming pupils back to school prior to summer leave, helping to identify welfare and other issues, working with partners to safeguard children and young people.** • **There have been 9 suspected drug related deaths in this reporting period.**
Road Safety	• **Officers continue to target drink / drug driving, increasing their detections by 50% compared to last year.** • **Responding to community feedback, increases in speed limit enforcement has resulted in a 26% increase in offences compared to last year.**

CORONAVIRUS - IMPACT ON POLICING

The Chief Officer Group, chaired by the North Ayrshire Chief Executive, has been meeting on a regular basis to ensure all key partners have the same shared awareness to the issues facing North Ayrshire. The Group, which comprises of representatives from all key statutory services, considers how best coordinate the local response to ensure our communities are kept as safe as possible during these challenging times.

The Ayrshire Local Resilience Partnership have also been meeting regularly to pro-actively respond to the changing restrictions, particularly as we prepared for the school holidays and potential influx of visitors to North Ayrshire.

Police Scotland's policing response to the pandemic is referred to as Operation TALLA. We have continually reviewed our policing response model to ensure that North Ayrshire continues to receive an excellent service that protects both the communities we serve, whilst also ensuring the safety and wellbeing of our officers.

Between April and June 2021, there were two milestone in relation to COVID rules. On the 26 April, the domestic travel ban was lifted across much of mainland Scotland, and non-essential retail shops were allowed to open. On the 17 May, much of mainland Scotland moved from level 3 to level 2. This allowed people to meet in each others homes and hospitality to open indoor areas and remain open until 2230hrs. In anticipation of these changes we used social media to promote the new rules and worked with partners in licensing and trading standards to support retailers to prepare for the changes. Officers also responded proactively to the increased footfall at beaches, parks and other areas during the Easter holidays and days of good weather.

The Coronavirus pandemic has resulted in changes to the offences recorded by Police Scotland in North Ayrshire, with frauds (+40.8%) and sexual crimes (+3.5%) showing a rise, whilst there has been a decrease in housebreaking (-46,8%). Peoples working patterns have meant our residential areas have been busier reducing the opportunity of acquisitive crime, whilst increasing the opportunities for remotely operated frauds, such as online shopping and banking.

During this reporting period there has been an easing of restrictions leading up to the move to Level 0. We continue to monitor crime trends and incidents to establish the impact this easing has locally. As can be seen from the following table there has been a significant decrease in the number of COVID related incidents and Fixed Penalty Notices issues in comparison to the same period last year.

| Apr—Jun	2020-2021	2021-2022	+/- %
COVID incidents	1088	259	-76%
FPNs issued	112	35	-69%

A continued significant challenge faced by Police Scotland's control rooms has been the ability to maintain a high quality service whilst maintaining social distance and managing the requirement for personnel to self isolate if displaying symptoms or having come into close contact with positive cases. As a result on occasion our control rooms could and did suffer from staff shortages, affecting our service delivery to our communities with regards lower priority graded calls. Police Scotland, worked to obtain lateral flow tests and commenced a testing program amongst staff working in these centres to mitigate these risks. The slight drop in service provision is reflected in the User Satisfaction results in June 2021 in relation to initial contact with police, the detail is provided on page 13 of this report.

Lateral flow testing was introduced on Arran and Cumbrae for our officers, improving the resilience of our policing service in these communities.

Our 'Your Police Survey' results confirm that the majority of the public are supportive of our policing response, with 53% of respondents in North Ayrshire reporting they are broadly supportive of the policing response to COVID.

DEMAND ANALYSIS - PYTD (PREVIOUS YEAR TO DATE) CYTD (CURRENT YEAR TO DATE)

CRIME	5 yr.	PYTD	CYTD	INCIDENTS	5 yr.	PYTD	CYTD
Total Crimes & Offences	3216	2963	2882	Total number of incidents	11648	10771	10,018

Demand Analysis (Crime) in North Ayrshire

Demand Analysis (Incidents) in North Ayrshire
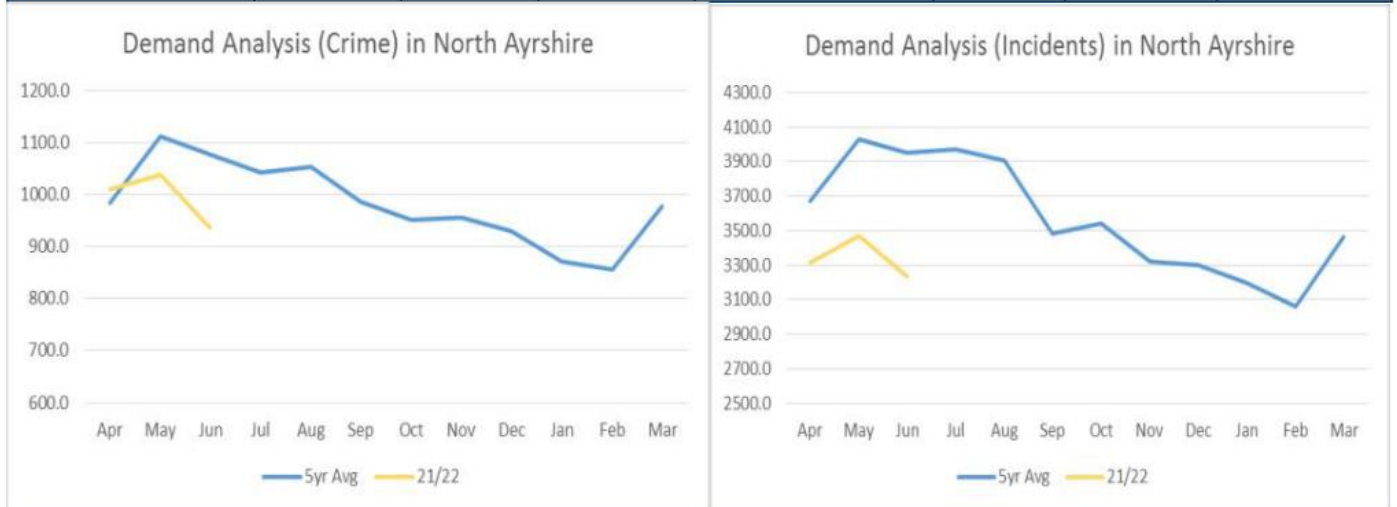
As can be seen from the above figures, overall reported crime remains below the 5-year average, with 2882 crimes reported in comparison to the 5-year average of 3216. This can generally be attributed to the pandemic and the impact on crime trends. The total number of recorded incidents are down from 10,771 to 10,018 a reduction of 6.9% and in comparison to the 5 year average North Ayrshires total number of incidents is a considerable 1630 less.

On the 29 June 2021 the Assurance Review conducted by HM Inspectorate of Constabulary in Scotland (HMICS) praised Police Scotland for its assessment of demand, but reported that there was "room for improvement", particularly in "the forecasting of demand". HMICS noted that pressures on the Force will become more "acute" partly due to policing COVID restrictions and the demands on policing from the upcoming UN climate change summit in November. However, they acknowledged that the Force has the most "sophisticated" demand analysis in the UK. Development of this work continues to be progressed nationally by the Demand and Productivity Unit.

Higher detection rates in relation to Road Traffic offences and increased pro-active detections for weapons, controlled drugs and Bail offences demonstrate that our officers are still protecting their communities through pro-active and intelligence led policing, whilst still responding to the challenges of the pandemic.

Another example of crime trends being affected by the pandemic is an increase in Fraud, of 40.8% in comparison to the 5 year average, however is down 18.3% on last year. This is set against the wider context of total dishonest offences being down 20.7% on the 5 year average and 17% based on last year.

The number of missing people recorded in the sub division has decreased by 8.4%. In this reporting period— down from 143 missing persons in 2020 to 131 missing persons in 2021.

SERIOUS CRIME

DRUG SUPPLY

Tackling serious and organised crime activity in relation to drug dealing is a priority for policing in North Ayrshire. Communities continue to provide intelligence about local drug dealing that allows us to pro-actively target groups and individuals that pose the greatest risk so we can positively impact on community wellbeing.

Consequently, there has been a significant increase in drug supply charges compared to last year and also the 5-year average.

The work of the Divisional Pro-Active Crime Team (PACT) is supported locally by work of our Priority Policing Team (PPT) who continue to target drug

North Ayrshire - Drug Supply

Year	Drug Supply
16/17	31
17/18	22
18/19	18
19/20	25
20/21	17
21/22	38

(5Yr Avg line shown)

dealing, developing local intelligence to progress issues identified by members of the community. The PPT is supervised by the Localities Inspector so that their activity is focussed to emerging risks and concerns, many of which are also raised by elected members. Notable recoveries are often shared on our social media platforms.
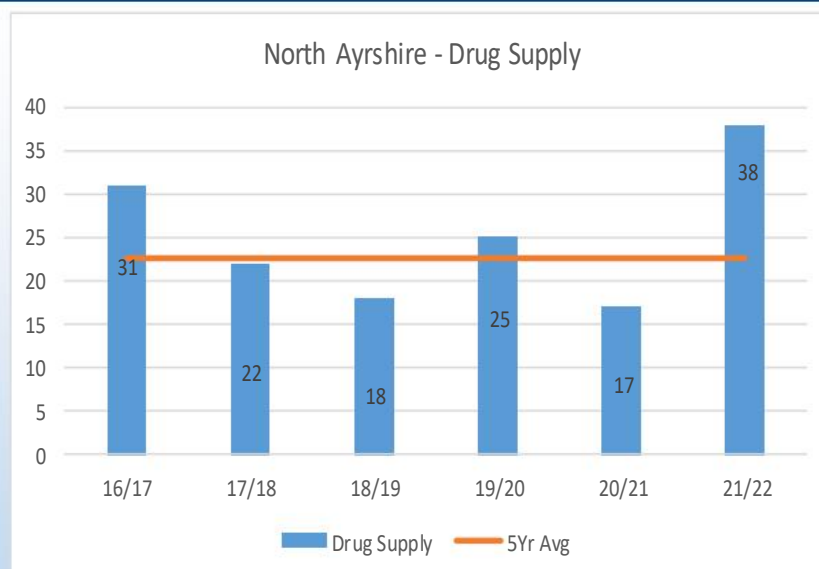
SEXUAL CRIME

With restrictions easing in May, and the opening of licensed premises and the ability for small groups being allowed to meet indoors, there has been an increase in reported sexual crimes. In comparison to the lockdown period last year, there has been a rise of 25 crimes (22 recent and 3 non recent); this equates to a 41.6% rise.

However, reported crime is more aligned with the 5-year average.

We continue to proactively engage with partners to ensure that individuals who

North Ayrshire - Sexual Crimes

Year	Recent	Non-Recent
16/17	43	36
17/18	34	28
18/19	54	41
19/20	75	30
20/21	43	17
21/22	65	20

(5yr Avg = 80.2)

have experienced a sexual crime have the confidence to report the circumstances. We are committed to continued partnership working and the sharing of information - within existing legislative frameworks- to enable the earliest interventions should their be disclosures made during interaction with a service provider. At the heart of these interactions are the aims of reducing further incidents of offending whilst recognising those involved include some of the most vulnerable people in our community and also ensuring relevant partners have a fuller picture of an individuals needs and circumstances.

Victims of sexual assault in North Ayrshire will now be able to attend the new Willows facility at the Biggart Hospital in Prestwick. This is a pan-Ayrshire specialist forensic unit for people who have suffered a sexual assault, enabling them to get an examination even if they do not intend to report an attack to the Police at that time. This provides a more victim centred approach to sexual crime in Ayrshire, negating the need to travel to Glasgow. This is a culmination of excellent partnership working and commitment by NHS Ayrshire and Arran.
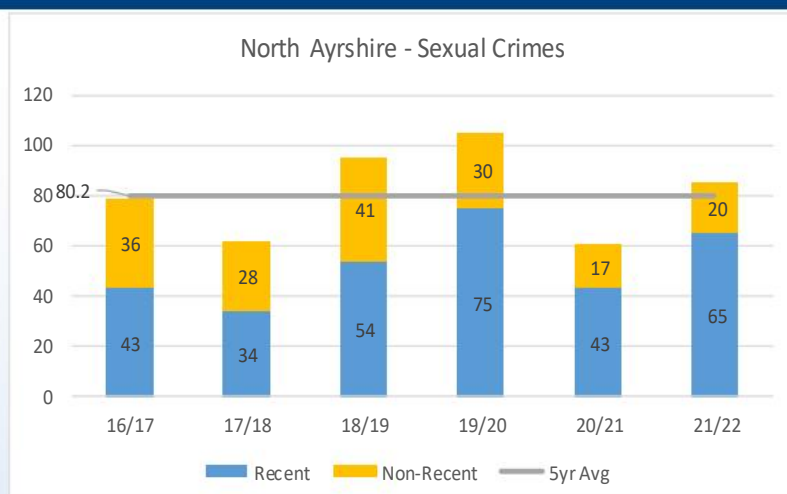
SERIOUS CRIME

OVERALL VIOLENCE, SERIOUS ASSAULTS AND COMMON ASSAULTS

Overall violent crime has increased by 2.6% against the 5 year average. As can be seen in the table, serious assaults have continued to reduce from a high in 2018/19, and are down 39% against the 5 year average.

The increase in violent crime is a result of an increase in common assaults.

Assaults against members of the public are up by 2.4% in comparison to the 5 year average and up 28.6% based on last years' figures.
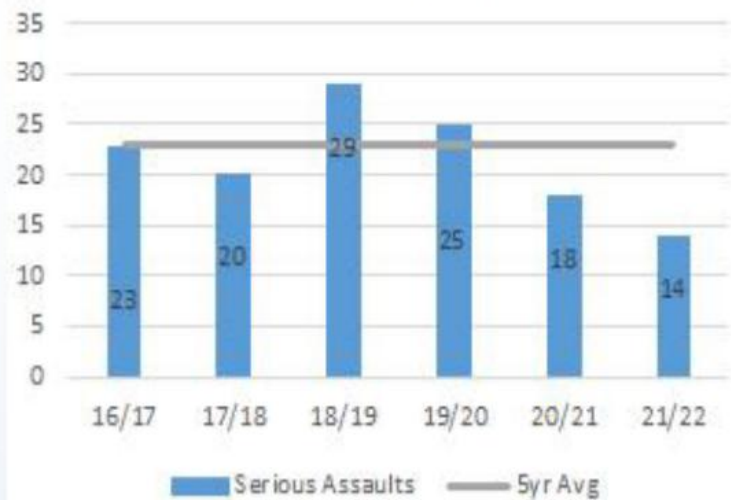
Common assaults against emergency workers are up by 31.5% against the 5 year average. The majority of these crimes are recorded against police officers. These instances are reviewed on a daily basis to identify trends and learning opportunities for officer safety.

Through engagement with partners, it is believed there is an under reporting of assaults to their staff.
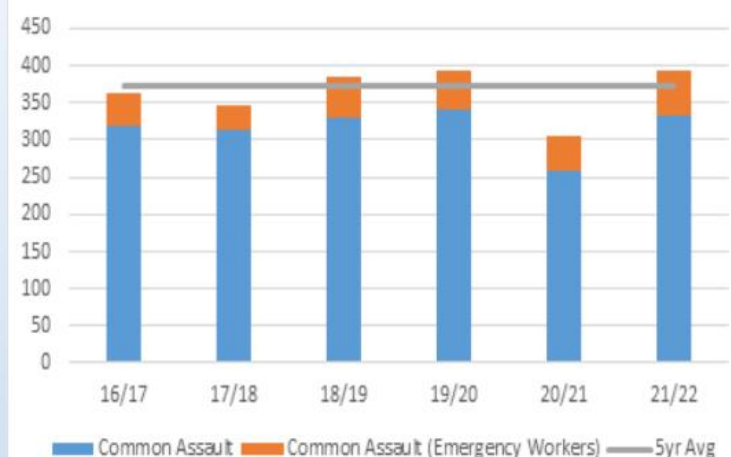
A 'Your Safety Matters' collaborative working group involving the British Transport Police, NHS Ayrshire & Arran, Scottish Fire & Rescue Service, SERCO and the Maritime and Coastguard Agency has been established to explore ways of increasing staff confidence to report assaults.

As a result an **Ayrshire Assault Pledge** has been agreed and launched and aims to improve reporting and ultimately make the work carried out by colleagues in the above agencies a safer working environment.

Serious Assaults - North Ayrshire

Common Assaults - North Ayrshire


The cuts and bruises may heal but the damage you cause lasts long after our shift finishes.
Any form of abuse towards us may result in your arrest.

How was your day at work?
Today, we were insulted, threatened and assaulted.

SAFER COMMUNITIES

DOMESTIC ABUSE

The figures on the table highlight a reduction in recorded domestic crimes, both against the 5 year mean and previous year.

However, North Ayrshire Women's Aid statistics record an increase in referrals in Q1 up 27% from the previous year. Accommodation requests have reduced by 21% during the same period. These changes are attributed to services reopening as restrictions ease.

North Ayrshire - Domestic Crimes
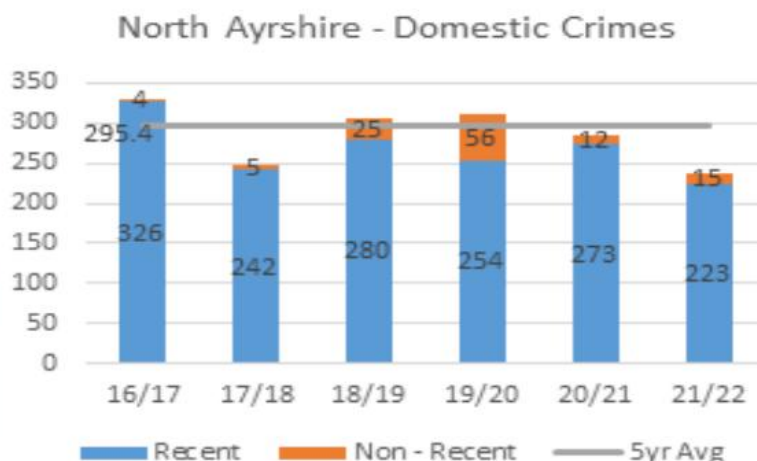
Although reported crimes to the police are decreasing, Ayrshire Division is scrutinising processes and procedures to ensure that victims of domestic abuse continue to have confidence to report these matters. Officers continue to look for opportunities to exploit the powers provided in the Domestic Abuse (Scotland) Act 2018, which enables action to be taken against incidents of coercive control.

We continue work closely with partners, including Women's Aid and the Violence against Women's Group, to challenge gender based violence and raise awareness of support systems.

HATE CRIME

Hate Crime in remains broadly in line with the 5 year average. We regularly conduct reviews of trends, noting no discernible hotspots or repeat offenders.

Crimes against police officers and other emergency services personnel have increased from 3 to 9 with the vast majority being of a verbal nature.

In this reporting period, we provided support to the local Gurdwara in Irvine, working with partners to increase Sikh confidence in local policing after a number incidents of ASB and hate crime on the site of their new temple.

There has been an increase in 8 religiously motivated crime, however these crimes have been committed by individuals against their neighbours or directed towards police officers.


North Ayrshire - Hate Crimes

Hate Crime - Categories of Reported Crime
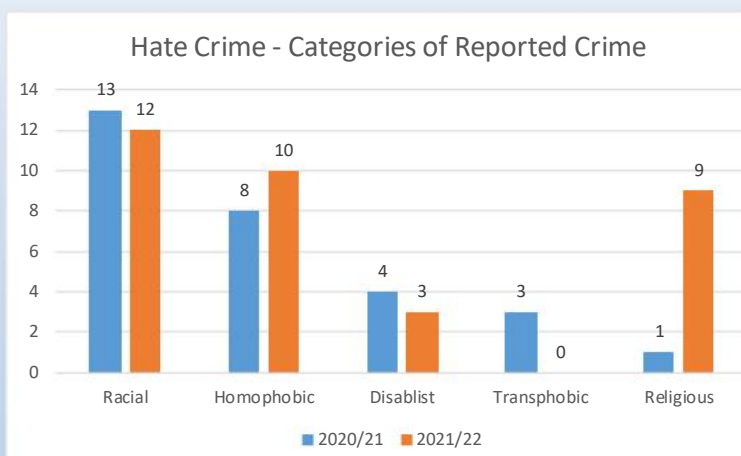
SAFER COMMUNITIES

DISORDER

As anticipated, due to the relaxation of COVID restrictions we have received less calls from the public in relation to breaches of the rules. This has resulted in a marked decrease in comparison to last year, from 2758 to 1974 incidents, which is more in keeping with the 5 year average.

Early identification of emerging hotspots for anti-social behaviour is achieved through incident reviews and engagement with partners and the community.

Disorder - North Ayrshire
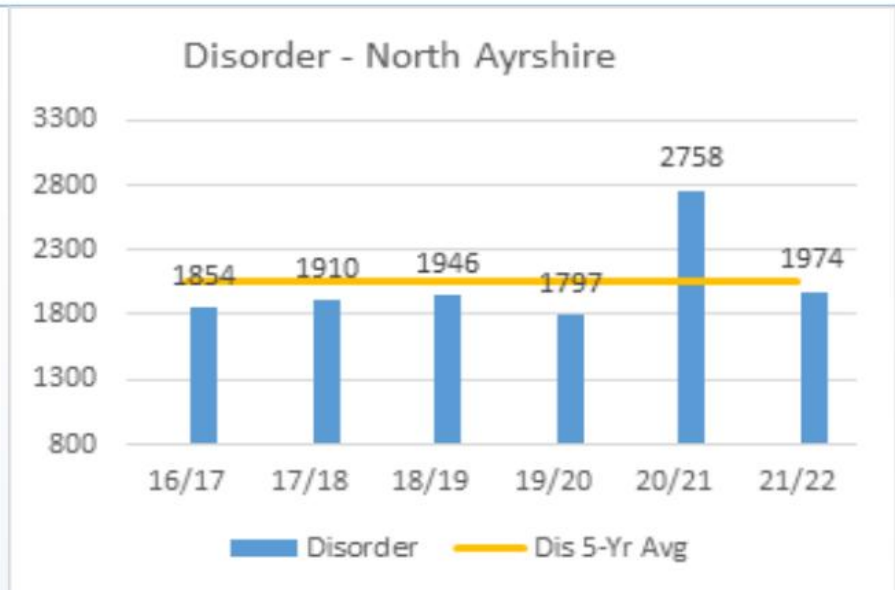
This approach led to bespoke action plans being implemented for a number of locations in North Ayrshire including Irvine Harbourside and Beach Park, Eglinton Park in Kilwinning, Red Brae, Beith and Bellesdale, Largs.

Case study—Eglinton Park, Kilwinning

During this reporting period, police received a number of reports regarding anti-social behaviour and criminality occurring in Eglinton Park including heritage crime, fire-setting, assaults and use of off-road bikes, all of which had a significant detrimental affect on those working within the park or using it for recreational purposes.

The Locality Policing Team developed an action plan to target the park at key times. This included engagement with licensing and trading standards to reintroduce bottle marking to deter retailers from selling to underage customers. We also conducted joint proactive patrols with the North Ayrshire Ranger Service within the park at key times. We targeted areas where local youths were congregating and drinking, with cycle patrols undertaken. Users of the park were also engaged and encouraged to report any instances of disorder to provide a greater visibility and understanding of the issues.

This approach led to a reduction in issues experienced. Feedback has been regularly sought from partners and residents through community council meetings which has been positive.

Locality Policing Teams across North Ayrshire will continue to focus resources on identified areas of concern, increasing their visibility and accessibility for community to report issues and engage with partners wherever possible.

ACQUISITIVE CRIME

ROBBERIES

There has been a decrease of 10 recorded crimes in comparison to last year and the figure of 8 remains well below the 5-year average. This remains a local priority and is subjected to daily analysis, however there is not a discernible pattern, repeat victims or perpetrators. A high proportion of reported robbery involve victims and perpetrators who are well known to each other.

Our detection rates remain high, as a result of our commitment to investigate these crimes properly as we recognise the impact this crime type has on victims.


Robberies - North Ayrshire
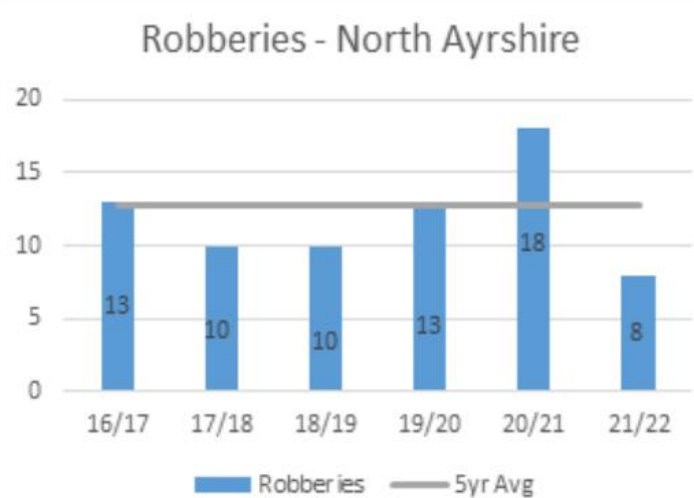
HOUSEBREAKING

Housebreaking is down 41.4% compared to the same period last year, decreasing from 70 to 41 recorded crimes and is well below the 5-year average.

This reduction is attributed to a combination of large numbers of residents still working from home, but also conversely in the reopening of businesses meaning both residential and business premises are greater occupied than last year.

The Divisional Acquisitive Crime Team (DACT) has also played a major role in thoroughly investigating incidents, maximising forensic opportunities and identifying culprits.

North Ayrshire - Housebreakings

North Ayrshire will continue to use our social media platforms to promote crime prevention messages and are working with developers to make sure that all Local Authority and housing association housing meets 'Secured By Design standards'.
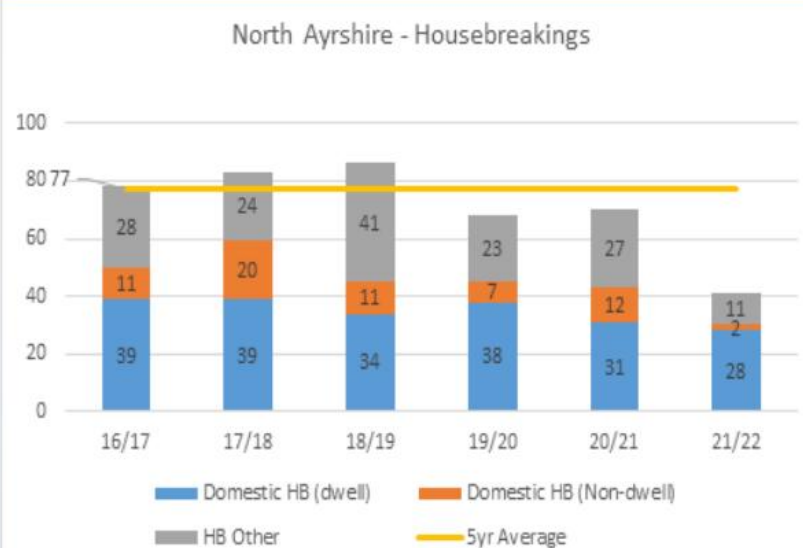
FRAUD

Fraud has seen significant increases since the beginning of the pandemic. The figures represent an increase of 40.8% in comparison to the 5 year average, however this is down 18.3% on last year.

With far more people working from home, this has provided opportunity for individuals and groups involved in fraudulent schemes increased opportunity to target victims online or via the telephone.

North Ayrshire officers continue to work with specialist crime division and our local prevention and intervention offices to respond quickly to new scams. We proactively use social media to highlight the risks from emerging trends.

We have introduced officers in North Ayrshire with a dedicated focus of understanding fraud to provide increased opportunity to learn from and better respond to an increasingly complex and sophisticated crime type.

5 yr. mean	PYTD	CYTD
47.6	82	67

COMMUNITY WELLBEING

On 01 April 2021, Police Scotland introduced the national Partnerships, Prevention and Community Wellbeing (PPCW) Division. This Division was created and designed to reflect and reinforce the increasing shift within Police Scotland to adopt a public health, whole system approach to tackling many of the complex issues faced by our communities. It is recognised that this can only be achieved through excellent partnership working and a joint understanding of the challenges at a local level.

During the recent review of North Ayrshire's Local Police Plan, community wellbeing was identified as a local priority and will be an area of focus going forward.

On each of the six Locality Partnerships (LP), Police Scotland are represented by Locality Inspectors who sit alongside elected members, Community Planning Partners, third sector agencies, community volunteers and members of the public. Each LP has a key focus on their own identified local priorities including issues such as improving mental health, social isolation and the environment. Locality Inspectors play a vital role in cascading relevant information across policing teams as well as supporting the work of the partnerships to improve local outcomes.

DRUGS DEATHS

Between 01 April and 30 June 2021 there has had a total of nine suspected drug related deaths. This is the same as the previous year.

Police Scotland continues to work with Public Health Scotland, North Ayrshire ADP, and other key partners to identify trends in drug use and identify prevention opportunities.

Work is ongoing at a National and local level to review information sharing protocols, to ensure that any learning that can be established from near fatal drug overdoses to ensure that this informs the design and delivery of service provision.

MISSING PERSONS

A significant enquiry has been on-going since Saturday 22nd May to trace Jamie Cannon, missing from the Saltcoats area. There have been significant local and specialist policing resources assigned to this enquiry, supported by extensive media coverage. We have been supporting the family who themselves have done an incredible amount of work with friends, family, and volunteers to find Jamie. This remains high priority investigation.

There have been 134 reports of missing persons made to officers from North Ayrshire during this reporting period.

CHILDREN AND YOUNG PEOPLE

We have worked with KA Leisure and Scottish Sports Futures to identify and develop a range of diversionary activities to help our young make informed choices in a fun and active environment. These projects have been supported by our Locality teams who have attended and participated in the activities to engage with young people with a view to building better relationships with Police Scotland.
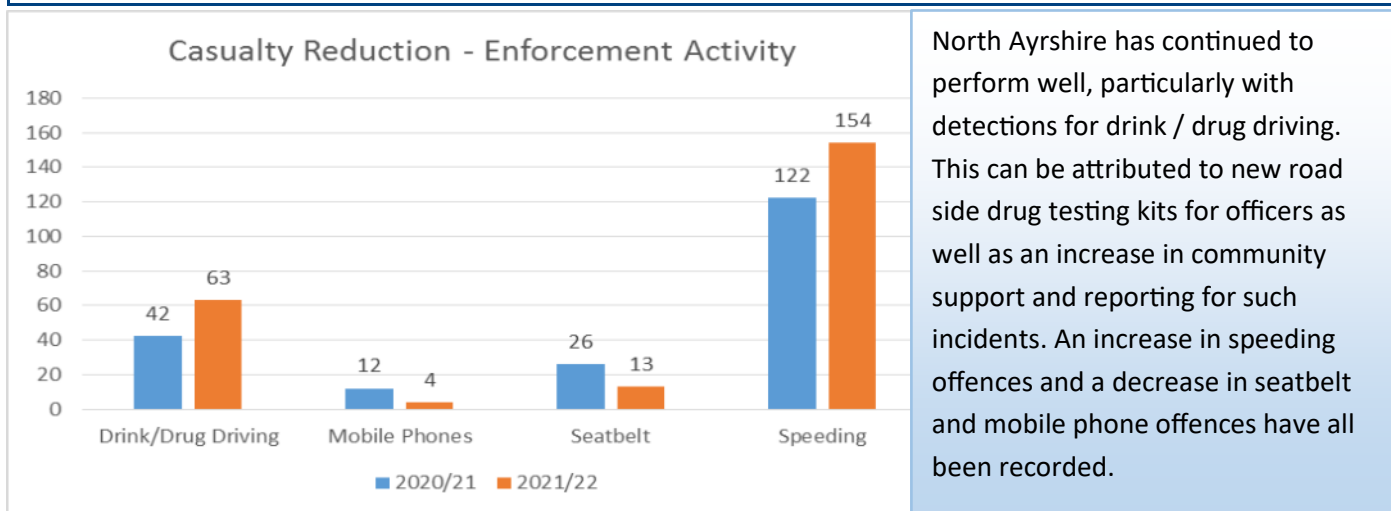
We continue to support partners in promoting positive outcomes for our young people. This reporting period saw the majority of school pupils return to face-to-face teaching and our campus officers were in school supporting pupils with this transition.

During the review of the Local Police Plan for North Ayrshire, an NHS inequalities was undertaken, facilitated by Public Health colleagues and a bespoke workshop was attended by a range of community planning partners. This identified children and young people as a key group for Police Scotland to improve engagement with and support partners in designing and delivering services that will deliver better outcomes. This specifically noted the requirement to work collaboratively to address the outcomes of the Independent Care Review and the introduction of the change to the age of criminal responsibility that is expected to come in before the end of 2021. This remains a key focus for North Ayrshire in the coming performance year.

ROAD SAFETY

Road Traffic Casualties	2020/21	2021/22
Number of persons killed on our roads	0	1
Number of persons seriously injured	9	8
Number of children seriously injured	0	0

Road Traffic Data from 01/04/2021 to 30/06/2021

Casualty Reduction - Enforcement Activity

North Ayrshire has continued to perform well, particularly with detections for drink / drug driving. This can be attributed to new road side drug testing kits for officers as well as an increase in community support and reporting for such incidents. An increase in speeding offences and a decrease in seatbelt and mobile phone offences have all been recorded.

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 2020-30. The overarching determination is to reduce casualties on the road and impact and disrupt those who use the road illegally in respect of criminal activities, under the influence of drink and drugs or drive whilst disqualified. Underpinning this is Police Scotland's Road Policing Division, National Calendar of Activity which allocates specific periods to target areas.

April 2021 - Motorcycle Safety Campaign – dedicated patrols in Seamill, Largs with engagement with motorcycle users on the coastal route.

May 2021 - Global road Safety Week – 17th – 23rd May – dedicated speeding enforcement in Burnhouse, Largs and Fairlie – 5 reported for speeding (1 for Dangerous driving 85mph in a 30mph)

Locally, officers have listened to the community and are addressing road safety issues in the following areas

- Largs (Speeding)
- A737 Kilwinning (HGV use)
- Gateside (Speeding)
- Burnhouse (Speeding)
- Irvine & Saltcoats town centres (enforceable restrictions to protect pedestrians)

PUBLIC CONFIDENCE: COMPLAINTS & USER SATISFACTION

COMPLAINTS ABOUT THE POLICE

Quality of Service Allegations	11
On Duty Allegations	51
Off Duty Allegations	0
Total Allegations	51

On Duty Allegations

Policy / Procedure	Service Delivery	Service Outcome	Excessive Force	Incivility	Irregularity in Procedure	Neglect of duty	Oppressive Conduct	Other Criminal	Other Non Criminal	Traffic	Total
4	1	6	3	11	24	0	1	0	1	0	51

Off Duty Allegations

Crimes of Dishonesty	Crimes of Indecency	Crimes of Violence	Malicious Mischief	Incivility	Misc Offences	Offences involving Motor Vehicles	Other	Other Crimes	Total
0	0	0	0	0	0	0	0	0	0

User Satisfaction—Ayrshire

Questions	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Avg YTD	Force Avg YTD
How easy was it to contact the police (% Very easy / easy)	85	89	85	75	81	70	81	78
Do you feel you were adequately informed about the progress made with what you reported (% Yes)	63.9	71.8	61.2	70.1	69.5	55	65.2	62.9
How satisfied are you with the way you were treated by the officers who attended the incident (% Very Satisfied / Satisfied)	87.5	81.5	78.7	82	86.8	77.1	82.3	81.5
Based on your overall experience, how satisfied are you with Police Scotland (% Very Satisfied / Satisfied)	80	81.5	72.7	74.7	73.7	55	72.9	70.8

NORTH AYRSHIRE COUNCIL

17 August 2021

Police Fire and Rescue Committee

Title:	**Police Scotland Consultation on Body Worn Video Cameras (second consultation)**
Purpose:	To advise the Committee of a request for submissions to a consultation on extending the use of Body Worn Video Cameras to all frontline police officers.
Recommendation:	That the Committee agrees that the attached response is submitted.

1. Executive Summary

1.1 Police Scotland issued a consultation request in February 2021 on its proposals to introduce the use of body worn video cameras for Police Officers. It was proposed at that time that the use of body worn video cameras would primarily relate to armed officers. The Council responded to that request and submitted a consultation response as reported to the last meeting on 17th May 2021.

1.2 Police Scotland are now consulting on extending the use of body worn video cameras to all frontline police officers and are seeking consultation responses to that proposal. It is proposed submit the response as detailed in Appendix 1 which mirrors that previously submitted.

2. Background

2.1 Police Scotland issued a consultation request on its proposals to introduce the use of body worn video cameras for Police Officers in February 2021. The Committee was requested to respond to the consultation request and a response was submitted.

2.2 Police Scotland are now undertaking a second consultation on a proposal to extend the use of body worn video cameras to all frontline officers and are seeking views on that proposal.

2.3 It is proposed that the response, attached at Appendix 1, which mirrors that submitted to the first consultation, is submitted in response to the consultation request on further extending the use of body worn video cameras.

3. Proposals

3.1 That the Committee agrees to submit the response at Appendix 1 to the Police Scotland.

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   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   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.

Craig Hatton
Chief Executive

For further information please contact **Aileen Craig, Senior Manager, Legal Services,** on 01294 324322.

Background Papers
Appendix 1

Police Scotland
Body Worn Video Cameras - Consultation Survey (second consultation)
Response from North Ayrshire Council - August 2021

Background and Consultation Request

Police Scotland are undertaking a survey and looking for responses from the public on the proposal that all frontline officers use body worn video cameras.

<u>**Response from North Ayrshire Council**</u>

This response provides some general or high-level feedback on the consultation request and proposal to adopt the practice of wearing body worn video cameras and extending the initial proposal to now include all frontline police officers. The Council recognises that all public services need to change and adapt to ensure that they are fit to serve and meet the needs of local communities and adopt new ways of working and technologies to improve and deliver services.

The Council offers the following comments for consideration:

- Recording of incidents would assist the police in investigation of complaints and provide evidence of events. The existence of video evidence may assist with the conduct of criminal trials and add value to proceedings.

- Recording may provide assurance to the public by way of transparently recording incidents which in turn would remove subjective accounts of events. It would improve police accountability to the public.

- The use of cameras may provide protection to police officers from false accusations and lead to fewer complaints against officers.

- A code of practice should be established to regulate operational practice and the subsequent use and storage of the data recorded. Data would require to be processed in accordance with the relevant legislation.

- Training of officers and civilian staff on operational requirements should be undertaken.

- Regular reviews of practice and procedure should be undertaken to inform best practice.

<u>**Conclusion**</u>

The Council considers that subject to the necessary training of officers, an operating code of practice and adherence to legislation in respect of data protection, the proposal would represent a valuable step forward providing increased transparency of police actions thereby helping to protect the police and public alike.

Appendix 1 – Body Worn Cameras

Aileen Craig
Head of Service, Democratic Services
North Ayrshire Council

NORTH AYRSHIRE COUNCIL

17 August 2021

Police Fire and Rescue Committee

Title:	**Police Scotland Consultation on the Review of Development of Local Police Plans**
Purpose:	To advise the Committee of the consultation request and seek feedback to enable provision of a consultation response.
Recommendation:	That the Committee provides feedback to enable the submission of a consultation response.

1. Executive Summary

1.1 The Council, along with the other local authorities and community planning partnerships, have been requested to participate in a review of Police Scotland's development of Local Police Plans for 2020-23 which is being taken forward jointly by the Scottish Police Authority (SPA), Police Scotland and COSLA.

1.2 The Committee is requested to provide feedback to enable the provision of a consultation response.

2. Background

2.1 Police Scotland, the Scottish Police Authority and COSLA have agreed to work together to undertake a review of the development of the Local Police Plans to identify areas of development and best practice which will then inform future local planning processes. The review seeks the views of local authority elected members leading on scrutiny of local policing and officials involved in the last planning cycle of local police plans.

2.2 Initial views will be collated through completion of a consultation response and Members and officials will thereafter be invited to take part in more detailed discussions to inform future development of local policing plans. It is anticipated that the review will conclude in 2021/22 allowing learning from the review to be incorporated into the planning process for the next round of Local Police Plans.

2.3 The review will seek to address the following questions:
- How effectively do Police Scotland engage at local level in the development of LPPs?

- How effectively do Police Scotland demonstrate the benefit of access to national assets to local communities?
- How effectively do Police Scotland engage with you on changing local priorities?
- How effective do you consider current scrutiny of LPP delivery at local level to be?
- How can the process to produce a Local Police Plan be enhanced and improved?
- What measures could be used to strengthen the local relevance of Local Police Plans?

The full text of the questions comprising the survey can be found at Appendix 1 of this report.

3. Proposals

3.1 That the Committee provides feedback to the consultation questions and authorises the Head of Democratic Services 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 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 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.

Craig Hatton
Chief Executive

For further information please contact **Aileen Craig, Senior Manager, Legal Services,** on 01294 324322.

Background Papers
Appendix 1

Theme	Question	Answer format
Setting local priorities, objectives and agreeing the Plan	Does Police Scotland share the findings and information used to determine local priorities and objectives for policing with you / your Local Authority	**Yes / No / not sure**
	How effectively do Police Scotland engage with you on changing local priorities?	**Scale 1-5 (not at all to very)**
	Are there any further comments you would like to make on setting local priorities?	**Open text**
	Please provide detail of any additional activities you feel Police Scotland could take to enhance how Local Authorities are engaged and involved in the priority setting process, and in the development of the overall LPP content?	**Open text**
	What would be most supportive in enabling Local Authorities to give their feedback and input in to the priority setting process?	**Open text**
	How can Local Authorities support Police Scotland with this e.g. dedicated planning and community engagement officers to help gather and coordinate feedback?	**Open text**
	How does the local authority / CPP provide evidence to Police Scotland to inform the development of LPPs?	**Open text**
	In what ways can this be enhanced going forward? For example, in providing feedback to Police Scotland, adjusting timescales for reviewing and developing Plans, providing intelligence and evidence obtained by the Local Authority or Community Planning Partnership?	**Open text**
Wider integration of the LPP and performance measurement	In your view, could the process to develop the Local Outcome Improvement Plan (LOIP) in your area be enhanced to more effectively embed the role of policing?	**Yes / No / not sure** **'if yes, how?'**

Theme	Question	Answer format
	In your view, could the process to develop key local strategies and plans (such as the community safety strategy) in your area be enhanced to more effectively embed the role of policing?	**Yes/No / not sure** **'if yes, how?'**
	How effectively do Police Scotland demonstrate the benefit of access to national services to local communities?	**Scale 1-5 (not at all to very)**
	How effectively do Police Scotland engage at local level in the review of LPPs	**Scale 1-5 (not at all to very)**
	In what ways could the reviewing of a Local Policing Plan (prior to committing to refresh/replace) be enhanced going forward?	**Open text**
	To what extent does Police Scotland measure progress against delivering the objectives set out in Local Police Plans?	**Scale 1-5 (not at all to very)**
	How well do performance measures used help to assess whether implementation of the Local Police Plan is making a positive difference locally, and making a contribution to delivery of the LOIP?	**Open text**
	In your view, does the current performance reporting provided by Police Scotland enable your role to undertake effective scrutiny and promote accountability?	**Yes / No / not sure** **If no, what would enable this?**
	Would the development and introduction of national practical guidance / standards on local scrutiny be helpful, with the guidance/standards aligned to the Police and Fire Reform (Scotland) Act 2012 and the Community Empowerment Act (2015)?	**Yes / No / not sure** **Would your local authority like to be involved in development?**